

The following organizations were surveyed to obtain the trend of base salary increases for 2017/18:

Stakeholders

- **City of Toronto** – Cost of Living Adjustment (COLA) plus merit increases.
- **Province of Ontario** – Province has provided confidential information for Waterfront Toronto's purposes only.
- **Government of Canada (Infrastructure)** – Information requested but to date we've received no response.

Other Agencies

- **Toronto Transit Commission** – Information requested but to date we've received no response.
- **Metrolinx** – Agency has provided confidential information for Waterfront Toronto's purposes only.
- **Infrastructure Ontario** – Agency has provided confidential information for Waterfront Toronto's purposes only.

Third Party Sources

- **The Toronto Board of Trade** – “projected for 2016 across all industries and all functions is 2.4%”
- **The Conference Board of Canada** – “the average pay increase for non-unionized employees is projected to be 2.4%”
- **Mercer** – “projected increases in 2017 are 2.6%”
- **The Hay Group** – “Canadians can expect to see average base salary increases of 2.2%”
- **Morneau Shepell** – “Canadian employer expects to raise wages by an average of 2.1% in 2017”
- **Statistics Canada** - CPI as of February 2017 is 2.1%
- **4 Private Sector Companies** – Certain relevant private sector organizations have shared their salary data with Waterfront Toronto on a confidential basis which indicates salary increases in the range of 0% - 3.8%.

For reference purposes, the following chart is a historical summary of salary comparatives collected over the past five years that reflects Waterfront Toronto's mid-level salary merit adjustment in comparison to others:

	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/2017</u>	<u>2017/2018</u>
<u>Stakeholders</u>					
City of Toronto (based on calendar year)	0% - 3%	0% - 3%	0% - 3%	COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5%	COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5%
Province of Ontario**	Information requested but never received	Information requested but never received	Information requested but never received	Confidential information received	Confidential information received
Government of Canada	Information requested but never received	Information requested but never received	COLA amount was given as was P4P. At Director level & above, no COLA just P4P. No % were confirmed.	Information requested but never received	Information requested but to date we've received no response
<u>Other Agencies</u>					
TTC	2%	1%	1.5%	1.75%	Information requested but to date we've received no response
Metrolinx**	Confidential information received	Confidential information received	Confidential information received	Confidential information received	Confidential information received
Infrastructure Ontario**	Confidential information received	Confidential information received	Confidential information received	Confidential information received	Confidential information received
<u>Third Party Sources</u>					
The Toronto Board of Trade	2.6%	2.6 %	2.5%	2.3%	2.4%
Conference Board of Canada	3%	2.9%	3%	2.5%	2.4%
Mercer	3.2%	3.1%	3.0%	2.8%	2.6%
The Hay Group	2.9%	2.6%	2.6%	2.4%	2.2%
Morneau Shepell	2.6%	2.6%	2.8%	2.5%	2.1%
Statistics Canada (CPI)				2.3%	2.1%
4 Private Sector Companies	0%-4%	0%-3%	0% -3.2%	0%-3.5%	0% - 3.8%
WT (midpoint)***	2%	1.75%	2%	2%	2.5%
WT range***	0% - 4.25%	0% - 3.5%	0% - 4.25%	0% - 4.25%	0% - 4.5%

*Salary comparative information is collected by Waterfront Toronto where publically available or by actual request.

** Agency has provided confidential information for Waterfront Toronto purposes only.

***Adjustments for the Manager, Professional and Support Staff level.