



# CREATIVE

2012/2013 RESULTS OF THE CANADIAN SURVEY OF SALARIES AND BILLING PRACTICES  
IN THE COMMUNICATION DESIGN INDUSTRY



# EARNERS

CREATIVE  
NICHE INC

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# INTRODUCTION

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As part of its mandate to serve the best interests of the graphic design industry, the business community and the public, the Association of Registered Graphic Designers (RGD) coordinates and disseminates a report that provides a financial picture of the Canadian graphic design industry, including salaries and billing practices.

With the support of Creative Niche and the assistance of several promotional industry partners, this year's survey continued to focus on graphic designers but also expanded to include information from web professionals, advertising executives, copywriters, and strategists.

*To find out more about RGD and our other programs serving the design and business communities, go to [rgd.ca](http://rgd.ca).*

# METHOD

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The survey was promoted by RGD and Creative Niche Inc., RGD's career development partner.

Respondents were emailed invitations to participate in the survey, and accessed the survey online through a link in the invitation. Respondents were also encouraged to invite others in the field to participate.

In addition, RGD and Creative Niche expanded their outreach this year to other groups including SDGQ, GDC, ADCC, CAPIC, CDA, DX, IABC Ottawa and PWAC.

The survey was available in both English and French, and was completed June 4 to July 16, 2012.

## CAVEAT

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*Because of the modest response rate achieved in some regions and among some job titles, this data should not be viewed as a nationally representative statistical sample of all professionals. It does provide a current reflection of what some in these professions are currently earning.*

*The salary information is annual salary only. It does not include bonuses and additional compensation. The salary information is reported in terms of the median (or middle) values for each job title. The information is also split out by several variables – Region, Organization Size, Organization Type, and Experience.*

*Caution should be applied in interpreting the results, however, where the number of respondents is very small.*

*Data has been presented for job titles where there are at least 30 respondents given the high degree of variability in the data where there are fewer than 30 respondents.*

*Data has not been presented for the following job titles based on having fewer than 30 respondents in the total data: Database/Systems Administrator, Information Architect, SEO/SEM Specialist, Digital Strategist, Web/Media Analyst, Video/Motion Designer/Developer, Community/Social Media Manager, Brand/Content Strategist, Account Coordinator, Other Educator, Proofreader/QA, Media Buyer/Planner, Business Development/Sales and Office Manager.*

*Caution should be applied in interpreting the results where the number of respondents is small. For reference, respondent numbers are presented beside each column of data.*



**RESPONDENTS**

# RESPONDENTS

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As brands evolve in the use of design to drive business, and as technology develops, there are more opportunities for how designers can apply their skills. This has led to a broadening in the range of roles to which we can apply our design and communication talents.

This year 2,890 professionals responded to the survey. There was an average of 11.2 years of experience and over 25% indicated 16 plus years of experience. This challenges the notion that the industry is only for the young.

## ADVOCACY

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*RGD's advocacy has many action points - actively supporting, defending and maintaining a series of policies; promoting measures that broadly benefit members and the industry; increasing public awareness and disseminating information about a particular value; pleading or arguing in favour of a new idea; speaking out on issues of concern; mediating, coordinating, clarifying and advancing a particular point of view; intervening with others on behalf of the profession. In particular, RGD provides information about and combats the unethical practice of spec work, doing work for free as part of new business pitches or contests.*

# ABOUT RESPONDENTS

NUMBER OF RESPONDENTS SURVEYED

# 2,890

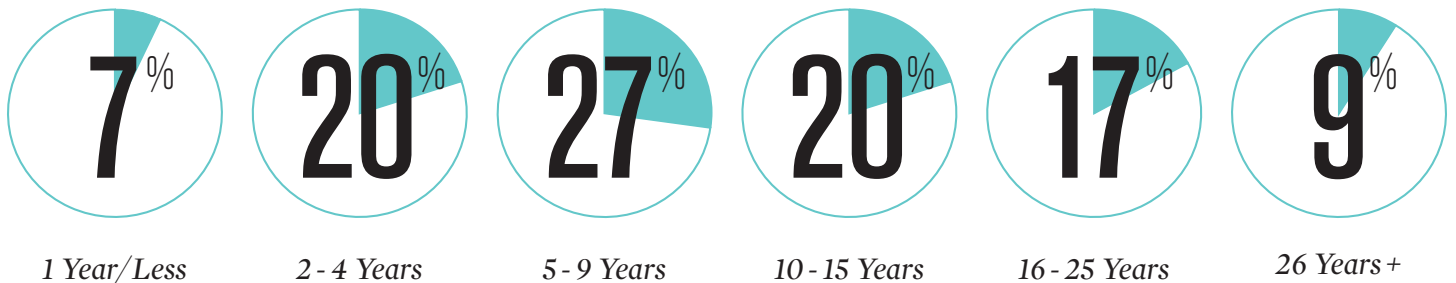
FEMALES (57%) MALES (43%)



AVERAGE TIME IN THE CREATIVE FIELD

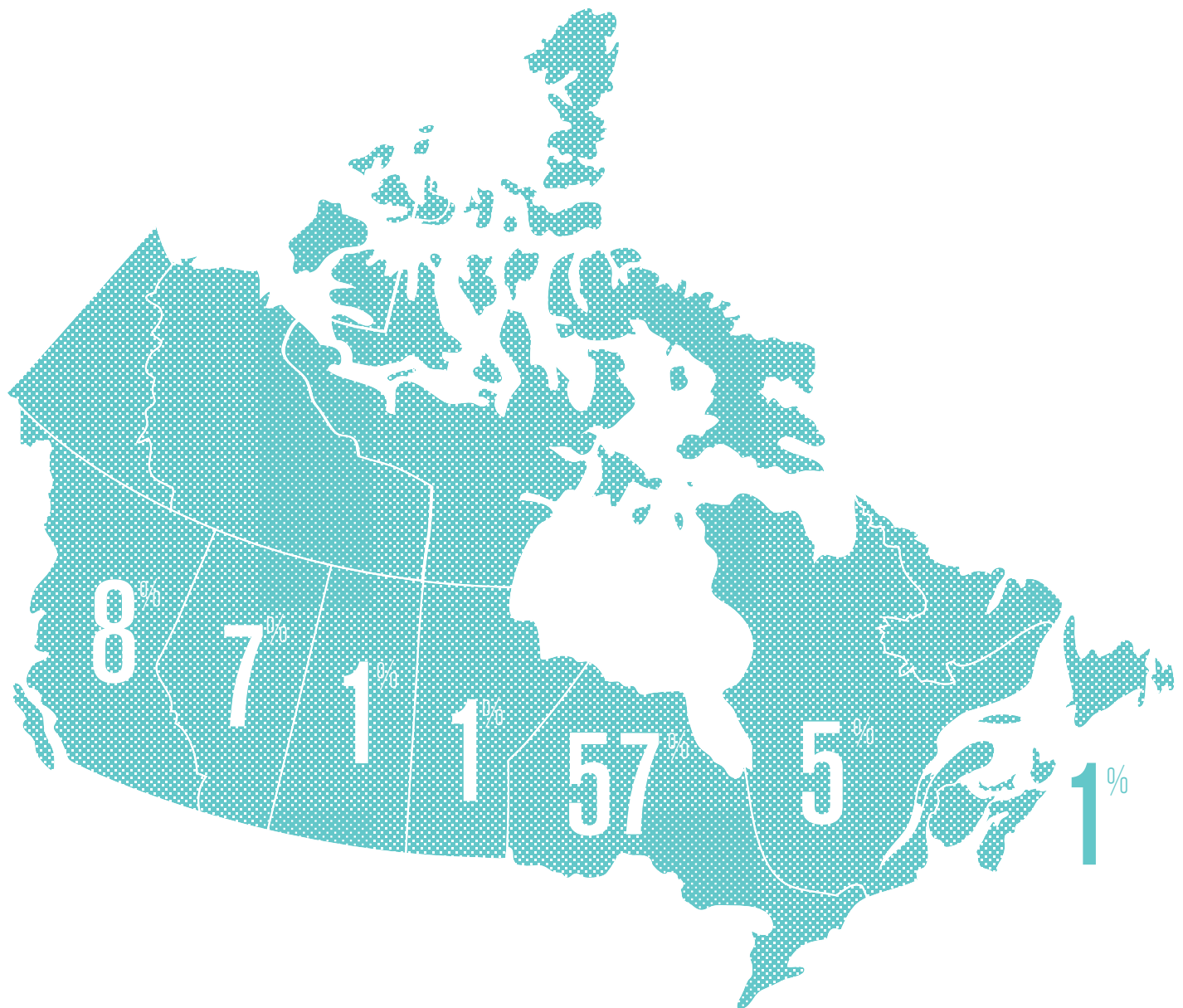
# 11.2 YEARS

LENGTH OF TIME WORKING IN A CREATIVE FIELD



# NATIONAL RESPONSE

Questionnaires were completed by 2,890 respondents from all parts of Canada, as detailed below.

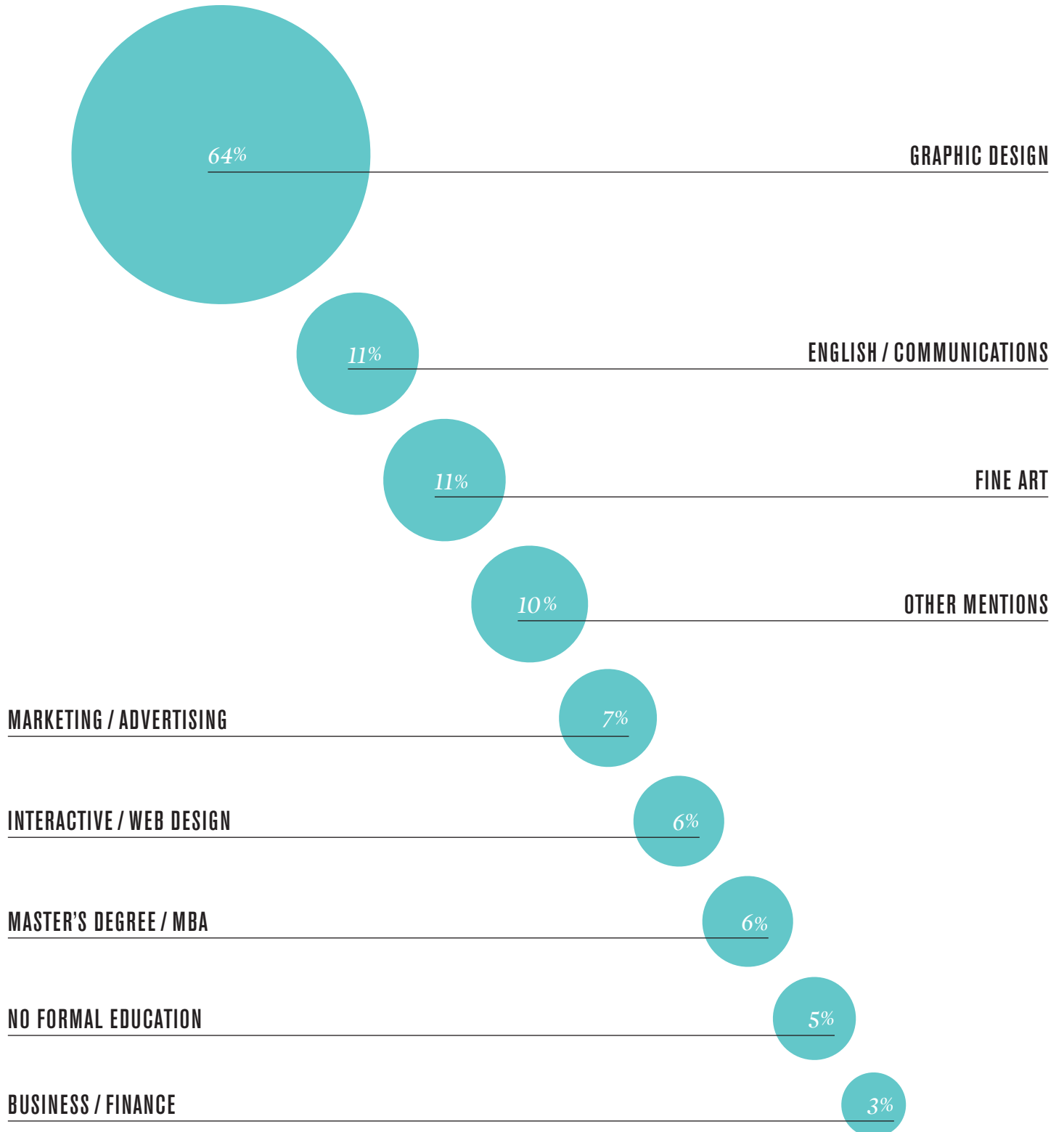


<b>AB</b>	<b>MB</b>	<b>NL</b>	<b>ON</b>	<b>QC</b>	<b>YT/NT</b>
189 (7%)	34 (1%)	7 Less than ½ of 1%	1,648 (57%)	133 (5%)	10 Less than ½ of 1%
<b>BC</b>	<b>NB</b>	<b>NS</b>	<b>PE</b>	<b>SK</b>	<b>NOT STATED</b>
228 (7%)	12 Less than ½ of 1%	22 (1%)	3 Less than ½ of 1%	29 (5%)	575 (20%)

