



NGCOA Canada  
Operations Report  
*2008*



# 2008 NGCOA Canada Compensation and Benefits Report



Prepared for:

**NGCOA Canada**

Prepared by:



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## Executive Summary

Welcome to the NGCOA Canada's 2008 Compensation & Benefits Report.

With the tight labour market and competitive golf industry currently facing Canadian golf course operators, attracting and retaining key staff is critical. Similarly, careful expense management is more important than ever. Finding the optimum balance between overpaying or underpaying staff is not easy in such a marketplace, however it is one of the most essential factors contributing to your business success.

This Report is an effective management tool to benchmark your operation against similar golf courses as you evaluate the appropriate compensation packages to offer those key staff.

The methodology, survey, and subsequent report were executed by Optima Marketing on behalf of the NGCOA Canada. The sample size of 22% of all NGCOA Canada golf courses is robust enough to be considered representative of the Canadian industry.

For reporting purposes, the data has been segmented by revenues, number of holes, rounds played, facility classification, tax status, and by region into a total of 28 criteria. A minimum sample size for each segment is 5 golf courses reporting, below which insufficient data yields no published figures.

The first section of the report covers general industry reports, definitions, and illustrates how to effectively utilize the charts that follow.

The main body of the report summarizes the 12 most significant job positions at Canadian golf courses, each one with a dedicated page. By cross referencing the various segments for any given job description, considerable insight can be gained as you compare your operation to others within similar business characteristics.

For reference, the appendices enclosed at the end of the report present the original survey questionnaire, a glossary of job descriptions, and regional cost of living differentials.

In addition, the NGCOA Canada offers you further customized reporting based upon your request for any combination of the segmented criteria. See example custom report on page 21. An administrative fee of \$50 per requested job description will be charged, and all such orders should be directed to Dave McCafferty, Co-Director, NGCOA Canada Research Department, at [davidm@ngcoa.ca](mailto:davidm@ngcoa.ca).

Finally, a Special Report is also enclosed for those who participated in the Compensation & Benefits Report. This supplement summarizes pro shop ownership, as well as golfers' tendencies to walk or ride; once again segmented by various criteria to enable a better comparison to your own operation.



## Research Methodology

An electronic survey was sent to golf facilities in Canada in February 2008 with a May 2008 response deadline. In addition, a hardcopy survey was also included with the distribution of the 2008 Spring issue of Golf Business Canada magazine. With 22% of NGCOA Canada courses responding to the survey, the sample size is considered to be representative of the Canadian golf industry.

To ensure maximum participation a targeted follow-up campaign was executed by NGCOA Canada national office with assistance from the staff and students from the Bachelor of Applied Business – Golf Management Program at Georgian College.

The completed surveys were processed and analyzed by Optima Marketing, a neutral third party research team.

The surveys were then divided according to geographic regions based on NGCOA Canada chapters. The areas are as follows: Atlantic (New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland/Labrador), Quebec, Eastern Ontario/Outaouais, Central Ontario, Southwestern Ontario, Prairies (Saskatchewan and Manitoba), Alberta, and British Columbia. These boundaries were used to reflect the regions already being used by NGCOA Canada and to ensure a sufficient sampling size to preserve the confidentiality of the data.

For the purpose of this report, all courses which allow public play (public and semi-private) have been grouped together under the category Public Access. Similarly, under the heading Tax Status, courses which identified themselves on the survey as 'for profit but not operated for profit' have been included in the 'For Profit' category.

Throughout this report, several tables will present averages accompanied by percentiles and medians. Although the average and the median are two measurements of central tendency, the reader must keep in mind that the average includes any extreme values. Both are meaningful references.

The median is used in this report in combination with 1st and 3rd quartiles (equivalents of 25<sup>th</sup> and 75<sup>th</sup> percentiles) to show the distribution of the results.

## Survey

The survey was comprised of targeted questions relating to the compensation of the 12 key positions at a Canadian golf course. (see Appendix A). Job descriptions and industry definitions are presented in Appendix B.



## Sample

Of the 1316\* NGCOA Canada members, 286 answered the survey for a participation rate of approximately 22%. All regions of the country qualify as statistically representative samples. The following table represents the total number of NGCOA Canada members by province and the total number of respondents by province.

\*Total membership (facilities only) on February 1, 2008.

**Table 1: Distribution of facilities by region**

<b>Distribution of Golf Facilities by Region</b>					
<b>Region</b>	<b>NGCOA Canada</b>		<b>Survey</b>		<b>Response rate</b>
	<b>Members</b>	<b>% by region</b>	<b>Respondents</b>	<b>% by region</b>	
Atlantic	120	9.1%	20	7.0%	16.7%
Quebec	66 (82)*	5.0%	14	4.9%	21.2%
Eastern Ontario & Outaouais	163	12.4%	26	9.1%	16.0%
Central Ontario	336	25.5%	67	23.4%	19.9%
Southwest Ontario	227	17.2%	40	14.0%	17.6%
Prairies	75	5.7%	15	5.2%	20.0%
Alberta	166	12.6%	55	19.2%	33.1%
British Columbia	163	12.4%	49	17.1%	30.1%
<b>Total</b>	<b>1316</b>	<b>100.0%</b>	<b>286</b>	<b>100.0%</b>	<b>21.7%</b>

\*On February 1, 2008, the actual NGCOA Canada - Quebec Chapter was comprised of 82 facilities which included golf courses in the Outaouais region. For the purpose of this report, data from courses in the Outaouais region are included in the Eastern Ontario / Outaouais Chapter only and not in the Quebec Chapter



## Profile of the respondents versus NGCOA Canada Membership

As shown in Graphs 1 through 3, the survey results are representative of the NGCOA Canada membership which represents close to 60% of the golf courses in Canada. Because the sample so closely reflects NGCOA Canada demographics, it provides confidence in the figures contained in the ensuing report as being representative of the Canadian golf industry.

### Facility Type

87.2% of NGCOA Canada member golf courses are public access facilities ranging from daily fee to semi-private to resort and government-owned courses. This demographic very closely resembles the distribution by facility type of the survey respondents at 80.4%. The survey results show a slight over-representation of private courses (19.6%) compared to the 12% that are representative of the NGCOA Canada membership.

**Table 2: Distribution of NGCOA Canada Members and Respondents by Facility Type**

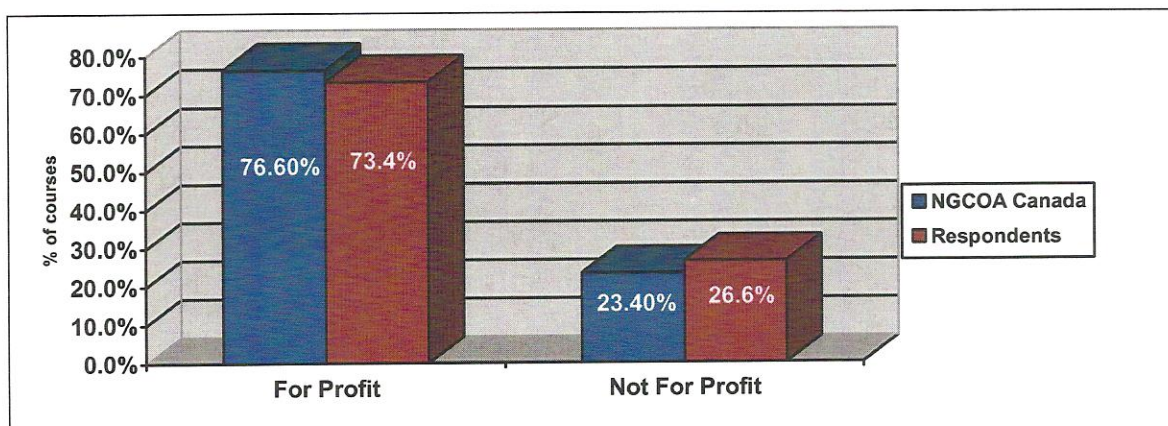
Distribution by Facility Type				
Type of facility	NGCOA Canada		Respondents	
		%		%
Public Access*	1147	87.2%	230	80.4%
Private	169	12.8%	56	19.6%
Total	1,316	100.0%	286	100.0%

\*For the purpose of this report, all courses which allow public play (public and semi-private) have been grouped together under the category Public Access

### Tax Status: Profit Versus Not for Profit

74% of the respondents operate For Profit facilities while 26.4% operate Not for Profit courses closely reflecting the demographics of the NGCOA Canada membership as demonstrated in Graph 1.

**Graph 1: Tax Status of NGCOA Canada Members and Respondents**



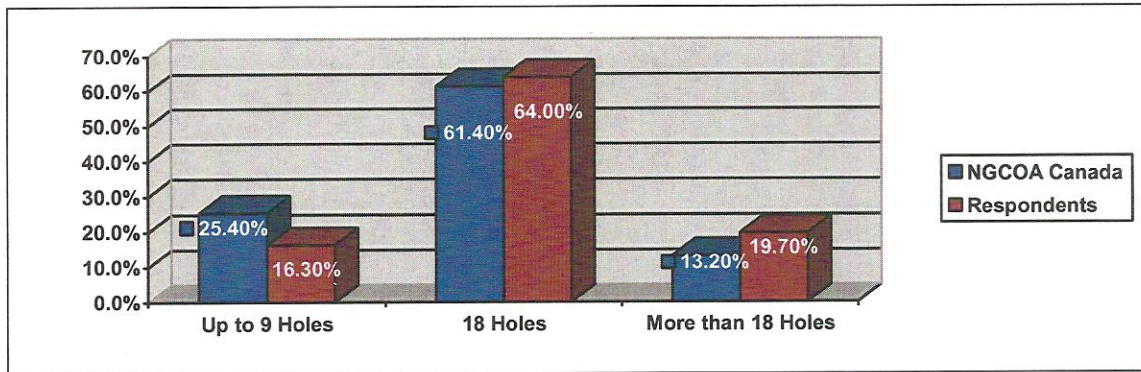
\*For the purpose of this report, courses who identified themselves on the survey as 'for profit but not operated for profit' have been included in the For Profit category.



## Number of Holes

Similar to Graph 1, the number of holes per participating facility (see Graph 2) closely resembles NGCOA Canada demographics, further supporting the validity of the data in the report as representative of the Canadian golf industry.

Graph 2: Number of Holes



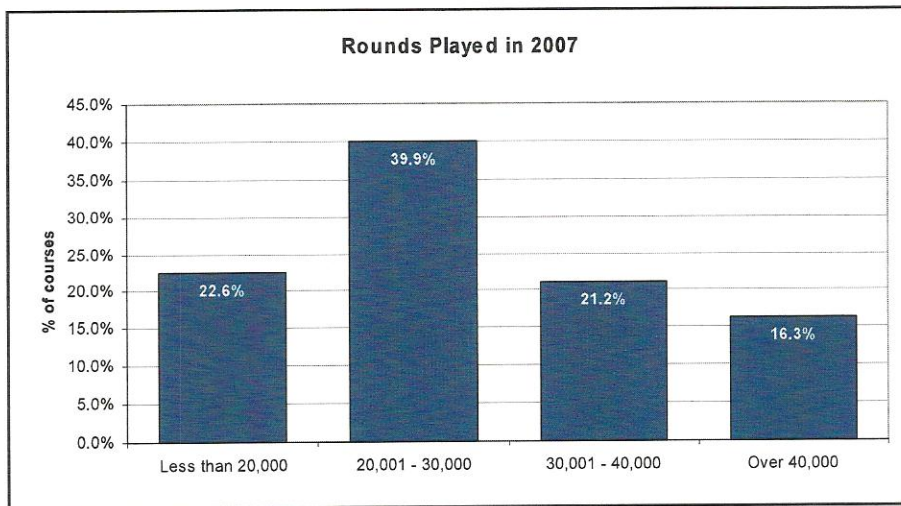


## Number of Rounds Played

A 'round of golf' is defined as one person who tees off in an authorized start on a regulation or alternative golf course. Several factors affect the number of rounds played per year, including length of course, number of holes, length of season, and weather.

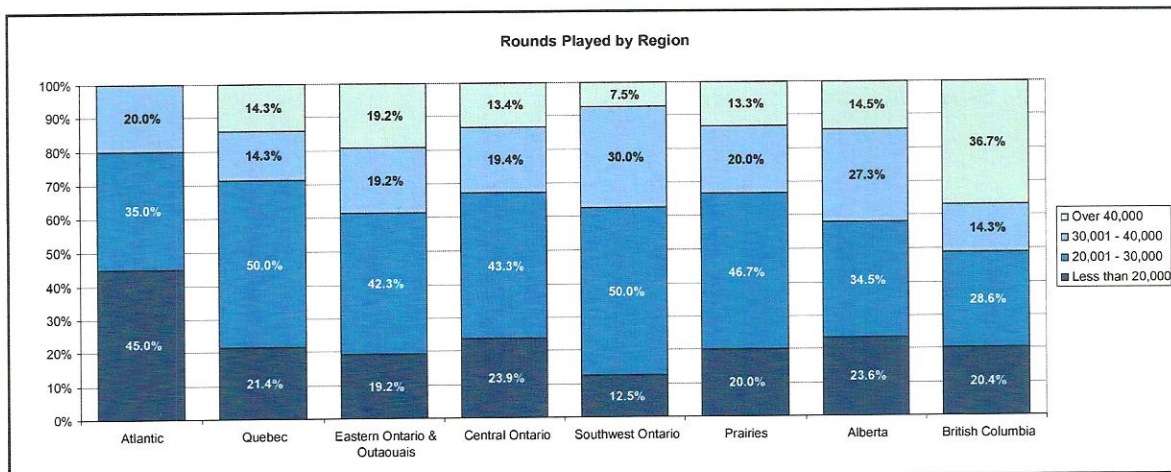
The survey figures below show that over one third of courses surveyed reported between 20,001 and 30,000 rounds played in 2007 with less than one quarter reporting less than 20,000 rounds played. Only 16.3% of the surveyed courses reported over 40,000 rounds played in 2007.

**Graph 3: Rounds Played in 2007**



The graph below compares rounds played by region. Most likely due to the length of season, over one third of the courses in British Columbia reported over 40,000 rounds played in 2007, the highest proportion of over 40,000 rounds played in the country. In comparison no courses in Atlantic Canada reported over 40,000 rounds played.

**Graph 4: Rounds Played by Region**

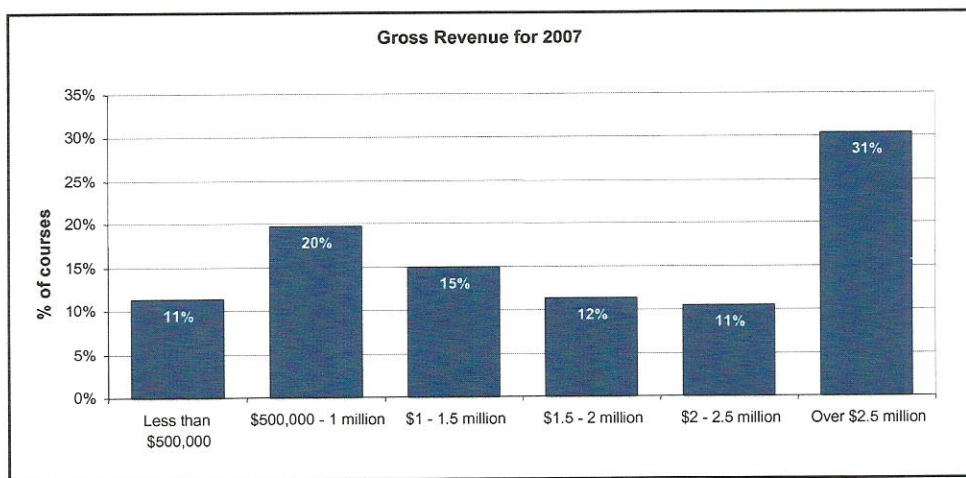


## Gross Revenue

Gross revenue is an important measurement relative to the performance of the golf course. It is the combination of the number of rounds played, the fees paid, and the other profit centres in the facility such as food and beverage, pro shop, cart rentals, and golf school.

As illustrated in Graph 5 close to one third of the courses reported gross revenues over \$2.5 million dollars with less than one quarter of the courses reporting between \$500,000 to \$1 million dollars. There was an even split at 11% each of courses who reported gross revenues less than \$500,000, \$1 million dollars to \$1.5 million dollars, and \$2 million dollars to \$2.5 million dollars.

Graph 5: Gross Revenue for 2007



The various profit centres at the golf course significantly contribute to the gross revenue of a facility. As illustrated in Table 3, membership fees are the highest contributing revenue source (40.2%) at private facilities with green fees being the highest revenue source at public access facilities. Food and beverage was the second highest revenue source for both private and public access facilities. The % figures shown in the total column are based on all surveys received and provide an overall glimpse of the Canadian market.