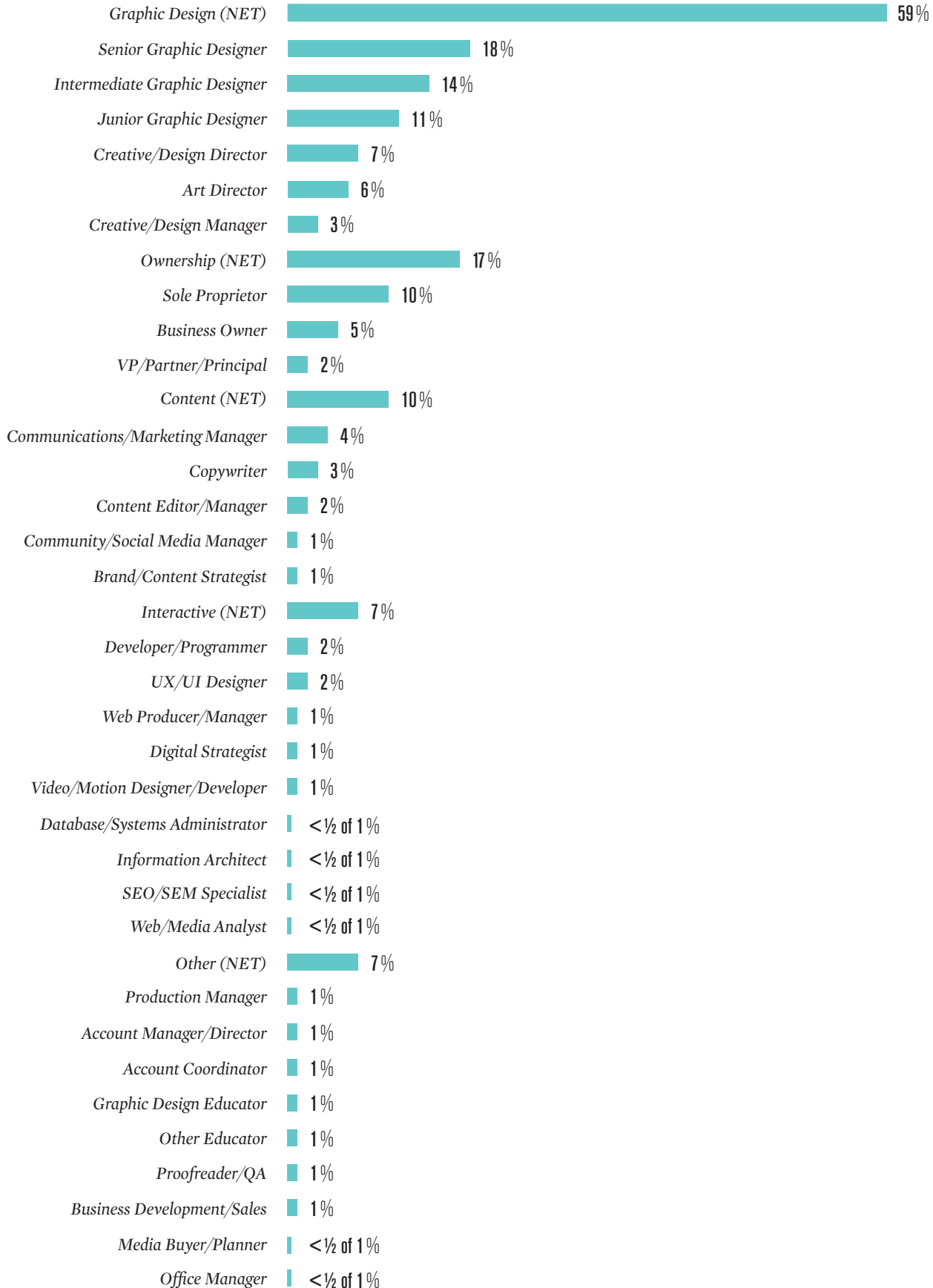


# EDUCATIONAL BACKGROUND

Percentage of respondents with diplomas / degrees in...



# JOB TITLES



# JOB DESCRIPTIONS

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## **OWNER, PARTNER, PRINCIPAL**

An owner, partner, principal or VP holds an equity position and/or has major business responsibility for a firm with employees.

## **CREATIVE/DESIGN DIRECTOR**

A creative director or design director is the creative head of a design firm, advertising agency or inhouse design department. In all of these areas, key responsibilities can include the development of graphic design, advertising, communication and industrial design.

## **CREATIVE/DESIGN MANAGER**

A creative manager or design manager manages the creative staff, evaluates its work, ensures that projects meet the requirements of the design brief and are completed on time and within budget. A design manager may work in a corporation and manage the hiring of design firms and the use of their design services.

## **SENIOR GRAPHIC DESIGNER**

The senior graphic designer is responsible for the design of solutions from concept to completion. In some firms, a senior designer directs the work of one or more junior designers, who generate comps and create layouts and final art. In some cases, senior designers do not manage staff, but are designated “senior” because of their authority in design decision-making.

## **INTERMEDIATE GRAPHIC DESIGNER**

An intermediate graphic designer is responsible for the design of graphic applications such as collateral material, environmental graphics, books and magazines, corporate identity and branding, film titling and websites, from concept to completion.

## **JUNIOR GRAPHIC DESIGNER**

A junior graphic designer is a designer (see intermediate graphic designer) who has been out of school for less than two years.

## **ART DIRECTOR**

The art director establishes the conceptual and stylistic direction for all design staff and orchestrates their work, as well as the work of production artists, photographers, illustrators, prepress technicians, printers and anyone else who is involved in the development of a project. The art director generally selects vendors and, if there isn't a creative director on staff, has final creative authority.

## **DATABASE/SYSTEMS ADMINISTRATOR**

A database or systems administrator works with web server systems and web databases, develops web queries to databases and programs web applications.

## **DEVELOPER**

A developer uses HTML/JavaScript, Flash and, on occasion dynamic scripting languages such as ASP/PHP/Cold Fusion and other tools, to develop static and dynamic web pages. A mobile developer uses common scripting tools such as Flash ActionScript, as well as supporting technologies like Flex, Flash Remoting and integration with media servers.

## **INFORMATION ARCHITECT**

Information architects contribute to the planning and design process of communications such as websites, by organizing information, designing information strategies and developing taxonomy and search systems.

## **WEB PRODUCER/PROJECT MANAGER**

A web producer/project manager organizes web development teams and ensures adherence to budget, schedule, content and design of website development. Responsibilities may include coordinating all production elements, including content, design and development, as well as IT services and Internet hosting services. The individual may also act as primary production contact for account or project team members, or provide direct client service.

## **SEARCH ENGINE OPTIMIZATION SPECIALIST**

A search engine optimization specialist is responsible for maximizing the volume or quality of traffic to a website from search engines via organic or “algorithmic” search results by improving page rank within search engines. SEOs may target different kinds of search, including image search, local search, video search and industry-specific vertical search engines. A search engine marketing specialist promotes websites by increasing their visibility in search engine result pages through the use of paid placement, search engine optimization and advertising.

## **DIGITAL STRATEGIST**

A digital strategist is responsible for analyzing and recommending new media implementation strategies to meet marketing goals, such as lead generation. Digital strategists help create marketing and communication plans which can bridge web, email, mobile, gaming, search and other digital media. Solutions are based on audience insight and brand, in the context of the overall marketing strategy.

## **COPYWRITER**

A copywriter writes, edits and proofs promotional or publicity copy for print or electronic publications. At higher levels, copywriters are often responsible for strategic and conceptual development of messages and stories.

## **VIDEO/MOTION DESIGNER/DEVELOPER**

A video/motion designer/developer creates animated or live video content for a variety of media, including the web, smart phones and portable devices, games, television and other formats, including features. Projects can also include title and post-production work.

## **WEB OR MEDIA ANALYST**

A web or media analyst is responsible for defining and documenting the reporting and analysis requirements of business stakeholders across specific media, in order to optimize websites and marketing programs (e.g. email marketing, SEM, banner ads, etc.). Collecting and analyzing user data, the analyst is also responsible for identifying trends and insights about the media property. The analyst then assists in translating the marketing analytics into actionable business information.

## **USER EXPERIENCE/USER INTERFACE DESIGNER**

A user experience or user interface designer works in the field of user experience design and is responsible for designing websites and applications that support user-centred design principles. They understand best practices in interface development to support how users behave. Working in tandem with UX/UI developers, the designer requires insight into information architecture, interaction and interface design, and the design process.

## **COMMUNICATIONS OR MARKETING MANAGER**

A communications or marketing manager develops and manages the marketing and/or communications strategy, planning and execution for a company, product or service, integrating activities with product or service managers and guiding the research and analysis of market data. A marketing manager may also be responsible for advertising, promotions, events, communications and social media, as well as integration with public relations.

## **BRAND OR CONTENT STRATEGIST**

A brand or content strategist combines business and marketing strategy with brand management expertise to ensure the creation of consistent, powerful brand messages and experiences relevant to a client's target audience(s). Responsibilities include developing positioning recommendations, defining brand personality and guiding market research and analysis.

## **CONTENT EDITOR/MANAGER**

A content editor/manager works to ensure the creation of content that supports meaningful, interactive, online experiences. Responsibilities cover every aspect of content, including design, development, analysis, presentation, measurement, evaluation, production, management and governance. Work may include gathering information to enhance the value of the site, working with marketing and graphic designers to ensure consistency and gathering user feedback for website improvement and enhancements.

## **NEW BUSINESS DEVELOPMENT**

A person focused on new business development is responsible for developing client relationships, generating and following through on sales leads and closing new opportunities.

## **COMMUNITY OR SOCIAL MEDIA MANAGER**

A community or social media manager is responsible for the social media position of a brand, from passive monitoring to direct customer interaction. Strategy, planning, communication and analysis are the primary areas of activity. A community manager is embedded in social media communities and is an expert with the various tools and interfaces. They must have exceptional communication, writing and judgment skills, and are responsible for driving consumer engagement within the various online social networks.

## **PRODUCTION MANAGER**

A production manager is responsible for managing the process (bids, scheduling, production and delivery) of producing design projects, from concept through production, including photography, separations, press work as well as digital production.

## **ACCOUNT MANAGER/DIRECTOR**

An account manager/director is responsible for achieving the client's strategic brand objectives and supporting the development of marketing plans through the planning, coordination and implementation of marketing programs on behalf of client-side customers. Account managers ensure campaigns are implemented on time and within budget. An account supervisor provides expertise on program strategy and oversees program execution. Account directors often have new business development responsibilities as well.

## **ACCOUNT COORDINATOR**

An account coordinator provides support to the broader account service team. Duties range from administration to tracking projects, research and reconciliations. An account executive provides day-to-day customer service and support, including marketing program execution under the supervision of an account manager.

## **EDUCATOR**

An educator transmits his or her skills and knowledge to students in post-secondary programs. They implement effective educational strategies through course and curriculum development, assessment methods, course management and act as a liaison with industry.

## **OFFICE MANAGER**

The office manager takes care of office administration and clerical functions, such as supply inventory, bookkeeping, human resources.

## **MEDIA BUYER/PLANNER**

A media buyer or planner is a media expert who purchases and/or plans the most effective media usage for a marketing objective, including on and offline strategies. Buyers negotiate media space and time, monitor placements and manage contracts with media vendors. Planners study demographic data and consumer profiles to identify desired target audiences for intended reach and analyze media data to optimize performance.