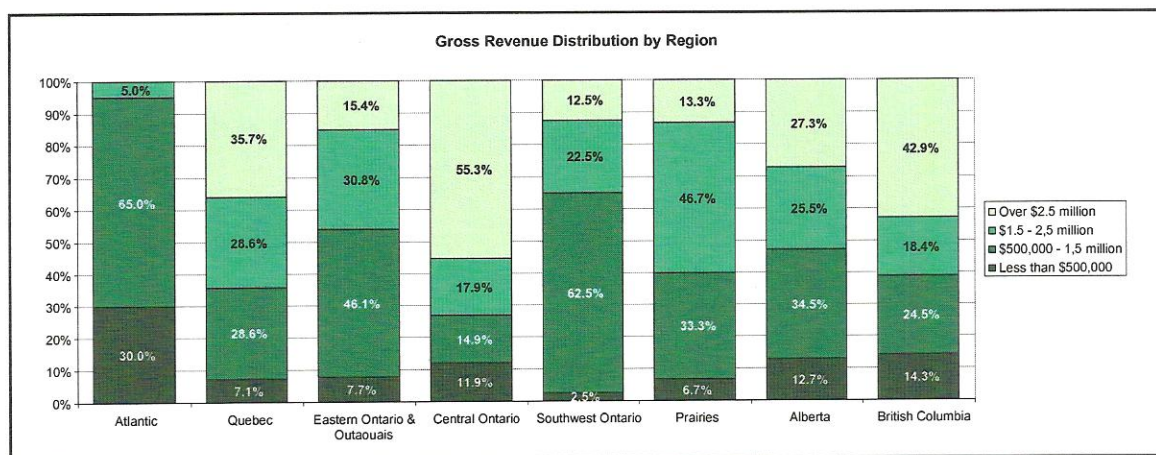
Table 3: Gross Revenue Sources

Percentage of Gross Revenue by Profit Centre and Type of Facility			
Profit Centre	Private	Public Access	Total
Initiation Fees	9.5%	0.8%	2.5%
Membership Fees	40.2%	15.4%	20.3%
Green Fees	14.4%	39.6%	34.5%
Food & Beverage	22.7%	22.4%	22.4%
Pro Shop	6.1%	7.4%	7.2%
Cart Fleet	5.0%	9.3%	8.5%
Range / Lessons	1.0%	2.8%	2.5%
Other	1.1%	2.3%	2.1%



Graph 6 illustrates the variance in the distribution of gross revenues by region. For example, courses in Central Ontario showed the largest proportion (56.5%) of courses with gross revenues in excess of \$2.5 million compared to over two thirds of the courses in Atlantic Canada reporting gross revenues between \$500,000 to \$1.5 million dollars.

**Graph 6: Gross Revenue by Region**



## Number of Employees

Canadian golf courses employ a variety of different positions depending on size of facility, length of season and complexity of profit centres. As illustrated in Table 4, over 80% of positions are seasonal (full-time, part-time, volunteers). When analyzing the various figures for type of employment in Tables 4 to 6, it is important to recognize that the averages were achieved by dividing the total number of employees in one category by the total number of courses which employ that particular category of employees.

**Table 4: Number of Employees by Employment Type**

Number of Employees by Employment Type				
	Facilities having these Employment types	Average	25th percentile	75th percentile
Permanent full time	265	9	2	18
Permanent part time	99	10	2	22
Seasonal full time	266	22	6	44
Seasonal part time	258	35	5	82
Volunteers	63	16	3	36

From the 286 respondents, only 15 courses reported having unionized employees, averaging 42 unionized employees per facility.

**Table 4b: Average Number of Unionized Positions**

Unionized Positions	
	Number of employees
Total reported	631
Facilities reporting this position	15
Average unionized positions	42



To further examine patterns, Table 5 segments the employment type by regions with British Columbia and the Prairies employing the highest number of permanent employees and Eastern Ontario/Outaouais and Alberta utilizing the highest number of volunteers. That being said, the Central Ontario region employs the highest total number of employees with the majority being in the seasonal part-time category.

**Table 5: Employees by Employment Type and Region**

<b>Average Number of Employees by Employment Type and Region</b>						
	Permanent full time	Permanent part time	Seasonal full time	Seasonal part time	Volunteers	Total average
Atlantic	3	6*	16	11	9*	26
Quebec	6	0*	18	52	28*	64
Eastern Ontario & Outaouais	8	7	18	41	20	62
Central Ontario	8	7	22	68	8	90
Southwest Ontario	6	9	15	23	9	45
Prairies	11	10	27	25	14*	62
Alberta	6	4	25	20	27	49
British Columbia	15	15	27	28	15	69

\*Fewer than 5 facilities reporting

The number of employees varies significantly depending on type of facility. For example, the average number of employees for public access facilities is 50 employees compared to 116 for private courses.

**Table 6: Employees by Facility Type**

<b>Average Number of Employees by Facility Type</b>						
	Permanent full time	Permanent part time	Seasonal full time	Seasonal part time	Volunteers	Total average
Private	13	13	20	85	7*	116
Public Access	8	9	23	22	17	50

\*Fewer than 5 facilities reporting

## Compensation and Benefits

### Compensation of Employees

Compensation information, including base salary, annual bonus and commissions was requested for all employee occupations listed below based on rates for a 12 month period ending December 31, 2007. As illustrated in Table 7, not all courses employ the twelve occupations in question (see the column '% reporting this occupation'). For example, 70.8% of the surveyed facilities employ a General Manager while 96.2% employ a Superintendent but only 16.3% employ a Catering Manager (a position most commonly held at larger courses with banquet facilities). When analyzing Tables 7 and 8, it is important to recognize that the number of courses reporting compensation figures varies by occupation and by compensation (base salary, bonus, and commissions). The greater proportion of commissions is directly related to retail positions.

**Table 7: Compensation by Occupation**

Occupations Related Average Compensation		% reporting this occupation	Average compensation
General Manager	Base Salary	70.1%	\$73,223
	Annual Bonus	40.6%	\$11,579
	Annual Commission	4.5%	\$7,127
Office Administrator	Base Salary	64.3%	\$38,595
	Annual Bonus	23.4%	\$3,839
	Annual Commission	1.0%	\$3,565
Superintendent	Base Salary	96.2%	\$59,677
	Annual Bonus	51.4%	\$5,840
	Annual Commission	0.7%	\$2,000
Asst. Superintendent	Base Salary	70.3%	\$36,583
	Annual Bonus	32.2%	\$2,008
	Annual Commission	0.0%	-
Mechanic	Base Salary	68.5%	\$38,509
	Annual Bonus	16.8%	\$1,994
	Annual Commission	0.3%	\$2,000
Director of Golf	Base Salary	38.8%	\$55,836
	Annual Bonus	27.6%	\$7,504
	Annual Commission	9.4%	\$6,515
Head Professional	Base Salary	46.5%	\$46,932
	Annual Bonus	27.3%	\$4,229
	Annual Commission	15.7%	\$9,698
Asst. Professional	Base Salary	45.8%	\$27,687
	Annual Bonus	13.3%	\$2,230
	Annual Commission	15.0%	\$4,842
F&B Manager	Base Salary	62.6%	\$42,365
	Annual Bonus	40.9%	\$4,616
	Annual Commission	3.8%	\$5,950
Dining Room Manager	Base Salary	23.8%	\$59,981
	Annual Bonus	16.8%	\$1,883
	Annual Commission	2.4%	\$3,857
Catering Manager	Base Salary	16.4%	\$34,950
	Annual Bonus	11.9%	\$3,485
	Annual Commission	1.7%	\$8,400
Chef	Base Salary	53.1%	\$45,659
	Annual Bonus	36.0%	\$5,032
	Annual Commission	4.2%	\$6,142



The reported compensation figures provide useful guidelines for Canadian golf course owners/operators. The total average compensation is based on the average annual base salary, average annual bonus and average annual commissions. The total compensation for most of the 12 occupations varies according to the type of facility. For example, a General Manager working at a private golf club will earn, on average, \$34,000 more per year than his/her counterpart working at a public access facility (see Table 8).

**Table 8: General Managers Average Compensation**

<b>Average Compensation of General Managers</b>	
	<b>Average Compensation</b>
Private	\$109,817
Public Access	\$75,781
Total	\$80,331

### ***Bonus / Commissions as a Percentage of Total Compensation***

The average bonuses and commissions were isolated from the total compensation for each occupation. As identified in Table 9, bonuses and commissions represented less than 25% of the total compensation for all occupations with the exception of the Catering Manager at 31% and the Head Professional at 26.4%.