**EMPLOYERS**

# EMPLOYERS

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Of respondents, 76% reported that they work on a team of four people or less with 38% working in in-house corporate environments and an additional 26% working in advertising, marketing and interactive agencies. This suggests that the majority work within large organizations, however on small teams.

One in three owners plan to hire full-time staff in the next 12 months and very few plan to reduce workforces which indicates anticipated growth in the industry over the next year.

## *DESIGN AT WORK*

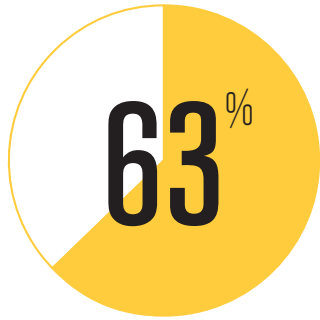
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*Design at Work is a program that recognizes the work of professional members and promotes the value graphic design can bring to business communications. It is presented as regional exhibits in public spaces, presentations by members at client conferences and other representations of case studies of how design can impact a client's success.*

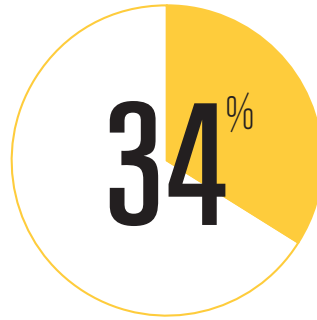


# ABOUT RESPONDENTS' EMPLOYERS

## HIRING PLANS FOR FULL-TIME STAFF IN NEXT 12 MONTHS



*Hire Full-Time Staff*



*Remain the Same*



*Reduce Full-Time Staff*

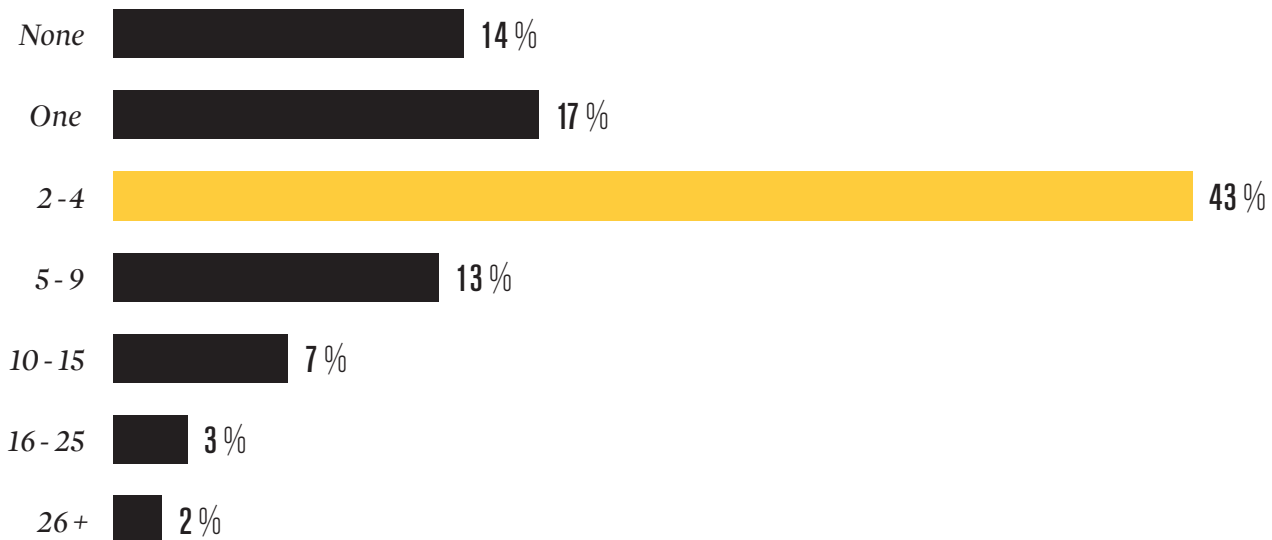
## AVG. NUMBER OF FULL-TIME DESIGN EMPLOYEES

4.7

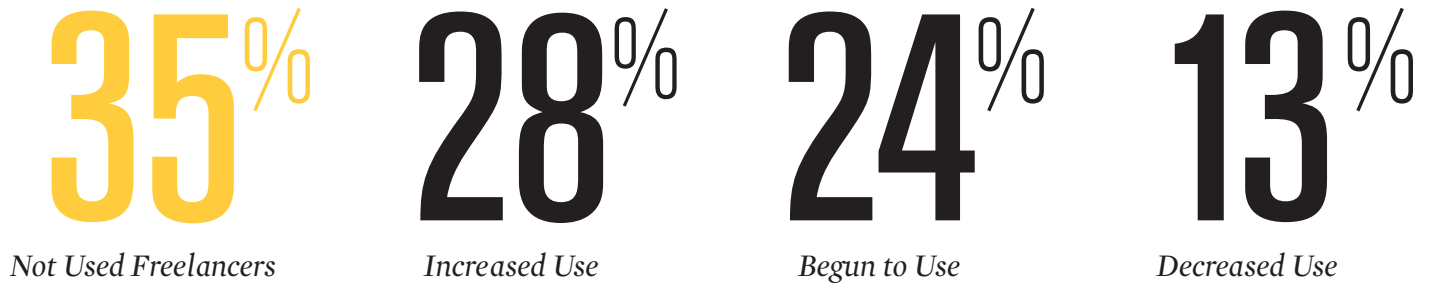
## AVG. NUMBER OF PART-TIME/FREELANCE DESIGN EMPLOYEES

2.4

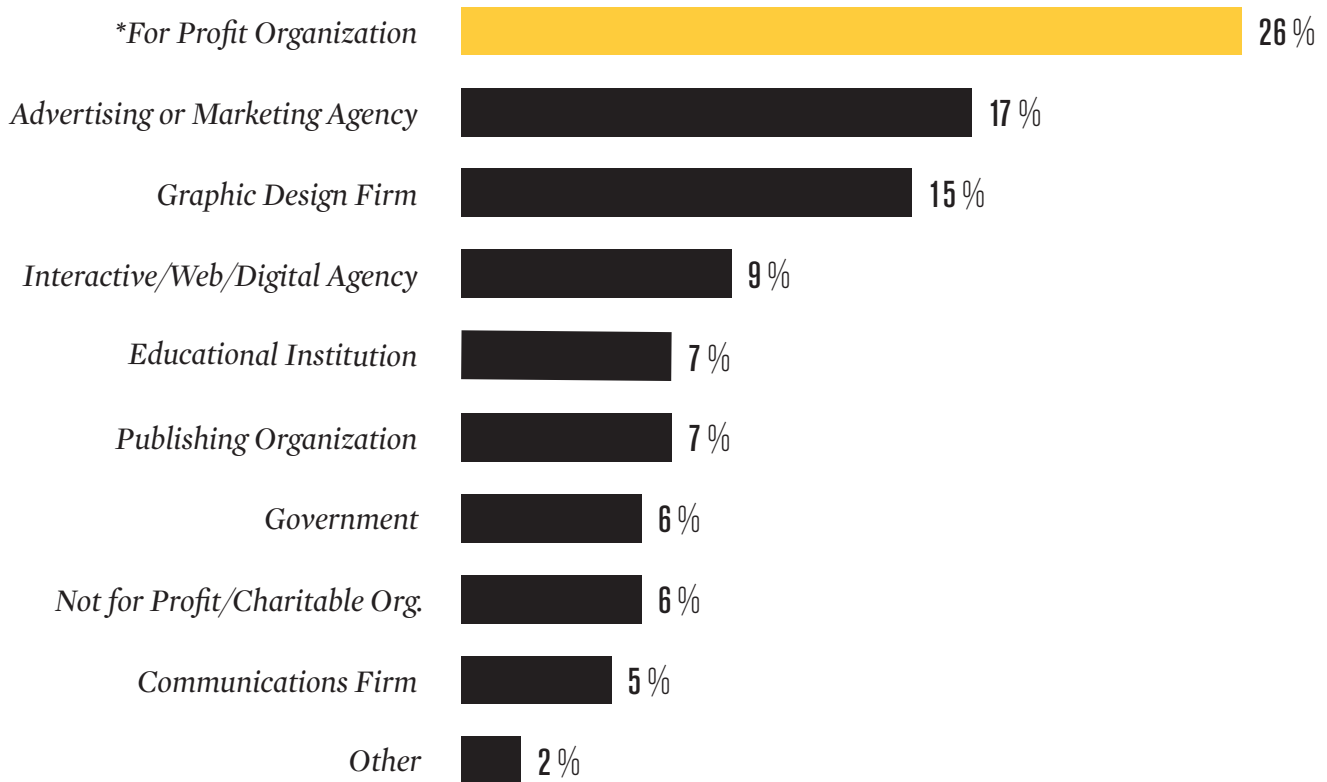
## NUMBER DESIGN-RELATED EMPLOYEES



## ENGAGEMENT OF FREELANCERS IN THE PAST 12 MONTHS



## ORGANIZATION CURRENTLY EMPLOYED WITH



*\*Where Design/Marketing Comm. not a core service offered externally.*

## AVERAGE TIMES CHANGED ORGANIZATIONS (PAST 5 YEARS)

# 1.2

## AVERAGE TIMES CHANGED JOB TITLES (PAST 5 YEARS)

# 1.3



**FREELANCING &  
SOLE PROPRIETORS**

# FREELANCING

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Although both freelancing and sole proprietorship focus on the efforts of one individual, in practice they are very different.

Freelance within the design industry comes in three flavours: First freelancing can supplement current full-time employment for the purposes of expanded creative opportunities, or financial motivations.

The second represents people who are working predominantly on short-term contracts for design and communication companies.

Third, is what some term the “accidental freelancer”: those resourceful designers who stay busy working when full-time opportunities elude them. These freelancers are often taking a mix of work directly for clients, as well as for employment agencies.

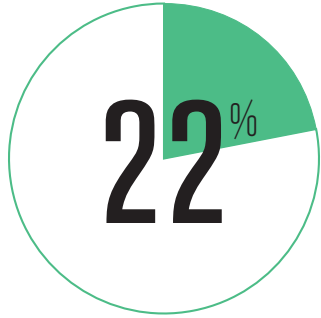
## *R.G.D. PROMOTION*

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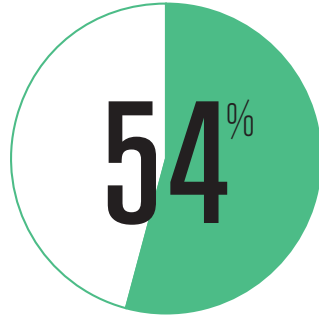
*RGD assists members to promote themselves as business owners, sole proprietors and freelancers. Through the RGD website and the email newsletter, RGD Word, every two weeks a different R.G.D. member is profiled with a gallery of their work. In addition R.G.D.s have the opportunity to submit news of interesting new projects and other achievements. R.G.D.s promote their certification by using the R.G.D. designation after their name, by placing a special “R.G.D. Professional” logo on their websites and promotional materials, and by including a one-pager on the value of hiring an R.G.D. in proposals.*