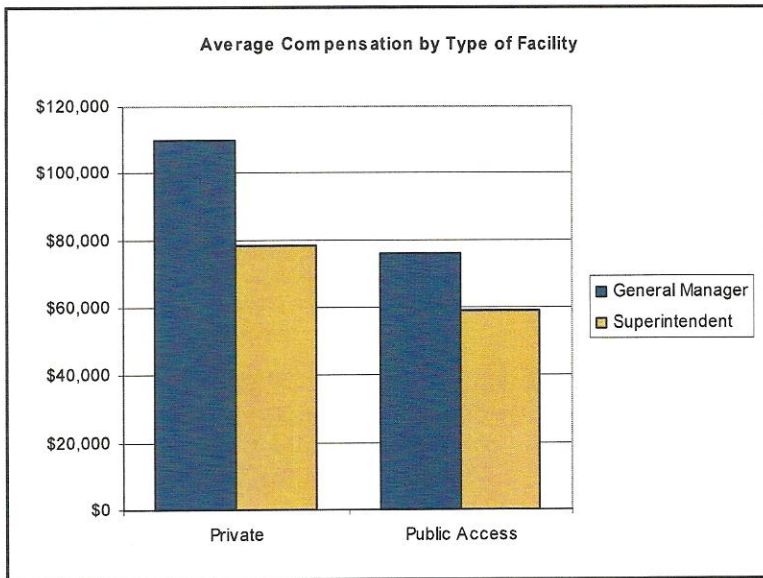
**Table 9: Annual Bonus and Commissions as a Percentage of Total Compensation**

<b>Occupations</b>	<b>Average total compensation</b>	<b>25<sup>th</sup> percentile</b>	<b>Median</b>	<b>75<sup>th</sup> percentile</b>	<b>Base Salary</b>	<b>Average Bonus</b>	<b>Average Commission</b>	<b>Bonus &amp; Commission as % of Total compensation</b>
General Manager	80,331	53,067	71,000	94,000	73,223	11,579	7,127	23.3%
Office Administrator	40,051	27,000	38,000	50,000	38,595	3,839	3,565	18.5%
Superintendent	62,813	48,000	60,000	76,500	59,677	5,840	2,000	12.5%
Asst. Superintendent	37,502	32,000	37,000	44,628	36,583	2,008		5.4%
Mechanic	39,007	30,210	40,250	47,125	38,509	1,994	2,000	10.2%
Director of Golf	62,762	41,800	58,000	72,800	55,836	7,504	6,515	22.3%
Head Professional	52,694	39,700	47,000	63,500	46,932	4,229	9,698	26.4%
Asst. Professional	29,923	24,000	29,100	35,825	27,687	2,230	4,842	23.6%
F&B Manager	45,748	32,750	44,800	56,550	42,365	4,616	5,950	23.1%
Dining Room Manager	34,046	26,500	33,650	40,775	59,981	1,883	3,857	16.9%
Catering Manager	38,365	32,640	38,000	44,800	34,950	3,485	8,400	31.0%
Chef	49,553	38,775	49,800	59,000	45,659	5,032	6,142	22.5%

## Average Compensation by Facility Type

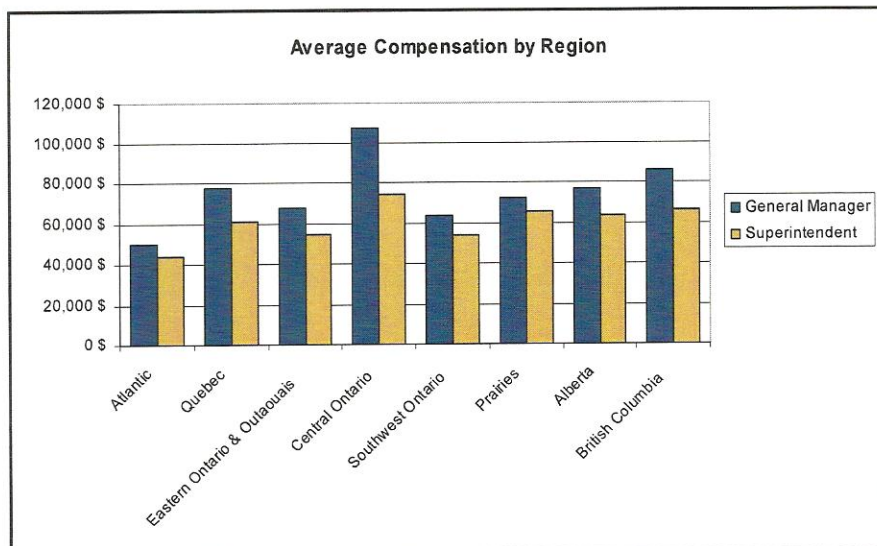
The total compensation by position can be further segmented by facility type. In most cases, the facility type influences the compensation of its employees. Although there is a marked difference between the compensation for a Superintendent at a private facility versus a public access facility, the range is much less than that of a General Manager.

Graph 7: Average Compensation by Type of Facility



As illustrated in Graph 8, region has a direct impact on the average total compensation with the Central Ontario region paying the highest compensation for both General Managers and Superintendents. The British Columbia region was the 2<sup>nd</sup> highest area for compensation with Alberta and Quebec following closely behind. The variation in average compensation by region is less however for Superintendents.

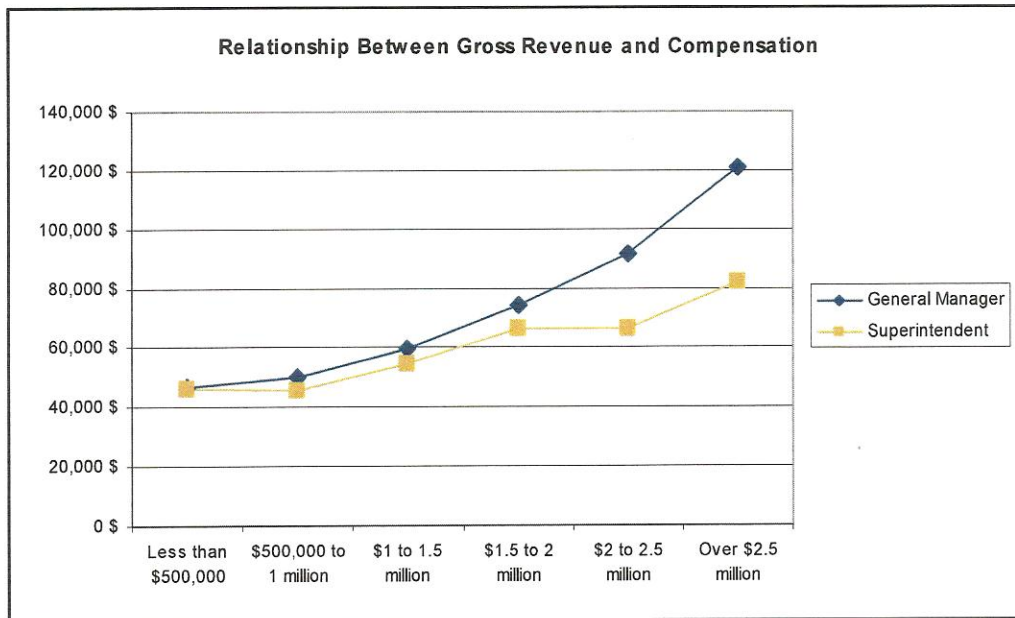
Graph 8: Average Compensation by Region for General Managers and Superintendents





Graph 9 shows a clear parallel between gross revenue and the compensation for key positions. For example, the General Manager's compensation can increase at a faster pace than the Superintendent's as the course's gross revenues increase.

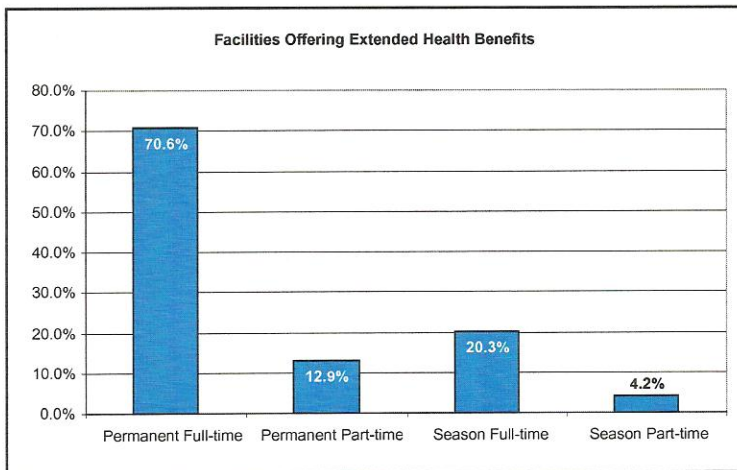
**Graph 9: Relationship Between Gross Revenue and Total Compensation**



## Employee Benefits

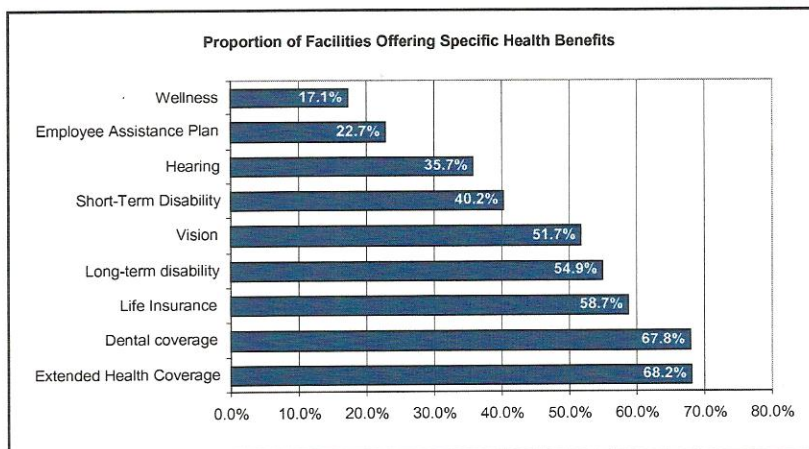
Extended benefits are available to full-time permanent employees at 70.6% of the surveyed courses. Few courses however, extend benefits to other employee categories such as permanent and seasonal part-time.

**Graph 10: Facilities Offering Extended Health Benefits**



In addition to extended benefits, employers offer various plans including vision, hearing, dental and disability. Graph 11 illustrates the proportion of courses offering specific health benefits to their employees.

**Graph 11: Proportion of Facilities with Specific Health Benefits**

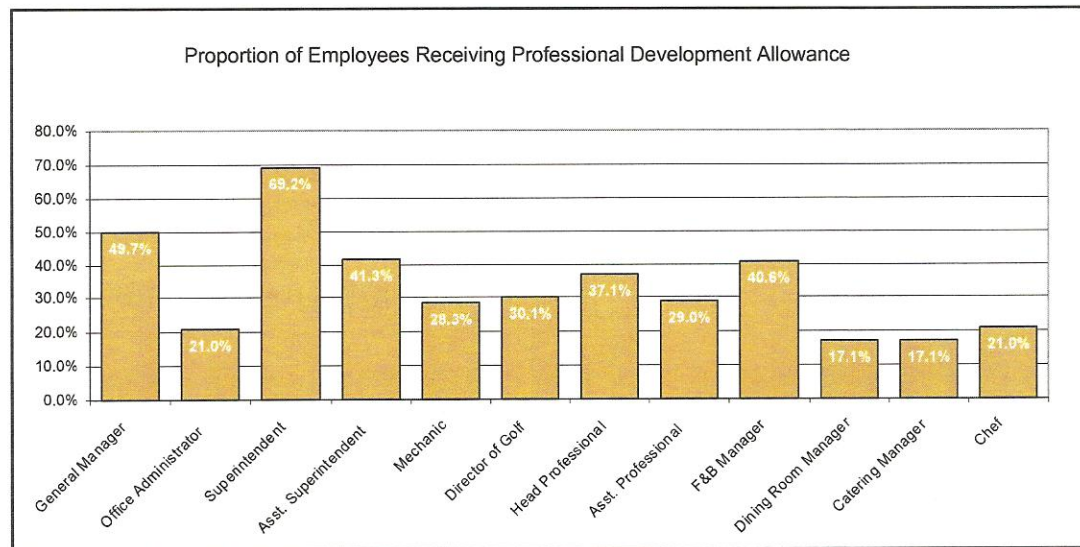




## Additional Benefits

The courses surveyed indicated they offer additional benefits such as; food and dining allowance, professional development, vehicle allowance, and cellular telephone allowance. For example, Graph 12 illustrates the percentage of employees, broken down by occupation, that receive a professional development allowance.

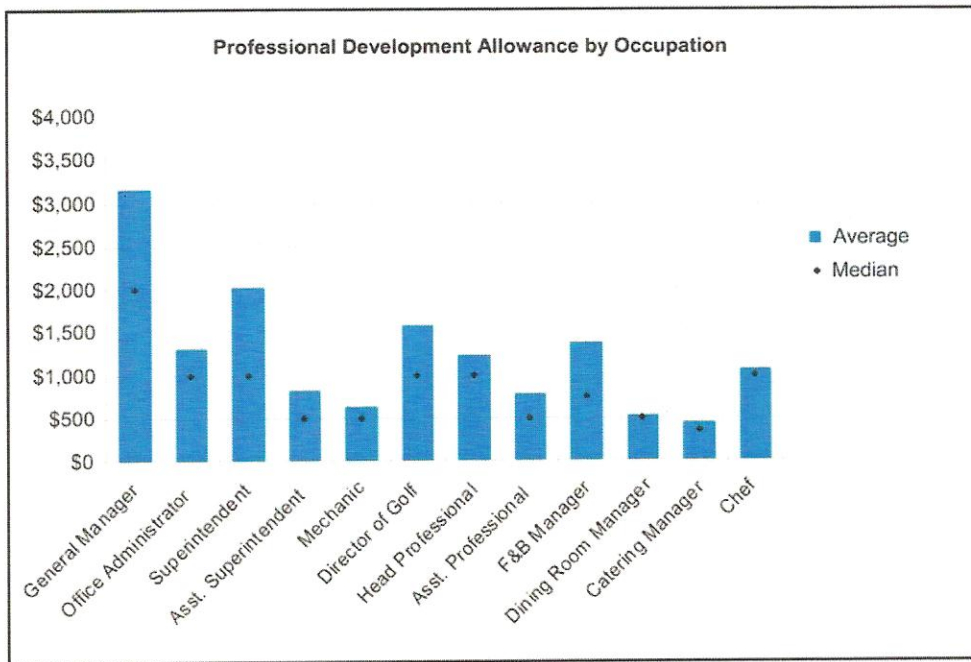
**Graph 12: Employees Receiving Professional Development Allowance**



As illustrated in Graph 12, the Superintendent receives the highest proportion for professional development at 70% followed by the General Manager at 50%. It is interesting to note that although a greater number of Superintendents receive a professional development allowance (see Graph 12) the General Manager receives the highest amount for professional development. (see Graph 13).

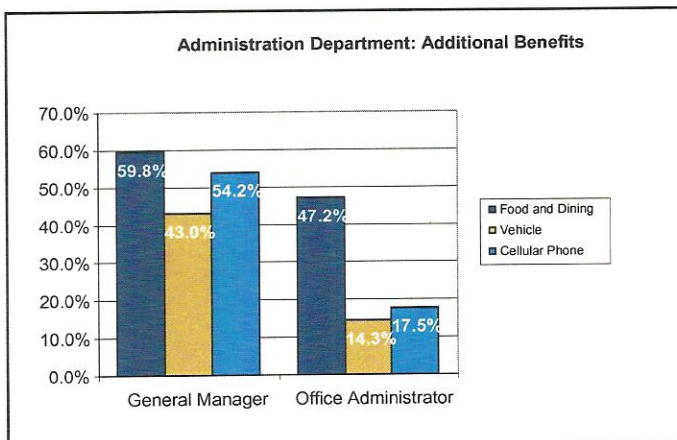
Graph 13 examines the average professional development allowance received by each of the 12 occupations surveyed. The full bar illustrates the average allowance received with the black diamond representing the median. For the majority of positions, there is a notable difference in the average amount received compared to the median. This is most apparent with General Managers and Superintendents where the median is more than \$1,000 below the average.

**Graph 13: Average Professional Development Allowance by Occupation**



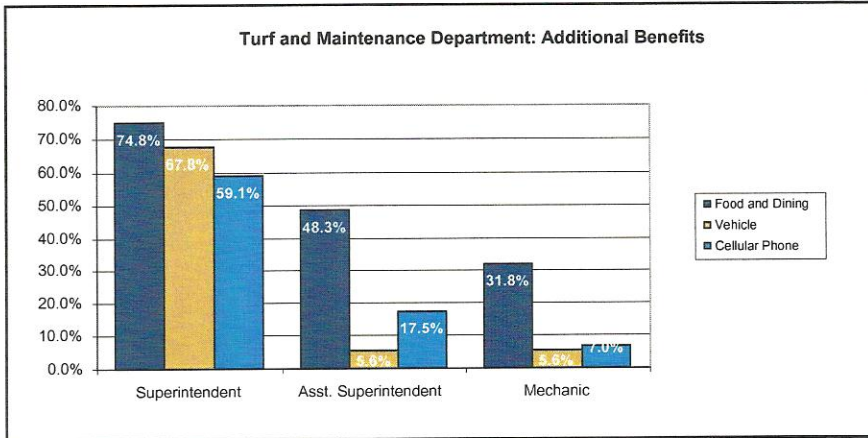
Apart from professional development, three other categories of additional benefits emerged from the survey; food and dining, vehicle, and cellular telephone. The following four graphs, segmented by department, will demonstrate the proportion of additional benefits provided to the 12 key positions identified in the survey.