# FREELANCE INCOME

## SOURCE OF FREELANCE INCOME



*Primary Income*



*Addition to Full-Time*

## AVERAGE PART-TIME FREELANCE HOURS PER WEEK

6.7

*When Employed Full-Time in Graphic Design*

## AVERAGE FULL-TIME FREELANCE INCOME

\$43,168

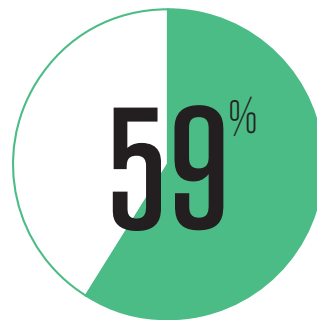
## MEDIAN FULL-TIME FREELANCE INCOME

\$35,000

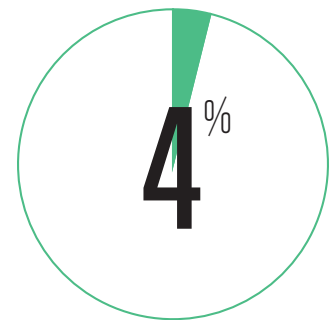
## AVERAGE PART-TIME FREELANCE INCOME

\$6,868

## \$30,000 OR MORE INCOME FROM FREELANCE



*Primary Income*



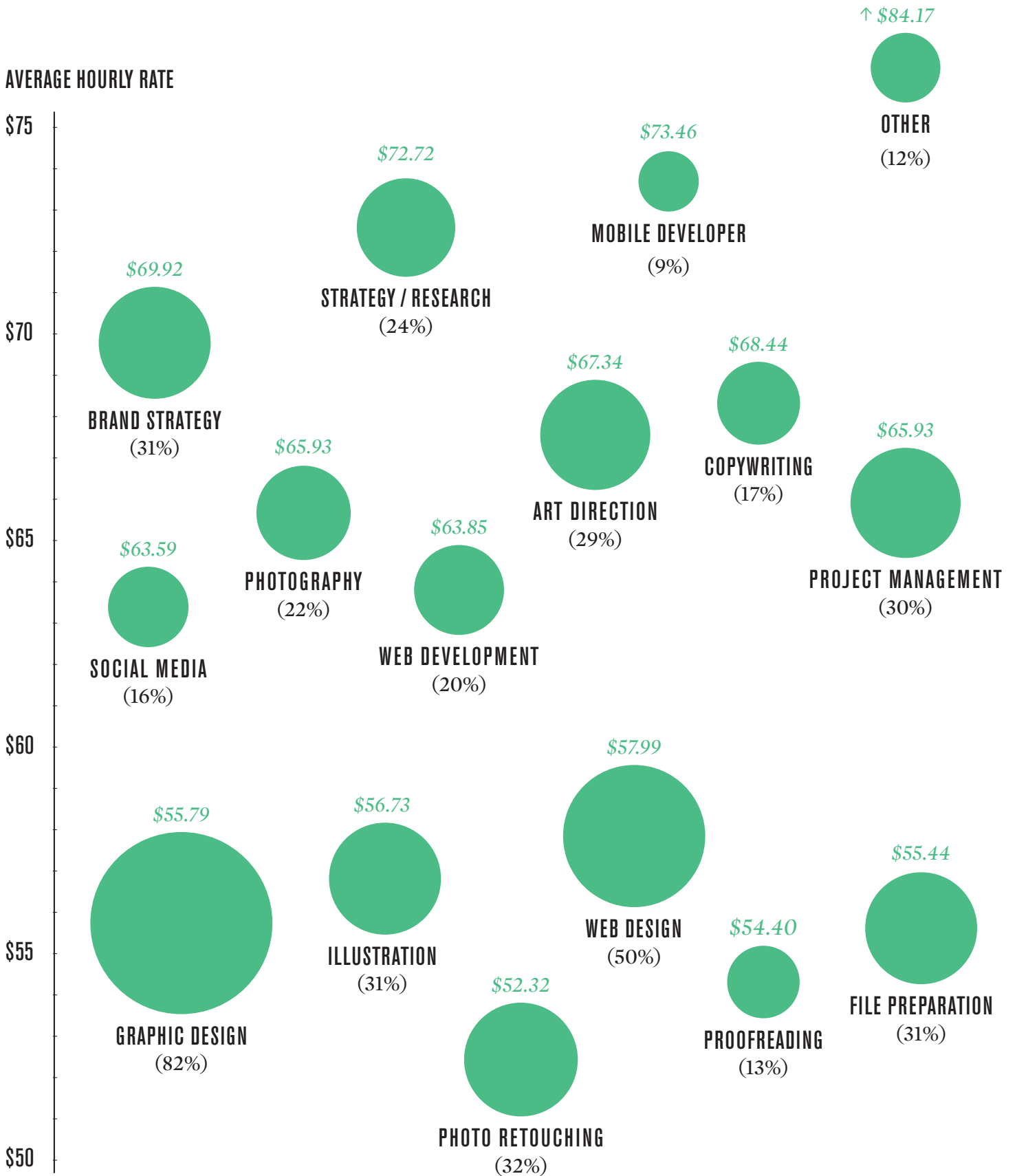
*Addition to Full-Time*

## MEDIAN PART-TIME FREELANCE INCOME

\$3,200

# FREELANCE SERVICES & HOURLY RATES

Percentage of services offered by respondents and their hourly rates.



# SOLE PROPRIETORS

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In contrast to freelancers, sole proprietors intentionally are operating a government registered business and typically have a multiple year strategy for their own brand and marketing efforts. The earning potential of both freelancers and sole proprietorships, at first glance, seems attractive with the average hourly rate for designers, with less than five years experience, at \$46 per hour. However, these same individuals report that their total annual earnings are averaging less than \$50,000 per year. This is likely due to the number of hours required that are simply not billable. For instance estimating projects, writing proposals and project management require hours of work that are not compensated by clients.

## *THE BUSINESS OF GRAPHIC DESIGN HANDBOOK*

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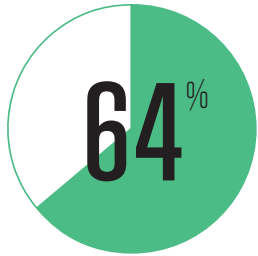
*The Business of Graphic Design: A Professional's Handbook is the first and only comprehensive Canadian guide to maintaining a graphic design business.*

*It covers professional business management as it applies to graphic design and the maintenance of a graphic design business. It provides an understanding of the education of a graphic designer, how to work with clients, project management principles and how to administer, market and staff a design consultancy business.*

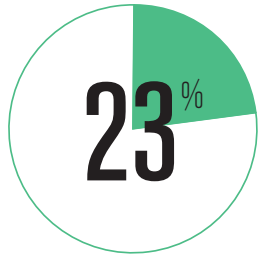
# SOLE PROPRIETORS

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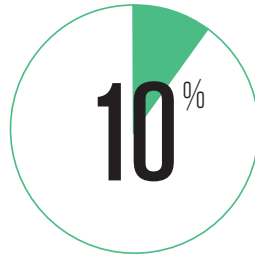
## ANNUAL BILLINGS



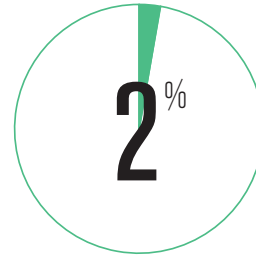
Less than \$50,000



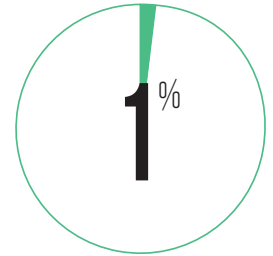
\$50,000 - \$99,999



\$100,000 - \$199,999



\$200,000 - \$499,999



\$500,000 & up

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## AVERAGE HOURLY RATE

\$74

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## AVERAGE BILLING

\$98,868

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## AVERAGE HOURLY RATE (16 - 25 YEARS EXPERIENCE)

\$89

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## AVERAGE HOURLY RATE (LESS THAN 5 YEARS EXPERIENCE)

\$46





**OVERTIME &  
BENEFITS**

# OVERTIME AND BENEFITS

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Many respondents reported the additional benefits received from employers. Benefits, not to be confused with job perks, such as flexible hours or animal friendly work environments, are a tangible financial cost to employers. These benefits are an enticement for full-time and long-term employment.

Health insurance, Canada pension plans, RRSP matching, job specific training, paid sick leave and association dues are all considered additional benefits for the employed.

## *DISCOUNTS ON INSURANCE*

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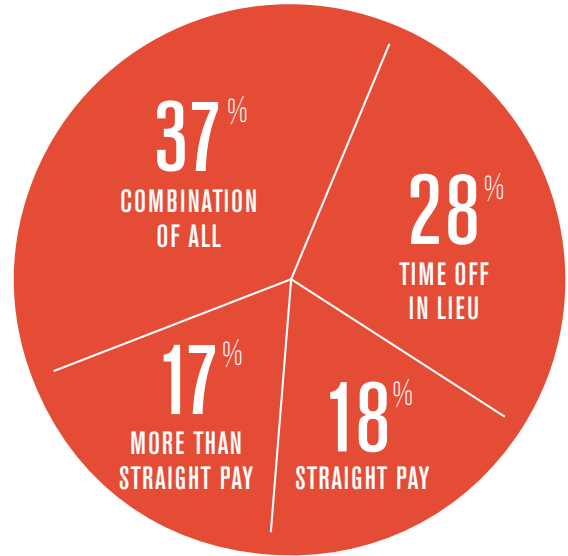
*In addition to free magazine subscriptions and discounts from a range of industry suppliers, RGD members have access to discounted plans for health-related, studio, home, automobile, and liability insurance.*

# WORK HOURS

AVG. HOURS PER WORK WEEK FOR PRIMARY EMPLOYER

# THIRTY NINE

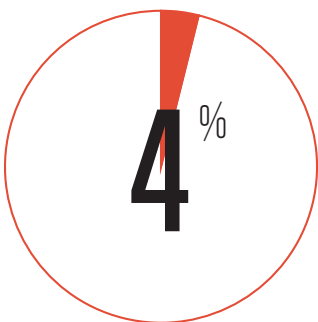
COMPENSATION FOR OVER-TIME PAY



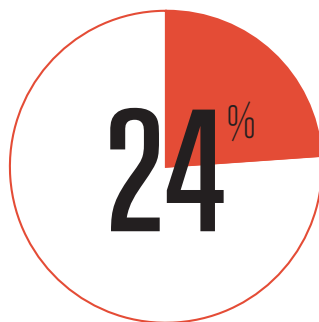
PAID OVER-TIME?



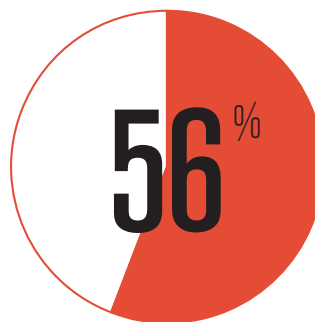
NUMBER OF HOURS PER WORK WEEK FOR PRIMARY EMPLOYER



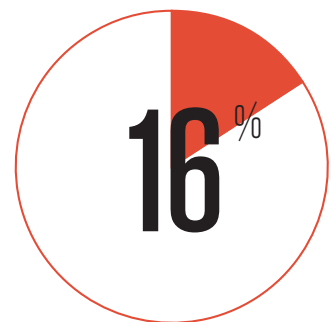
Less Than 25 Hours



26 - 37.5 Hours



37.6 - 44 Hours



More Than 44 Hours

# OVERTIME COMPENSATION

Percent within each job title who receive overtime compensation.

36 %

INTERMEDIATE  
GRAPHIC DESIGNER

35 %

SENIOR  
GRAPHIC DESIGNER

30 %

JUNIOR  
GRAPHIC DESIGNER

29 %

DEVELOPER/  
PROGRAMMER

26 %

CONTENT EDITOR /  
MANAGER

26 %

PRODUCTION  
MANAGER

24 %

WEB PRODUCER /  
PROJECT MANAGER

23 %

CREATIVE / DESIGN  
MANAGER

22 %

MARKETING/COMM  
MANAGER

22 %

UX/UI  
DESIGNER

16 %

GRAPHIC DESIGN  
EDUCATOR

15 %

ACCOUNT MANAGER/  
DIRECTOR

12 %

ART DIRECTOR

11 %

CREATIVE / DESIGN  
DIRECTOR

10 %

COPYWRITER

5 %

OWNER, PARTNER,  
PRINCIPAL, VP

# BENEFITS PROVIDED

Those employed full-time in the design industry (excluding sole proprietors).