**Graph 14: Administration Department**

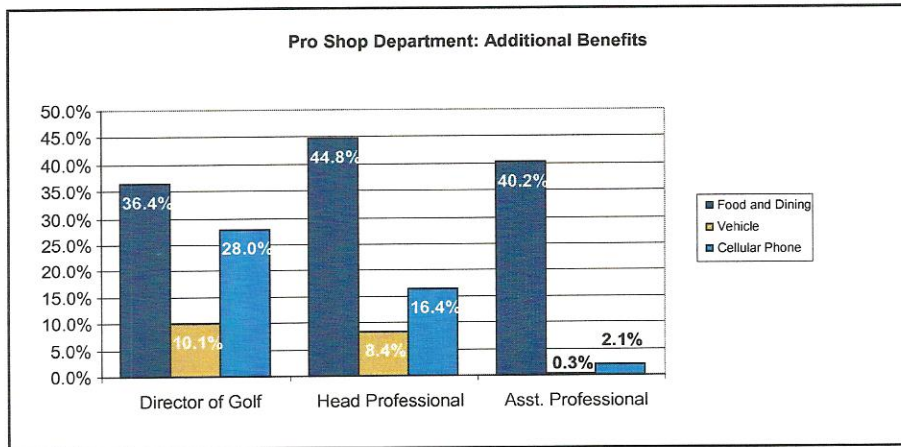




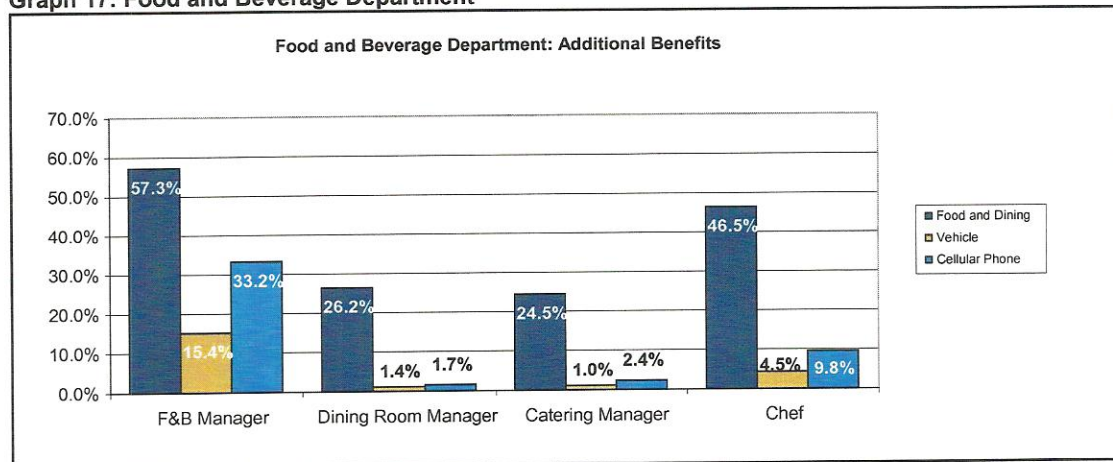
Graph 15: Turf and Maintenance Department



Graph 16: Pro shop Department



Graph 17: Food and Beverage Department



## Total Compensation Details by Position

This next section presents the total compensation of the twelve (12) positions listed in Table 10 segmented by the following six variables; gross revenue, number of holes, number of rounds, type of facility, tax status, and region.

**Table 10: Position types**

Position Types
General Manager
Office Administrator
Superintendent
Asst. Superintendent
Mechanic
Director of Golf
Head Professional
Asst. Professional
F&B Manager
Dining Room Manager
Catering Manager
Chef

## Value of Detailed Compensation Analysis

The database of information which is now available allows for the creation of customized reporting for Canadian golf course operators which will assist in making key business decisions. Referring to Table 11, the positions of General Manager and Superintendent have been analyzed for Alberta, British Columbia, Central Ontario and Canada based on facilities that are public access, have gross revenues in excess of \$2.5M and are 18 holes or more. NGCOA Canada can provide similar customized reporting for all job descriptions based upon any combination of the segmented criteria. For further details and to order your personal report, please contact Dave McCafferty, Co-Director, NGCOA Canada Research Department, at davidm@ngcoa.ca.

**Table 11: Average compensation according to specific criteria**

### Average Compensation Respecting Specific Criteria (Sample Data)

Region	General Manager		Superintendent	
	Average Compensation	Courses Reporting	Average Compensation	Courses Reporting
Alberta	\$79,350	10	\$61,143	14
British Columbia	\$100,357	14	\$72,577	13
Central Ontario	\$133,333	15	\$80,388	18
Canada	\$118,548	42	\$81,656	47

\* Final report will be based on data taken from the National Golf Course Owners Association Canada's 2008 Compensation and Benefits Survey.



## **Definitions**

The following definitions are useful when interpreting the tables.

<b>Number of courses</b>	Number of golf facilities that report each occupation.
<b>Total compensation</b>	The sum of the annual base salary, bonuses and commissions.
<b>Average</b>	The mathematical average obtained by adding all the individual figures for all the reporting courses to a particular question and dividing by the total number of courses; a measure of central tendency that can be distorted by extreme high and low figures.
<b>25<sup>th</sup> percentile</b>	When the figures are in ascending order, the lower quartile is the figure 25% from the bottom.
<b>Median</b>	A measure of central tendency that is not affected by extreme figures, calculated by arranging figures in ascending order and selecting the figure that falls exactly in the middle; half are below and half are above this median figure.
<b>75<sup>th</sup> percentile</b>	When figures are in ascending order, the figure that is 75% from the bottom. In other words, the figure is 25% from the top figure.
<b>Round of golf</b>	Defined as one person who tees off in an authorized start on a regulation or alternative golf course. The round is not defined by the number of holes played or the fees paid.
<b>Facility Type</b>	For the purpose of this report, all courses which allow public play (public and semi-private) have been grouped together under the category Public Access.
<b>Tax Status</b>	For the purpose of this report, courses which identified themselves on the survey as 'for profit but not operated for profit' have been included in the For Profit category.
<b>Note</b>	Where there are less than five courses reporting, no figures are reported in order to maintain the confidentiality of individual member information and to ensure statistically representative data reporting.

General Manager					
		Total compensation (\$)			
	Number of courses reporting	Average	25th percentile	Median	75th percentile
<b>All courses</b>	202	80,331	53,067	71,000	94,000
<b>Gross revenue</b>					
Less than \$500,000	17	46,252	38,000	44,000	52,000
\$500,000 to 1 million	42	50,281	39,914	50,000	58,250
\$1 to 1.5 million	32	59,132	51,952	60,000	68,000
\$1.5 to 2 million	27	76,954	66,750	75,600	85,800
\$2 to 2.5 million	27	91,548	74,000	85,000	95,750
Over \$2.5 million	57	120,823	88,000	107,000	141,000
<b>Number of holes</b>					
9 holes	30	57,528	43,250	51,926	60,000
18 holes	129	82,938	55,000	75,600	95,000
Over 18 holes	43	88,416	60,000	77,000	106,500
<b>Number of rounds</b>					
Less than 15,000	16	53,393	35,750	46,580	63,750
15,001 to 20,000	22	75,277	44,750	60,000	87,125
20,001 to 25,000	38	77,724	45,150	66,500	84,250
25,001 to 30,000	41	79,469	53,000	70,000	90,000
30,001 to 35,000	32	84,406	60,000	69,250	95,750
35,001 to 40,000	19	80,846	60,000	75,000	93,000
Over 40,000	34	96,106	74,000	91,000	102,875
<b>Type of facility</b>					
Private	27	109,817	80,900	94,000	141,250
Public Access	175	75,781	50,000	68,000	88,000
<b>Tax status</b>					
For profit	144	80,927	51,963	71,000	95,000
Not for Profit	57	78,970	53,269	68,000	90,000
<b>Region</b>					
Atlantic	13	49,575	42,000	47,500	55,000
Quebec	9	77,484	50,000	68,000	85,000
Eastern Ontario & Outaouais	18	67,860	55,050	60,000	78,100
Central Ontario	41	107,731	53,000	86,500	135,000
Southwest Ontario	29	63,596	54,512	60,000	77,000
Prairies	12	71,854	58,688	71,000	87,250
Alberta	38	76,892	55,625	74,500	92,500
British Columbia	42	86,144	66,000	84,100	103,750

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Office Administrator					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	184	40,051	27,000	38,000	50,000
<b>Gross revenue</b>					
Less than \$500,000	7	18,004	10,000	12,000	25,500
\$500,000 to 1 million	21	24,990	14,000	22,000	33,800
\$1 to 1.5 million	24	34,264	25,263	35,500	42,250
\$1.5 to 2 million	25	38,711	33,000	38,000	43,000
\$2 to 2.5 million	26	46,268	40,000	46,500	50,750
Over \$2.5 million	81	45,993	29,500	42,000	56,000
<b>Number of holes</b>					
9 holes	11	30,446	13,000	27,000	40,750
18 holes	129	40,689	27,000	38,000	49,300
Over 18 holes	44	40,581	29,725	40,500	50,040
<b>Number of rounds</b>					
Less than 15,000	10	19,760	12,500	22,000	25,950
15,001 to 20,000	18	38,950	25,675	41,000	50,000
20,001 to 25,000	26	36,898	25,750	31,600	42,150
25,001 to 30,000	50	37,593	26,575	36,000	44,750
30,001 to 35,000	27	43,052	36,900	43,000	53,175
35,001 to 40,000	16	44,458	31,950	40,250	60,250
Over 40,000	37	47,512	35,000	45,600	52,000
<b>Type of facility</b>					
Private	53	41,068	27,000	38,000	52,000
Public Access	131	39,640	27,000	38,000	48,000
<b>Tax status</b>					
For profit	134	39,259	27,413	37,250	47,875
Not for Profit	50	42,173	26,575	42,000	54,750
<b>Region</b>					
Atlantic	10	26,430	20,000	24,500	32,846
Quebec	11	28,835	24,100	26,600	39,000
Eastern Ontario & Outaouais	16	35,656	29,875	37,350	41,600
Central Ontario	48	41,112	26,950	35,250	52,588
Southwest Ontario	26	37,371	26,813	38,000	49,375
Prairies	10	45,230	37,250	49,000	54,500
Alberta	29	44,955	37,500	45,000	55,000
British Columbia	34	44,601	30,725	40,500	49,825