	DESIGN STUDIO	ADVERTISING	INTERACTIVE	FOR PROFITS	OTHER
<i>Paid vacations</i>	74%	87%	86%	88%	84%
<i>Paid sick leave</i>	60%	75%	75%	74%	78%
<i>Dental insurance or group plan</i>	43%	66%	62%	78%	77%
<i>Medical ins. or group plan - family cov.</i>	32%	58%	55%	66%	70%
<i>Medical ins. or group plan - individual</i>	30%	48%	53%	54%	48%
<i>Mileage reimbursement</i>	28%	34%	21%	33%	37%
<i>Bonuses</i>	27%	36%	34%	40%	14%
<i>Parking</i>	26%	29%	23%	40%	27%
<i>Paid personal time off</i>	26%	42%	41%	43%	44%
<i>Life insurance</i>	25%	44%	40%	58%	59%
<i>Flextime</i>	26%	26%	37%	29%	36%
<i>Long-term disability insurance</i>	24%	41%	34%	55%	60%
<i>Education/professional development</i>	21%	33%	36%	42%	54%
<i>Short-term disability insurance</i>	20%	40%	26%	50%	52%
<i>Cell phone/Smart phone</i>	20%	27%	26%	21%	17%
<i>Professional member dues</i>	19%	16%	6%	19%	23%
<i>Lounge/relaxation space</i>	14%	20%	22%	18%	19%
<i>Profit sharing</i>	11%	14%	11%	14%	3%
<i>Company car or allowance</i>	7%	7%	4%	4%	3%
<i>Employee assistance or wellness</i>	6%	17%	17%	39%	50%
<i>On-site gym/gym membership</i>	6%	12%	17%	25%	25%
<i>Contribution retirement plan</i>	4%	17%	12%	31%	28%
<i>Benefit (pension) retirement plan</i>	2%	8%	8%	25%	49%
<i>Other retirement plan</i>	2%	3%	4%	7%	5%
<i>Stock options</i>	1%	7%	13%	22%	5%
<i>Job Sharing</i>	1%	1%	3%	2%	5%
<i>Parental/Elder care leave</i>	1%	2%	5%	5%	11%
<i>Child care (facilities or subsidies)</i>	< 1/2 of 1%	1%	1%	2%	7%
<i>Other</i>	5%	5%	11%	8%	7%
<i>None</i>	13%	5%	4%	5%	7%
<i>Base</i>	331	483	196	578	605



**SUSTAINABILITY**

# SUSTAINABILITY

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Sustainability continues to be an increasing concern for designers, employers, and brands. Sustainability has moved beyond certification on the efforts to ensure the raw materials, such as paper used to produce our designs, are harvested in a responsible manner and have evolved to corporate social responsibility. Efforts on behalf of brands go so far as to include and empower consumers' desire for social good.

## SO GOOD DESIGN AWARDS

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*The Social Good (So Good) Design Awards is RGD's international competition showcasing graphic design projects done for social good; work with the power to incite action and make meaningful change in the way we live our lives. In its first year, it consists of an exhibit at the Gladstone Hotel featuring 35 winning projects from across the globe, which are also featured in a printed catalogue.*

# INITIATIVES

PRINCIPALS/ OWNERS/  
SOLE PROPRIETORS/  
MANAGEMENT

FREELANCERS/ EMPLOYEES  
(NON-MANAGEMENT)

## WORKING WITH LOCAL SUPPLIERS/VENDORS



## TURNING OFF OFFICE COMPUTER(S) WHEN NOT IN USE



## FINDING MOST ENVIRONMENTALLY FRIENDLY MATERIALS



## STAYING INFORMED AND UP-TO-DATE ON SUSTAINABILITY



## INCORPORATING SUSTAINABILITY PRINCIPLES INTO WORK



## CARPPOOLING OR TAKING TRANSIT TO WORK



## CONSIDERING THE WHOLE LIFE-CYCLE OF A PROJECT



## DONATING TO ORGANIZATIONS FOR THE BETTERMENT OF WORLD



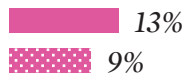
## PRO BONO WORK FOR GREEN ORGANIZATIONS



## JOINING GROUPS THAT FOSTER SUSTAINABILITY PRACTICES



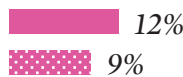
## ATTENDING GREEN EVENTS (E.G., GREEN LIVING SHOW)



## DEVELOPING A WRITTEN ENVIRONMENTAL POLICY



## USING ONLINE ECO-TOOLS (PAPER OR CARBON CALCULATORS)



## WORK FROM HOME



## BIKE/WALK TO WORK



## PAPERLESS/NO PRINTING







# **INDUSTRY CHALLENGES**

# INDUSTRY CHALLENGES

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There are more opportunities and appreciation for design than ever before. These opportunities do come with challenges that are not unique to our profession but rather are facts of life in the modern world. The rate of change and the pace of introduction of new technologies increases the requirement for on-going skill development. Those who are dedicated to life-long learning are noting optimism in their careers and the profession. This year's survey included free form text answers for the outlook of both career and profession in the design industry.

## PERCENT WHO ARE OPTIMISTIC FOR FUTURE OF PROFESSION

# 79%

### OPTIMISTIC

*“Increasingly I believe as graphic designers we expand to take on additional roles that involve creative thinking. Strategic development, business management, social media planning on some level can be related back to the skills we use as designers.”*

*“I feel as though being solely a print designer is damaging for my future, and that I would need to further develop myself as a designer to ensure that I am employable and able to continue working in this industry.”*

*“As long as I keep up with new channels and opportunities, my skills will not become obsolete.”*

*“Design education will become pivotal in a trans-disciplinary way especially in business, societal, cultural, economic and environmental contexts.”*

*“As an owner of my own business I get to choose how I flow with the changes. My career is entirely in my hands, how could I not be optimistic!”*

*“Sustainability will change our practices considerably. Young designers will use new exciting ideas to solve problems that we’ve failed to address.”*

# 16%

### UNCERTAIN

*“While talent, skill and experience are valued, it seems like it might be difficult to retain a good position as you become older. Lots of young designers are willing to work for peanuts.”*

*“Traditional design services need to expand and change with technological advancements and demand for lower cost services. As a self employed designer (Solo Designer), my career depends on acquiring new skills that are outside of the design profession, in order to create or find new revenue opportunities.”*

*“Who can tell what the future will hold? Everything is changing fast now, and we all need to continue to change. But in big corporations, change happens slowly.”*

*“It is very difficult to maintain skill sets and stay creative. Pay is too low compared to the amount of skill, risk and time commitments required.”*

*“I love what I do, just not who I do it for. I desperately want to contribute my skills and talents elsewhere, and I am very qualified to do so, however age appears to be a factor when applying for alternate opportunities.”*

*“A lot of what I do can be outsourced so my value becomes how I understand things and not necessarily pushing work out.”*

# 5%

### PESSIMISTIC

*“I find full time permanent employment more and more difficult to find and also, employers seem less likely to hire those with more than 10 years experience.”*

*“Everyone claims to have expertise these days—without having the education and real-world experience. This undervalues all professionals in the industry regardless of title and promotes devaluing of earned skills and erosion of perceived value.”*

*“In design school, we were taught that design can change the world. What we weren’t taught, was that opportunities to change the world for the better weren’t available; the creation of those opportunities was up to us.”*

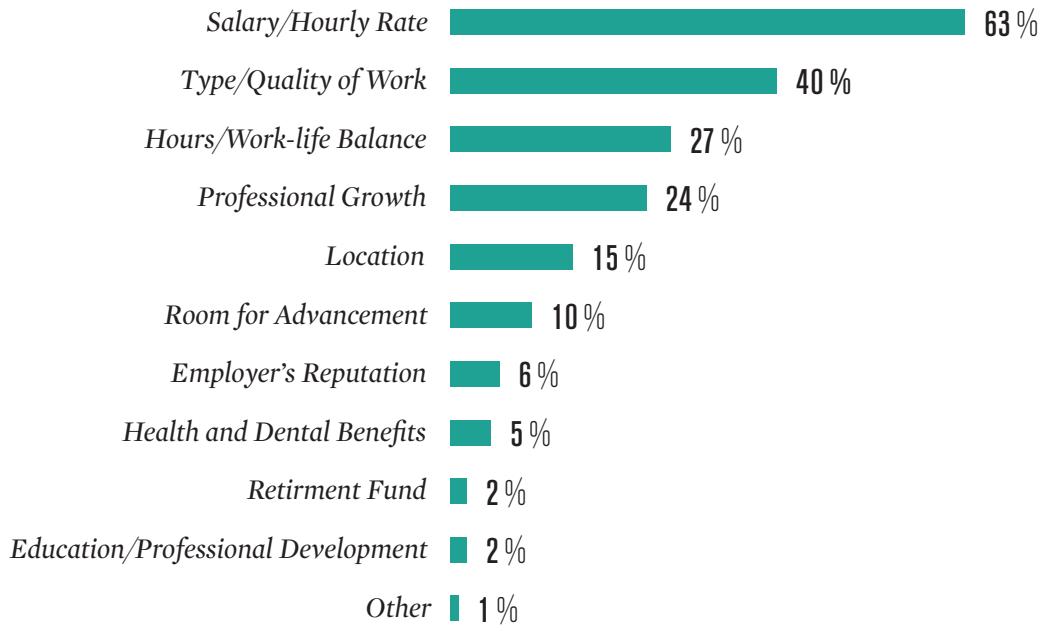
*“Standards are dropping and fewer people seem able to see the difference between quality design and slapdash pretty-making.”*

*“It seems that there are fewer opportunities for a 45 year old creative than a 25 year old. I’m worried that it gets worse as one gets older.”*

*“As a woman in advertising with a family I do not feel that this industry is supportive of a healthy work/life balance.”*

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## FACTORS THAT WOULD MOST IMPACT DECISION TO TAKE A NEW POSITION



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## MOST IMPORTANT AREAS OF CONCERN IN NEXT 12 MONTHS





**FIRMS**

# FIRMS

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Approximately 300 firm owners and sole proprietors took part in the Creative Earners survey and provided information about their billings, client allocations, marketing techniques and an economic forecast for the coming year.

When asked for financial projections, most firm owners forecast similar or slightly higher annual billings in 2012. Client allocations are largely local and so are not impacted by international or even national market fluctuations.

For both firm owners and sole proprietors most new business comes from referrals and networking although not surprisingly firm owners focus more on public speaking, public relations and media exposure.

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## VIRTUAL DISCUSSIONS AND WEB SEMINARS

*RGD organizes regular online presentations as part of our ongoing professional development webinar series. Speakers from across North America share their expertise and knowledge on a wide range of topics relevant to the design community, including: design education, typography, marketing, project management, legal issues, career planning, web design, accessibility.*

# BILLINGS

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## EXPECTED BILLING CHANGES BY THOSE IN OWNERSHIP IN 2012



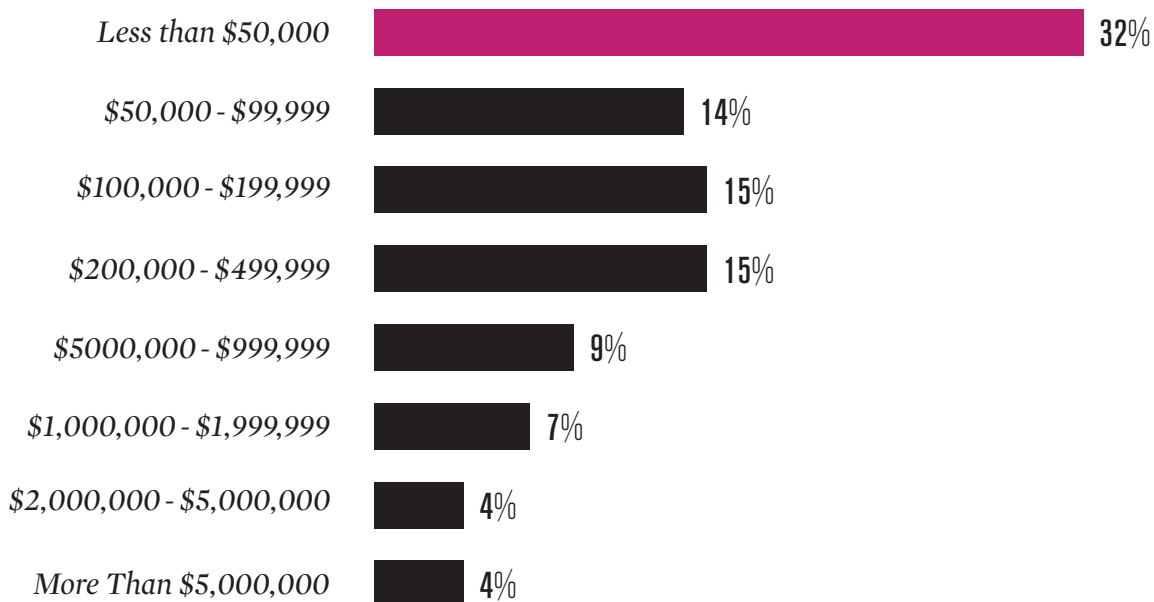
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## AVERAGE 2011 BILLING BY THOSE IN OWNERSHIP

**\$643,370**

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## OWNERSHIP BILLINGS - YEAR 2011



# MEDIAN BILLING RATES BY JOB TITLE

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Those who are owners/VPs/partners/principals and not freelancers.

\$133

CREATIVE / DESIGN  
DIRECTOR

---

\$125

BRAND / CONTENT  
STRATEGIST

---

\$125

OWNER, PARTNER,  
PRINCIPAL, VP

---

\$125

ART  
DIRECTOR

---

\$125

ACCOUNT  
MANAGER

---

\$120

UX / UI  
DESIGNER

---

\$110

SENIOR  
GRAPHIC DESIGNER

---

\$100

DEVELOPER /  
PROGRAMMER

---

\$100

WEB PRODUCER /  
PROJECT MANAGER

---

\$100

COPYWRITER

---

\$100

INTERMEDIATE  
GRAPHIC DESIGNER

---

\$90

PRODUCTION  
MANAGER

---

\$88

JUNIOR  
GRAPHIC DESIGNER

\$65

PROOFREADER /  
QUALITY ASSURANCE

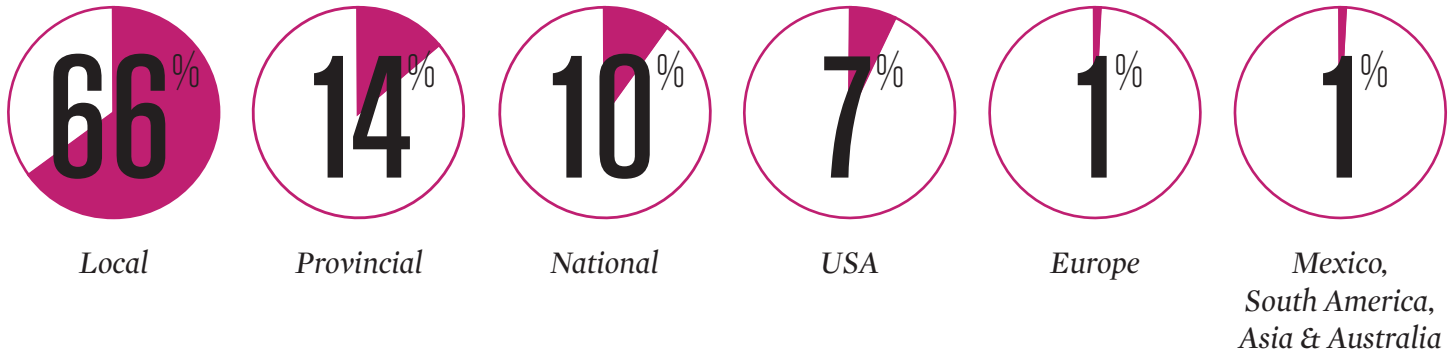
\$63

OFFICE  
MANAGER

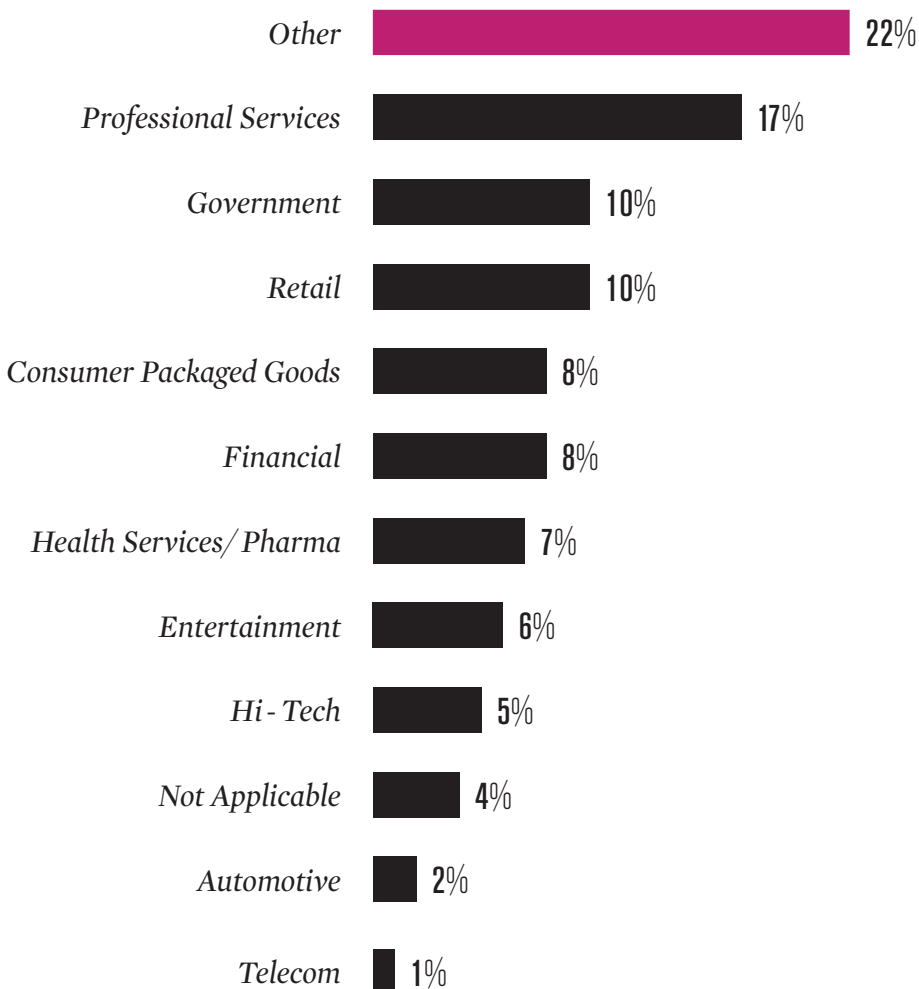


# BUSINESS & CLIENT ALLOCATIONS

## BUSINESS ALLOCATIONS - 2011 REGIONS

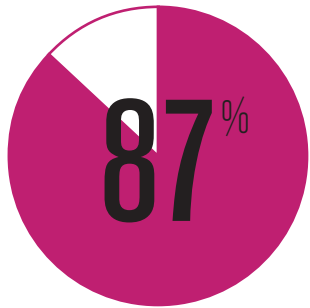


## BUSINESS ALLOCATIONS - 2011 INDUSTRIES

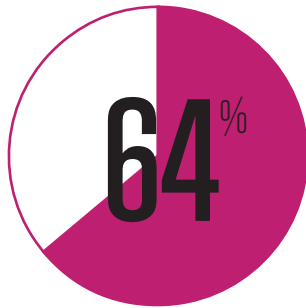


# BUSINESS GROWTH COMES FROM...

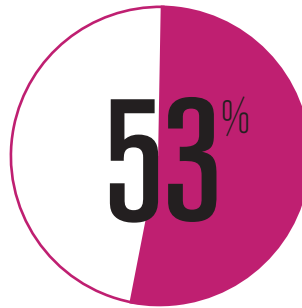
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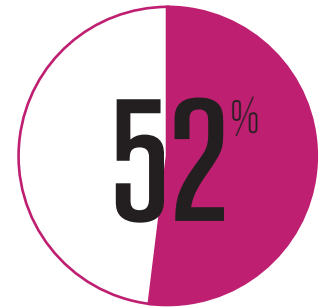
*Word-of-mouth Referrals*



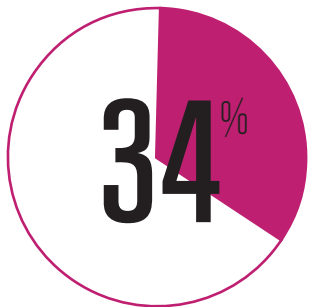
*Networking*



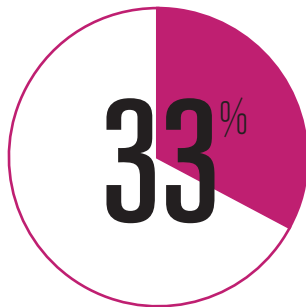
*Website*



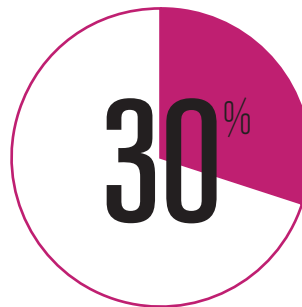
*Testimonials/Referrals*



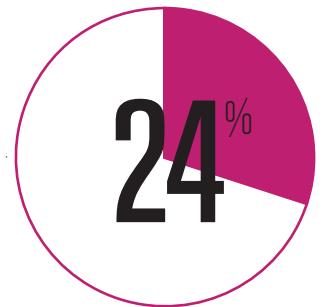
*Social Media*



*Sales*



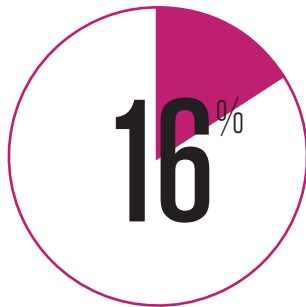
*Responding to RFPs*



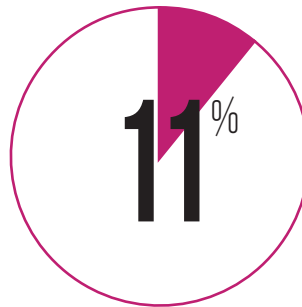
*Public Speaking*



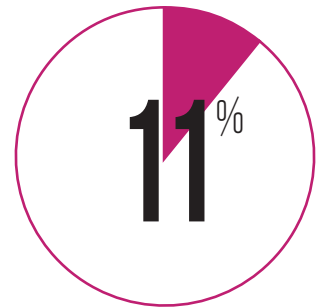
*Public Relations*



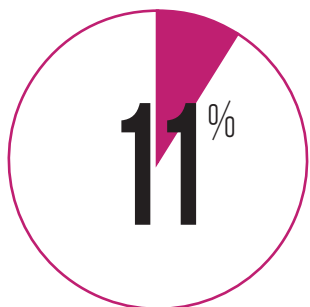
*Email Marketing*



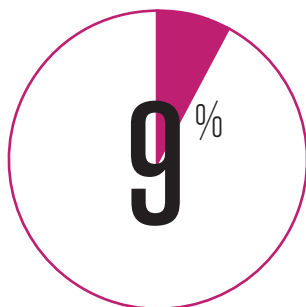
*Direct Marketing*



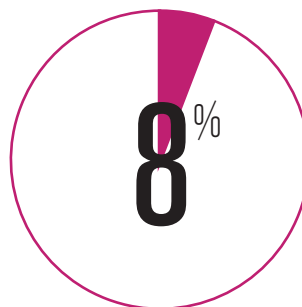
*Award Competitions*



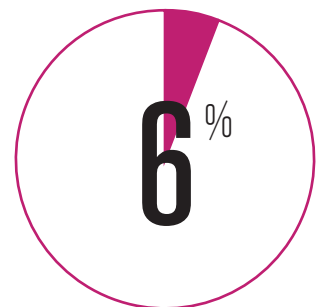
*Case Studies/Whitepapers*



*Print Collateral*



*Advertising*



*Promotions*



# SALARIES

# JUNIOR GRAPHIC DESIGNER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	218	35,000
British Columbia	17	35,000
Alberta	12	36,750
Prairies	4	29,500
Ontario	172	35,000
<i>Greater Toronto Area</i>	142	35,000
<i>Eastern Ontario</i>	13	32,500
<i>Northern Ontario</i>	9	32,000
<i>Central Ontario (excl. GTA)</i>	3	36,000
<i>Southwestern Ontario</i>	5	36,270
Quebec	10	30,600
Atlantic	2	N/A
<b>ORGANIZATION SIZE</b>		
1-4	27	31,000
5-9	44	33,750
10-15	37	32,500
16-50	44	35,000
51+	66	36,000
<b>ORGANIZATION TYPE</b>		
Design Studio	47	35,000
Advertising/Marketing/Comm.	53	35,000
Interactive/Web	16	33,375
For Profit	49	35,000
<b>EXPERIENCE</b>		
4 years or less	202	34,250
5-9 years	15	36,420
10-15 years	1	N/A
16+ years	0	N/A

# INTERMEDIATE GRAPHIC DESIGNER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	356	44,435
British Columbia	42	42,000
Alberta	34	47,970
Prairies	12	43,115
Ontario	250	44,905
<i>Greater Toronto Area</i>	180	45,000
<i>Eastern Ontario</i>	24	44,185
<i>Northern Ontario</i>	10	40,500
<i>Central Ontario (excl. GTA)</i>	6	38,000
<i>Southwestern Ontario</i>	30	40,500
Quebec	11	41,200
Atlantic	6	33,575
<b>ORGANIZATION SIZE</b>		
1-4	27	37,000
5-9	32	40,000
10-15	38	42,000
16-50	68	42,000
51+	191	47,000
<b>ORGANIZATION TYPE</b>		
Design Studio	40	42,250
Advertising/Marketing/Comm.	65	43,000
Interactive/Web	19	42,000
For Profit	138	44,904
<b>EXPERIENCE</b>		
4 years or less	165	41,000
5-9 years	141	45,000
10-15 years	27	50,000
16+ years	23	52,500