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Superintendent					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	275	62,813	48,000	60,000	76,500
<b>Gross revenue</b>					
Less than \$500,000	28	39,185	31,875	40,125	45,500
\$500,000 to 1 million	53	45,985	37,000	44,000	53,000
\$1 to 1.5 million	42	54,166	45,007	54,500	59,911
\$1.5 to 2 million	33	66,656	56,000	66,000	76,000
\$2 to 2.5 million	31	66,461	56,000	62,500	74,000
Over \$2.5 million	88	81,867	68,500	78,500	89,250
<b>Number of holes</b>					
9 holes	41	42,232	32,500	41,000	48,000
18 holes	175	65,713	50,000	63,000	78,000
Over 18 holes	59	68,513	56,000	68,500	81,000
<b>Number of rounds</b>					
Less than 15,000	23	45,614	36,500	41,600	51,500
15,001 to 20,000	34	58,766	37,750	49,750	75,375
20,001 to 25,000	49	59,103	40,250	53,560	70,380
25,001 to 30,000	62	63,039	50,500	62,500	72,250
30,001 to 35,000	40	64,828	53,500	62,750	77,000
35,001 to 40,000	21	71,696	56,000	63,000	87,000
Over 40,000	46	72,243	56,425	69,050	82,750
<b>Type of facility</b>					
Private	56	78,413	62,225	73,980	85,650
Public Access	219	58,824	43,560	56,000	73,000
<b>Tax status</b>					
For profit	202	62,107	47,100	60,000	75,875
Not for Profit	72	64,832	49,750	59,073	77,000
<b>Region</b>					
Atlantic	18	43,935	30,909	43,139	53,625
Quebec	14	60,669	45,625	60,600	74,975
Eastern Ontario & Outaouais	26	54,395	45,852	53,100	60,000
Central Ontario	65	73,795	55,500	70,000	87,600
Southwest Ontario	40	53,687	44,730	54,150	59,734
Prairies	14	65,509	56,500	68,500	73,375
Alberta	52	63,541	53,000	64,500	77,625
British Columbia	46	66,384	54,375	64,750	78,500

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<b>Asst. Superintendent</b>					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	201	37,502	32,000	37,000	44,628
<b>Gross revenue</b>					
Less than \$500,000	10	25,027	17,250	21,500	32,570
\$500,000 to 1 million	28	26,940	20,375	25,000	31,350
\$1 to 1.5 million	25	33,389	28,500	32,000	36,000
\$1.5 to 2 million	28	39,000	32,225	41,300	44,625
\$2 to 2.5 million	27	37,716	33,280	36,400	43,000
Over \$2.5 million	83	43,231	36,037	42,000	48,000
<b>Number of holes</b>					
9 holes	16	26,186	21,000	25,000	31,290
18 holes	138	38,755	33,400	38,300	45,000
Over 18 holes	47	37,673	30,000	38,000	45,000
<b>Number of rounds</b>					
Less than 15,000	13	28,462	18,000	27,000	38,000
15,001 to 20,000	21	34,716	28,000	33,400	44,000
20,001 to 25,000	31	34,743	27,900	34,000	42,000
25,001 to 30,000	48	37,065	32,940	36,000	42,000
30,001 to 35,000	31	38,651	33,700	40,000	45,000
35,001 to 40,000	17	39,138	34,000	38,350	45,000
Over 40,000	40	42,977	37,450	42,000	47,310
<b>Type of facility</b>					
Private	53	39,766	34,000	37,000	42,300
Public Access	148	36,691	29,325	37,500	45,000
<b>Tax status</b>					
For profit	141	37,291	32,000	36,000	44,300
Not for Profit	59	38,285	30,400	40,000	45,000
<b>Region</b>					
Atlantic	7	25,467	20,750	22,861	31,000
Quebec	11	36,331	32,150	34,160	41,000
Eastern Ontario & Outaouais	16	34,111	31,700	33,590	36,550
Central Ontario	48	37,811	33,400	36,000	42,000
Southwest Ontario	24	30,744	25,375	30,000	35,625
Prairies	13	33,516	28,000	35,000	38,000
Alberta	44	40,392	36,000	42,300	46,200
British Columbia	38	43,379	38,100	44,500	50,500

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<b>Mechanic</b>					
		<b>Total compensation (\$)</b>			
	<b>Number of courses reporting</b>	<b>Average</b>	<b>25th percentile</b>	<b>Median</b>	<b>75th percentile</b>
<b>All courses</b>	196	39,007	30,210	40,250	47,125
<b>Gross revenue</b>					
Less than \$500,000	6	21,688	12,845	24,500	26,500
\$500,000 to 1 million	33	26,017	18,000	22,700	30,300
\$1 to 1.5 million	26	33,522	27,520	33,000	41,625
\$1.5 to 2 million	20	40,370	37,250	40,800	46,250
\$2 to 2.5 million	29	41,213	36,000	41,600	46,000
Over \$2.5 million	82	46,129	40,000	45,750	51,300
<b>Number of holes</b>					
9 holes	8	23,516	15,782	22,000	29,750
18 holes	137	39,208	30,300	40,000	47,000
Over 18 holes	51	40,898	34,100	42,000	49,500
<b>Number of rounds</b>					
Less than 15,000	10	27,833	19,500	27,500	36,500
15,001 to 20,000	22	33,042	20,600	28,820	47,500
20,001 to 25,000	34	36,441	29,250	38,500	43,450
25,001 to 30,000	47	38,395	30,000	40,000	45,200
30,001 to 35,000	29	42,189	35,100	44,000	48,000
35,001 to 40,000	14	40,197	32,550	40,800	49,000
Over 40,000	40	45,259	40,375	45,250	51,100
<b>Type of facility</b>					
Private	53	43,543	39,000	42,600	49,000
Public Access	143	37,326	28,000	40,000	46,500
<b>Tax status</b>					
For profit	144	39,487	31,750	40,750	47,000
Not for Profit	51	37,973	27,680	40,000	49,000
<b>Region</b>					
Atlantic	14	22,384	14,730	21,170	28,750
Quebec	14	37,827	32,500	37,000	41,600
Eastern Ontario & Outaouais	18	35,932	28,575	37,675	41,176
Central Ontario	49	41,718	37,000	43,000	49,000
Southwest Ontario	21	35,290	30,000	36,000	42,500
Prairies	12	33,270	27,610	30,250	40,326
Alberta	32	43,645	40,000	45,500	50,250
British Columbia	36	43,737	39,500	44,850	51,250

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Director of golf					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	111	62,762	41,800	58,000	72,800
<b>Gross revenue</b>					
Less than \$500,000	5	36,602	23,000	40,000	41,600
\$500,000 to 1 million	17	35,947	24,000	32,000	48,000
\$1 to 1.5 million	15	41,441	30,250	35,000	54,300
\$1.5 to 2 million	8	49,473	42,675	49,190	57,125
\$2 to 2.5 million	11	60,686	52,125	61,500	65,850
Over \$2.5 million	55	81,591	59,400	67,900	91,800
<b>Number of holes</b>					
9 holes	9	32,333	23,000	30,000	40,000
18 holes	72	65,083	45,563	59,900	72,650
Over 18 holes	30	66,318	50,000	63,225	82,750
<b>Number of rounds</b>					
Less than 15,000	7	44,330	40,800	48,000	53,650
15,001 to 20,000	13	55,106	30,000	47,500	78,000
20,001 to 25,000	22	53,266	36,250	53,400	66,975
25,001 to 30,000	24	69,905	54,400	60,800	67,525
30,001 to 35,000	12	77,615	53,770	67,000	93,500
35,001 to 40,000	9	60,107	36,500	52,000	70,000
Over 40,000	24	67,415	48,775	57,000	82,750
<b>Type of facility</b>					
Private	34	76,422	56,900	65,825	88,565
Public Access	77	56,730	35,000	53,000	66,900
<b>Tax status</b>					
For profit	101	61,349	42,000	58,408	72,500
Not for Profit	10	77,028	25,500	52,708	101,323
<b>Region</b>					
Atlantic	4	-	-	-	-
Quebec	10	58,450	40,500	51,650	73,750
Eastern Ontario & Outaouais	11	48,039	32,250	47,080	64,150
Central Ontario	39	72,218	52,600	65,000	87,530
Southwest Ontario	16	55,731	31,175	46,500	56,950
Prairies	1	-	-	-	-
Alberta	13	69,369	58,408	66,292	82,500
British Columbia	17	63,894	49,700	55,000	67,000