# SENIOR DESIGNER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	439	55,000
British Columbia	33	54,088
Alberta	45	57,200
Prairies	14	49,000
Ontario	299	57,500
<i>Greater Toronto Area</i>	204	60,000
<i>Eastern Ontario</i>	43	54,500
<i>Northern Ontario</i>	10	48,265
<i>Central Ontario (excl. GTA)</i>	7	52,000
<i>Southwestern Ontario</i>	35	49,500
Quebec	37	45,000
Atlantic	9	55,000
<b>ORGANIZATION SIZE</b>		
1-4	35	48,600
5-9	45	49,000
10-15	33	52,000
16-50	91	55,000
51+	235	59,700
<b>ORGANIZATION TYPE</b>		
Design Studio	68	54,500
Advertising/Marketing/Comm.	71	55,000
Interactive/Web	22	46,380
For Profit	141	55,000
<b>EXPERIENCE</b>		
4 years or less	30	36,575
5-9 years	163	52,800
10-15 years	136	57,250
16+ years	110	63,000

# ART DIRECTOR

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	136	60,500
British Columbia	12	60,000
Alberta	3	64,000
Prairies	4	41,000
Ontario	104	64,250
<i>Greater Toronto Area</i>	88	65,000
<i>Eastern Ontario</i>	7	49,000
<i>Northern Ontario</i>	2	N/A
<i>Central Ontario (excl. GTA)</i>	2	N/A
<i>Southwestern Ontario</i>	5	62,000
Quebec	11	49,920
Atlantic	1	N/A
<b>ORGANIZATION SIZE</b>		
1-4	10	52,500
5-9	15	48,000
10-15	15	64,500
16-50	30	65,500
51+	66	64,750
<b>ORGANIZATION TYPE</b>		
Design Studio	12	62,080
Advertising/Marketing/Comm.	63	60,000
Interactive/Web	15	70,000
For Profit	19	64,500
<b>EXPERIENCE</b>		
4 years or less	22	41,000
5-9 years	48	59,400
10-15 years	39	70,000
16+ years	27	75,000

# CREATIVE DIRECTOR

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	142	78,375
British Columbia	13	71,000
Alberta	15	67,000
Prairies	4	72,500
Ontario	102	80,000
<i>Greater Toronto Area</i>	76	83,500
<i>Eastern Ontario</i>	13	78,000
<i>Northern Ontario</i>	2	N/A
<i>Central Ontario (excl. GTA)</i>	3	55,000
<i>Southwestern Ontario</i>	8	57,500
Quebec	6	80,000
Atlantic	2	N/A
<b>ORGANIZATION SIZE</b>		
1-4	23	60,000
5-9	27	75,000
10-15	19	78,750
16-50	26	85,000
51+	47	85,000
<b>ORGANIZATION TYPE</b>		
Design Studio	28	75,000
Advertising/Marketing/Comm.	39	85,000
Interactive/Web	21	80,450
For Profit	26	78,500
<b>EXPERIENCE</b>		
4 years or less	7	42,000
5-9 years	28	58,000
10-15 years	40	77,500
16+ years	67	85,000



# COPYWRITER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	47	55,000
British Columbia	5	47,000
Alberta	7	62,000
Prairies	2	N/A
Ontario	31	55,000
<i>Greater Toronto Area</i>	26	51,500
<i>Eastern Ontario</i>	2	N/A
<i>Northern Ontario</i>	0	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	3	58,000
Quebec	1	N/A
Atlantic	1	N/A
<b>ORGANIZATION SIZE</b>		
1-4	0	N/A
5-9	1	N/A
10-15	3	47,000
16-50	15	57,000
51+	28	54,000
<b>ORGANIZATION TYPE</b>		
Design Studio	1	N/A
Advertising/Marketing/Comm.	25	53,000
Interactive/Web	6	59,000
For Profit	9	58,000
<b>EXPERIENCE</b>		
4 years or less	20	41,500
5-9 years	15	62,000
10-15 years	8	74,500
16+ years	4	70,000

# GRAPHIC DESIGN EDUCATOR

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	36	90,000
British Columbia	4	75,500
Alberta	3	38,000
Prairies	1	N/A
Ontario	23	92,000
<i>Greater Toronto Area</i>	15	94,900
<i>Eastern Ontario</i>	2	N/A
<i>Northern Ontario</i>	4	94,500
<i>Central Ontario (excl. GTA)</i>	1	N/A
<i>Southwestern Ontario</i>	1	N/A
Quebec	5	95,000
Atlantic	0	N/A
<b>ORGANIZATION SIZE</b>		
1-4	4	60,000
5-9	1	N/A
10-15	3	95,000
16-50	1	N/A
51+	27	90,000
<b>ORGANIZATION TYPE</b>		
Design Studio	3	50,000
Advertising/Marketing/Comm.	0	N/A
Interactive/Web	0	N/A
For Profit	0	N/A
<b>EXPERIENCE</b>		
4 years or less	0	N/A
5-9 years	6	49,810
10-15 years	5	90,000
16+ years	25	92,000

# CREATIVE DESIGN MANAGER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	84	65,560
British Columbia	4	54,000
Alberta	11	67,950
Prairies	3	64,000
Ontario	55	71,500
<i>Greater Toronto Area</i>	45	75,000
<i>Eastern Ontario</i>	3	70,000
<i>Northern Ontario</i>	0	N/A
<i>Central Ontario (excl. GTA)</i>	1	N/A
<i>Southwestern Ontario</i>	6	72,500
Quebec	8	47,800
Atlantic	3	60,000
<b>ORGANIZATION SIZE</b>		
1-4	2	N/A
5-9	5	44,700
10-15	6	49,000
16-50	15	70,000
51+	56	69,000
<b>ORGANIZATION TYPE</b>		
Design Studio	8	68,000
Advertising/Marketing/Comm.	6	62,500
Interactive/Web	3	77,000
For Profit	47	67,500
<b>EXPERIENCE</b>		
4 years or less	6	46,500
5-9 years	16	57,000
10-15 years	36	68,975
16+ years	26	75,500

# UX / UI DESIGNER

		RESPONDENTS	MEDIAN SALARY (\$)
REGION	National	61	58,000
	British Columbia	8	64,500
	Alberta	2	N/A
	Prairies	1	N/A
	Ontario	45	58,000
	<i>Greater Toronto Area</i>	36	57,000
	<i>Eastern Ontario</i>	6	68,500
	<i>Northern Ontario</i>	0	N/A
	<i>Central Ontario (excl. GTA)</i>	0	N/A
	<i>Southwestern Ontario</i>	3	65,280
	Quebec	4	53,500
	Atlantic	1	N/A
ORGANIZATION SIZE	1-4	2	N/A
	5-9	6	47,500
	10-15	4	41,000
	16-50	20	57,500
	51+	29	65,000
ORGANIZATION TYPE	Design Studio	3	45,000
	Advertising/Marketing/Comm.	4	51,090
	Interactive/Web	9	56,000
	For Profit	20	65,000
EXPERIENCE	4 years or less	23	50,000
	5-9 years	24	58,000
	10-15 years	7	75,000
	16+ years	7	75,000

# PROGRAMMER

		RESPONDENTS	MEDIAN SALARY (\$)
REGION	National	39	54,000
	British Columbia	6	53,500
	Alberta	5	85,000
	Prairies	1	N/A
	Ontario	27	54,000
	<i>Greater Toronto Area</i>	22	54,000
	<i>Eastern Ontario</i>	5	60,000
	<i>Northern Ontario</i>	0	N/A
	<i>Central Ontario (excl. GTA)</i>	0	N/A
	<i>Southwestern Ontario</i>	0	N/A
	Quebec	0	N/A
	Atlantic	0	N/A
	ORGANIZATION SIZE	1-4	1
5-9		4	44,000
10-15		2	N/A
16-50		14	54,000
51+		18	64,000
ORGANIZATION TYPE	Design Studio	4	44,500
	Advertising/Marketing/Comm.	9	54,000
	Interactive/Web	15	52,000
	For Profit	7	70,000
EXPERIENCE	4 years or less	9	52,000
	5-9 years	19	54,000
	10-15 years	8	61,000
	16+ years	3	75,000

# WEB PRODUCER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	28	64,500
British Columbia	5	50,000
Alberta	2	N/A
Prairies	0	N/A
Ontario	19	70,000
<i>Greater Toronto Area</i>	16	73,000
<i>Eastern Ontario</i>	3	64,000
<i>Northern Ontario</i>	0	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	0	N/A
Quebec	2	N/A
Atlantic	0	N/A
<b>ORGANIZATION SIZE</b>		
1-4	0	N/A
5-9	2	N/A
10-15	2	N/A
16-50	6	65,000
51+	18	67,500
<b>ORGANIZATION TYPE</b>		
Design Studio	0	N/A
Advertising/Marketing/Comm.	7	81,200
Interactive/Web	6	61,000
For Profit	9	60,000
<b>EXPERIENCE</b>		
4 years or less	4	44,250
5-9 years	10	67,500
10-15 years	12	71,500
16+ years	2	N/A

# CONTENT EDITOR MANAGER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	29	60,000
British Columbia	3	72,000
Alberta	5	71,000
Prairies	0	N/A
Ontario	19	60,000
<i>Greater Toronto Area</i>	12	54,500
<i>Eastern Ontario</i>	6	70,500
<i>Northern Ontario</i>	0	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	1	N/A
Quebec	1	N/A
Atlantic	0	N/A
<b>ORGANIZATION SIZE</b>		
1-4	1	N/A
5-9	1	N/A
10-15	2	N/A
16-50	3	55,000
51+	22	66,500
<b>ORGANIZATION TYPE</b>		
Design Studio	0	N/A
Advertising/Marketing/Comm.	1	N/A
Interactive/Web	0	N/A
For Profit	6	61,000
<b>EXPERIENCE</b>		
4 years or less	5	43,000
5-9 years	7	60,000
10-15 years	4	59,000
16+ years	13	80,000

# PRODUCTION MANAGER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	32	59,500
British Columbia	4	55,500
Alberta	5	48,000
Prairies	0	N/A
Ontario	20	65,000
<i>Greater Toronto Area</i>	16	67,000
<i>Eastern Ontario</i>	2	N/A
<i>Northern Ontario</i>	0	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	2	N/A
Quebec	0	N/A
Atlantic	2	N/A
<b>ORGANIZATION SIZE</b>		
1-4	5	48,000
5-9	5	59,000
10-15	2	N/A
16-50	5	60,000
51+	15	69,000
<b>ORGANIZATION TYPE</b>		
Design Studio	3	65,000
Advertising/Marketing/Comm.	8	60,000
Interactive/Web	0	N/A
For Profit	5	48,000
<b>EXPERIENCE</b>		
4 years or less	4	41,000
5-9 years	9	48,000
10-15 years	8	70,000
16+ years	11	69,000



# ACCOUNT MANAGER-DIRECTOR

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	34	65,000
British Columbia	2	N/A
Alberta	4	68,700
Prairies	0	N/A
Ontario	25	65,000
<i>Greater Toronto Area</i>	20	65,000
<i>Eastern Ontario</i>	3	80,000
<i>Northern Ontario</i>	1	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	1	N/A
Quebec	2	N/A
Atlantic	0	N/A
<b>ORGANIZATION SIZE</b>		
1-4	5	65,000
5-9	4	71,200
10-15	1	N/A
16-50	10	62,500
51+	14	72,500
<b>ORGANIZATION TYPE</b>		
Design Studio	5	65,000
Advertising/Marketing/Comm.	22	62,500
Interactive/Web	3	80,000
For Profit	2	N/A
<b>EXPERIENCE</b>		
4 years or less	8	46,000
5-9 years	15	70,000
10-15 years	5	77,000
16+ years	6	78,500

# MARKETING MANAGER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	92	60,000
British Columbia	6	66,000
Alberta	10	69,500
Prairies	7	50,000
Ontario	57	56,588
<i>Greater Toronto Area</i>	28	57,500
<i>Eastern Ontario</i>	15	68,000
<i>Northern Ontario</i>	2	N/A
<i>Central Ontario (excl. GTA)</i>	3	60,000
<i>Southwestern Ontario</i>	9	48,000
Quebec	8	81,000
Atlantic	4	74,500
<b>ORGANIZATION SIZE</b>		
1-4	2	N/A
5-9	12	41,500
10-15	5	52,500
16-50	19	50,000
51+	54	70,000
<b>ORGANIZATION TYPE</b>		
Design Studio	0	N/A
Advertising/Marketing/Comm.	6	64,000
Interactive/Web	3	46,000
For Profit	33	63,000
<b>EXPERIENCE</b>		
4 years or less	23	48,200
5-9 years	32	55,000
10-15 years	17	80,000
16+ years	20	90,000

# VP / PARTNER / PRINCIPAL

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	59	96,000
British Columbia	5	80,000
Alberta	2	N/A
Prairies	1	N/A
Ontario	43	96,000
<i>Greater Toronto Area</i>	31	100,000
<i>Eastern Ontario</i>	8	62,500
<i>Northern Ontario</i>	2	N/A
<i>Central Ontario (excl. GTA)</i>	0	N/A
<i>Southwestern Ontario</i>	2	N/A
Quebec	3	90,000
Atlantic	4	72,500
<b>ORGANIZATION SIZE</b>		
1-4	35	75,000
5-9	10	102,500
10-15	6	140,000
16-50	8	165,000
51+	N/A	N/A
<b>ORGANIZATION TYPE</b>		
Design Studio	20	62,500
Advertising/Marketing/Comm.	23	100,000
Interactive/Web	10	100,000
For Profit	2	N/A
<b>EXPERIENCE</b>		
4 years or less	5	28,000
5-9 years	6	70,000
10-15 years	12	76,000
16+ years	36	106,000

# BUSINESS OWNER

	RESPONDENTS	MEDIAN SALARY (\$)
<b>REGION</b>		
National	100	70,000
British Columbia	13	70,000
Alberta	7	65,000
Prairies	0	N/A
Ontario	72	70,000
<i>Greater Toronto Area</i>	49	72,500
<i>Eastern Ontario</i>	11	57,000
<i>Northern Ontario</i>	3	24,000
<i>Central Ontario (excl. GTA)</i>	3	95,000
<i>Southwestern Ontario</i>	6	80,000
Quebec	6	55,000
Atlantic	2	N/A
<b>ORGANIZATION SIZE</b>		
1-4	84	65,000
5-9	12	90,000
10-15	3	125,000
16-50	1	N/A
51+	N/A	N/A
<b>ORGANIZATION TYPE</b>		
Design Studio	63	70,000
Advertising/Marketing/Comm.	18	77,500
Interactive/Web	9	65,000
For Profit	5	40,000
<b>EXPERIENCE</b>		
4 years or less	4	34,000
5-9 years	11	40,000
10-15 years	20	60,000
16+ years	65	75,000



**WHY RGD**

*“RGD connects designers across Ontario and even across the world. Exposure to peers helps us improve the quality of our work.”*

**PADDY HARRINGTON R.G.D.**  
EXECUTIVE CREATIVE DIRECTOR  
BRUCE MAU DESIGN, TORONTO  
[www.brucemaudesign.com](http://www.brucemaudesign.com)

*“The RGD provides me with the opportunity to remain actively connected to designers within our community and provide exposure to a diversity of thoughts, opinions and topics.”*

**YEN CHU R.G.D.**  
CREATIVE DIRECTOR  
WATT INTERNATIONAL, TORONTO  
[www.wattisretail.com](http://www.wattisretail.com)

*“Being an RGD member is important to me, to belong to a professional association that promotes the best graphic design principles.”*

**TINA MACKENZIE R.G.D.**  
MANAGER OF CREATIVE SERVICES  
CITY OF MISSISSAUGA  
[www.mississauga.ca](http://www.mississauga.ca)

*“As an independent designer/illustrator, my RGD status compliments the fun, edgy style of my work; it tells Creative Directors that I am skilled and knowledgeable.”*

**CANDACE SEPULIS R.G.D.**  
SOLE PROPRIETOR  
BALLYHOO MEDIA  
[www.ballyhoomedia.com](http://www.ballyhoomedia.com)

*“My membership means that, as a designer and creative director, I have an opportunity to participate in and share my experiences with the larger design community.”*

**CAREY GEORGE R.G.D.**  
PRINCIPAL & CREATIVE DIRECTOR  
UP INC, TORONTO  
[www.upinc.ca](http://www.upinc.ca)

*“Being R.G.D.s provides us with access to information regarding ethics and professional practice.”*

**DEBBIE ADAMS R.G.D.**  
PRESIDENT  
ADAMS + ASSOCIATES DESIGN CONSULTANTS INC, TORONTO  
[www.a-plus-a-design.com](http://www.a-plus-a-design.com)

*“As an R.G.D. I have the knowledge and resources to help my clients achieve their goals. I also love being part of a community that is curious and open to sharing ideas.”*

**DEANNE LOFT R.G.D.**  
SENIOR GRAPHIC DESIGNER  
DEANNE LOFT, TORONTO  
[www.dloft.ca](http://www.dloft.ca)

*“RGD is an active, committed, intelligent organization that supports Ontario designers. I am proud to be a member and to have earned my RGD designation.”*

**BEN HAGON R.G.D.**  
CREATIVE DIRECTOR, PRESIDENT  
HAGON DESIGN INC, KITCHENER  
[www.hagondesign.com](http://www.hagondesign.com)

*“I really appreciate being part of a group that is continually strengthening and growing our profession by empowering members to achieve their goals while creating an awareness of the value of design.”*

**JEFF HARDY R.G.D.**  
PARTNER, ART & TECHNOLOGY DIRECTOR  
211 INTERACTIVE, ST. CATHARINES  
[www.211interactive.com](http://www.211interactive.com)

*“Being a member has refreshed my link to the design community. The exposure to people and the industry makes me continue to strive, learn and hone my skills.”*

**KRISTA OLIVER R.G.D.**  
ART DIRECTOR  
HARLEQUIN ENTERPRISES, TORONTO  
[www.harlequin.com](http://www.harlequin.com)

*“As a solo designer, RGD keeps me connected to the design community. It provides opportunities to learn from those with more experience and teach those with less.”*

**LEAH GRYFE R.G.D.**  
PRINCIPAL  
LEAH GRYFE DESIGNS, TORONTO  
[www.leahgryfedesigns.com](http://www.leahgryfedesigns.com)

*Being an R.G.D. is supporting professionalism in the design industry. I think RGD is an invaluable tool in promoting the importance of best practices, better training and professional standards.”*

**SANDRA FRIESEN R.G.D.**  
SOLE PROPRIETOR  
SANDRA FRIESEN DESIGN, TORONTO  
[www.sandrafriesen.com](http://www.sandrafriesen.com)

*“Being an RGD allows excellent opportunities to network, participate in professional development programs and help forge the future of our profession.”*

**BRIAN DODO R.G.D.**  
CO-OWNER/STRATEGIC DESIGNER  
BMDODO STRATEGIC DESIGN, KINGSTON  
[www.bmdodo.com](http://www.bmdodo.com)

# ORGANIZERS

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**RGD** ONTARIO

The Association of Registered Graphic Designers of Ontario (RGD) was created by an Act of the Ontario Legislature in 1996 to grant graphic designers who qualify the right to use the designation Registered Graphic Designer (R.G.D.).

RGD is the only graphic design association in North America to have this kind of legislation. The R.G.D. designation is a signal of quality and competence to the profession, the public and the government. The Association represents and advocates on behalf of more than 3,000 graphic designers, managers, educators and students across Ontario.

RGD hosts the annual DesignThinkers Conference, Design at Work competition and Student Awards, produces the biannual Salary Survey of CreativeEarnings, and is the publisher of *The Business of Graphic Design: A Professional's Handbook*—the only comprehensive Canadian guide to maintaining a graphic design business.

**CREATIVE  
NICHEINC**

Creative Niche is one of Canada's most experienced creative talent and business services agencies. The company is the go-to resource for organizations seeking top advertising, design and interactive talent and it also offers a comprehensive suite of talent management services, from strategic planning to the outsourced management of contingent workforces.

With a fanatical commitment to delivering both exceptional value to clients and career-boosting opportunities to talent, Creative Niche plays an active role advancing the creative and marketing communities, and is a proud partner of RGD.

# SPONSORS

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## DESIGNEDGE CANADA

GRAPHIC DESIGN NEWS AND TRENDS

Design Edge Canada is the country's leading media brand for the graphic design industry, with a full suite of award-winning print, web, e-mail, social media and event properties engaging designers across the country. Designedgecanada.com serves the Canadian graphic design industry with up-to-the-minute news, a national job board, classifieds, blogs, events calendar, contests, links and resources. Design Edge is the Official Media Partner of RGD.



At Grip Limited we have no preconceived ideas about the form our ideas should take, where they should be placed, how big or small a budget ought to be. Anything goes. It's a clean slate every time. We could have called what we do "Holistic Marketing", "360° Experiences", or even "Full-Service Services," but we chose Intercommunipackastratapromotising™. We think it says it all. And it was easier to spell.

## Somerset

**Somerset Graphics  
Co. Ltd.**

Somerset Graphics has been perfecting the printing process since 1980. Its clients include creatives in graphic design and advertising as well as financial institutions and companies in pharmaceuticals, travel, toys and more. People who care about their work – from Toronto to New York, Chicago to San Francisco turn to Somerset, time after time, for quality you'll see... and hear about.

## anstey book binding

Founded as a bindery over 100 years ago, Anstey Book Binding offers exceptional bookbinding along with letterpress printing and custom paperwork and packaging. Services include: Custom Paperwork; Prototypes; Artist & Corporate Portfolios; Letterpress; Engraving; Embossing/Debossing; Casebinding (Hardback Books); Custom Boxes; Book Binding; Menus and Binders.



# PROMOTIONAL SPONSORS

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**LA SOCIÉTÉ DES DESIGNERS GRAPHIQUES DU QUÉBEC (SDGQ)** is the official forum of graphic design professionals and all those who play a role in growth and excellence of design in Quebec. The SDGQ is dedicated to promoting and defending the visual language of graphic design and contributing to its members' professional and economic development.

**THE SOCIETY OF GRAPHIC DESIGNERS OF CANADA (GDC)** is a member-based organization. Since 1956, the GDC has been an advocate, voice and resource for Canada's graphic design profession. It is a national certified body of graphic designers promoting high standards of visual design and ethical business practices for the benefit of Canadian industry, commerce, public service and education.

**CAPIC** was founded in 1978 as a national, not-for-profit association dedicated to safeguarding and promoting the rights and interests of photographers, illustrators and digital artists, working in the communications industry. Starting as a single group in Toronto, CAPIC has grown to six chapters, spanning the country from Halifax to Vancouver, with a membership of over 700.

**CCAMMA (CHINESE CANADIAN ADVERTISING MARKETING & MEDIA ASSOCIATION)** was founded in 1987, it is a registered non-profit organization with the mission to foster Marketing Innovations through knowledge and resource sharing, career and professional development opportunities for our members and industry players. CCAMMA strives to serve as a hub between the Canadian businesses and Asian Canadian marketing professionals.

**THE DESIGN EXCHANGE (DX)** is dedicated to the pursuit of design excellence and the preservation of design heritage. At a crossroads of multiple disciplines from furniture and architecture to graphics and fashion, DX exhibitions and talks are curated to be culturally relevant and to reflect the popular zeitgeist.

**THE PROFESSIONAL WRITERS ASSOCIATION OF CANADA (PWAC)** was formed in 1976 and represents over 700 published authors. PWAC's mission is to protect the rights and careers of freelance writers and to work with other organizations to improve the terms and conditions of self-employed creators of content.

**IABC OTTAWA** is a local chapter of the International Association of Business Communicators, a network of professionals committed to identifying and applying the most effective communication practices. IABC Ottawa is dedicated to enhancing the lives of professional business communicators by providing opportunities for individual growth, professional development and networking.

**THE ADVERTISING & DESIGN CLUB OF CANADA** is a non-profit, non-political group dedicated to encouraging excellence in Canadian advertising and design. The Club's overall goals are simply these: to inspire creativity, to provide a forum for the exchange of ideas, to forge a sense of community among advertising and design professionals.

Founded in 2007 as Communication Designers of Toronto (CDOT), **COMMUNICATION DESIGNERS ASSOCIATION (CDA)** is a non-profit organization that connects the world's largest CD communities.

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