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Head professional					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	133	52,694	39,700	47,000	63,500
<b>Gross revenue</b>					
Less than \$500,000	3	-	-	-	-
\$500,000 to 1 million	12	39,944	26,250	41,150	52,375
\$1 to 1.5 million	17	46,616	40,000	45,000	54,200
\$1.5 to 2 million	20	54,236	40,988	56,000	68,330
\$2 to 2.5 million	22	56,190	46,350	51,000	64,625
Over \$2.5 million	59	56,645	39,200	46,500	63,650
<b>Number of holes</b>					
9 holes	6	52,333	26,500	48,000	59,750
18 holes	94	53,215	40,000	49,000	64,750
Over 18 holes	33	51,273	38,950	46,500	52,500
<b>Number of rounds</b>					
Less than 15,000	4	-	-	-	-
15,001 to 20,000	13	50,090	35,100	41,300	60,000
20,001 to 25,000	21	60,017	43,200	63,000	70,000
25,001 to 30,000	40	50,052	38,464	43,754	60,250
30,001 to 35,000	19	60,324	45,500	62,000	69,554
35,001 to 40,000	11	53,028	41,175	52,000	65,250
Over 40,000	25	47,172	42,000	46,200	51,000
<b>Type of facility</b>					
Private	42	59,348	38,955	43,750	73,027
Public Access	91	49,622	40,150	50,000	61,500
<b>Tax status</b>					
For profit	97	48,782	38,800	43,300	55,200
Not for Profit	36	63,232	46,350	60,388	68,250
<b>Region</b>					
Atlantic	6	34,921	22,500	34,250	48,625
Quebec	10	38,231	29,145	40,925	45,925
Eastern Ontario & Outaouais	11	48,601	38,385	40,300	48,250
Central Ontario	37	57,971	38,600	44,200	78,000
Southwest Ontario	10	41,587	40,000	40,500	46,367
Prairies	9	58,606	50,000	62,000	70,000
Alberta	24	58,088	49,250	61,500	67,027
British Columbia	26	53,826	42,000	48,750	59,381

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<b>Asst. Professional</b>					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	131	29,923	24,000	29,100	35,825
<b>Gross revenue</b>					
Less than \$500,000	3	-	-	-	-
\$500,000 to 1 million	9	20,722	12,500	24,000	27,000
\$1 to 1.5 million	13	24,431	22,000	25,000	30,000
\$1.5 to 2 million	17	29,264	24,000	30,000	32,400
\$2 to 2.5 million	22	28,645	22,325	27,500	34,500
Over \$2.5 million	67	33,429	27,210	32,400	40,000
<b>Number of holes</b>					
9 holes	6	24,233	20,800	23,000	26,250
18 holes	92	30,375	24,000	29,450	35,633
Over 18 holes	33	29,697	23,300	29,100	36,250
<b>Number of rounds</b>					
Less than 15,000	5	22,400	24,000	24,000	24,000
15,001 to 20,000	13	27,091	17,000	26,000	37,930
20,001 to 25,000	21	28,649	24,000	29,400	31,700
25,001 to 30,000	37	30,220	22,600	29,700	36,500
30,001 to 35,000	21	30,254	24,000	29,400	34,000
35,001 to 40,000	8	34,985	28,375	33,241	40,675
Over 40,000	26	31,568	26,280	30,550	35,938
<b>Type of facility</b>					
Private	47	31,013	25,900	29,400	34,700
Public Access	84	29,313	23,050	28,650	36,271
<b>Tax status</b>					
For profit	101	30,091	24,300	28,800	35,000
Not for Profit	29	29,958	22,100	30,000	37,930
<b>Region</b>					
Atlantic	4	-	-	-	-
Quebec	6	28,463	24,450	26,550	32,175
Eastern Ontario & Outaouais	9	30,056	31,400	32,500	35,000
Central Ontario	37	32,446	26,000	29,400	40,000
Southwest Ontario	9	24,478	22,000	25,000	28,000
Prairies	12	24,804	20,300	23,050	30,000
Alberta	25	31,657	23,000	34,000	39,500
British Columbia	29	30,440	24,000	30,000	37,000

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F&B Manager					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	179	45,748	32,750	44,800	56,550
<b>Gross revenue</b>					
Less than \$500,000	12	23,810	19,750	22,100	28,500
\$500,000 to 1 million	23	23,602	20,000	22,000	30,125
\$1 to 1.5 million	23	32,499	26,500	30,500	39,500
\$1.5 to 2 million	20	42,977	35,750	41,700	48,750
\$2 to 2.5 million	23	50,904	42,500	47,500	54,078
Over \$2.5 million	78	58,751	47,510	55,150	68,000
<b>Number of holes</b>					
9 holes	18	28,107	20,250	24,100	30,750
18 holes	120	46,385	34,950	46,950	55,250
Over 18 holes	41	51,631	42,000	49,500	63,000
<b>Number of rounds</b>					
Less than 15,000	14	28,201	20,000	23,500	39,750
15,001 to 20,000	18	40,189	20,550	32,900	55,375
20,001 to 25,000	27	42,072	24,600	40,400	51,900
25,001 to 30,000	44	45,923	39,750	46,150	55,000
30,001 to 35,000	26	49,456	37,375	47,600	55,914
35,001 to 40,000	13	51,211	37,000	50,600	67,000
Over 40,000	37	53,041	44,000	52,800	63,000
<b>Type of facility</b>					
Private	50	54,683	44,925	49,900	61,325
Public Access	129	42,285	28,600	42,000	54,000
<b>Tax status</b>					
For profit	132	45,780	33,250	44,650	56,550
Not for Profit	47	45,658	30,910	47,200	56,300
<b>Region</b>					
Atlantic	10	19,322	10,250	16,500	28,615
Quebec	6	44,417	41,900	44,650	48,675
Eastern Ontario & Outaouais	12	48,133	40,775	46,063	51,175
Central Ontario	49	52,360	39,330	47,540	63,000
Southwest Ontario	24	36,285	24,425	33,750	44,125
Prairies	11	41,327	36,000	42,000	45,100
Alberta	31	47,952	38,300	50,500	60,750
British Columbia	36	49,279	38,500	49,550	57,750

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Dining room manager					
	Number of courses reporting	Total compensation (\$)			
		Average	25th percentile	Median	75th percentile
<b>All courses</b>	68	34,046	26,500	33,650	40,775
<b>Gross revenue</b>					
Less than \$500,000	2	-	-	-	-
\$500,000 to 1 million	4	-	-	-	-
\$1 to 1.5 million	3	-	-	-	-
\$1.5 to 2 million	5	23,940	19,200	21,500	29,000
\$2 to 2.5 million	8	36,582	26,400	41,500	43,738
Over \$2.5 million	46	36,816	31,317	36,200	40,625
<b>Number of holes</b>					
9 holes	4	-	-	-	-
18 holes	48	32,857	25,550	31,684	40,775
Over 18 holes	16	37,561	33,910	37,000	40,600
<b>Number of rounds</b>					
Less than 15,000	4	-	-	-	-
15,001 to 20,000	4	-	-	-	-
20,001 to 25,000	10	33,880	25,325	32,950	40,900
25,001 to 30,000	23	31,183	25,600	31,300	39,200
30,001 to 35,000	7	36,129	30,100	33,000	39,000
35,001 to 40,000	7	35,563	29,170	39,500	44,600
Over 40,000	13	36,677	31,600	37,000	40,400
<b>Type of facility</b>					
Private	30	34,408	29,723	33,650	39,850
Public Access	38	33,760	23,840	34,650	42,375
<b>Tax status</b>					
For profit	53	33,378	26,100	33,000	40,000
Not for Profit	15	36,406	30,184	36,000	44,600
<b>Region</b>					
Atlantic	2	-	-	-	-
Quebec	5	-	-	-	-
Eastern Ontario & Outaouais	4	-	-	-	-
Central Ontario	28	37,476	31,275	36,300	42,450
Southwest Ontario	8	28,119	18,975	27,050	36,000
Prairies	3	-	-	-	-
Alberta	7	40,000	36,500	42,500	45,000
British Columbia	11	32,309	26,850	32,000	38,000

\*For the purpose of this report, data from courses in the Outaouais region are represented in the Eastern Ontario / Outaouais Chapter only and not in the Quebec Chapter.

<b>Catering manager</b>					
		<b>Total compensation (\$)</b>			
	<b>Number of courses reporting</b>	<b>Average</b>	<b>25th percentile</b>	<b>Median</b>	<b>75th percentile</b>
<b>All courses</b>	47	38,365	32,640	38,000	44,800
<b>Gross revenue</b>					
Less than \$500,000	1	-	-	-	-
\$500,000 to 1 million	2	-	-	-	-
\$1 to 1.5 million	4	-	-	-	-
\$1.5 to 2 million	2	-	-	-	-
\$2 to 2.5 million	6	35,067	30,975	34,950	37,500
Over \$2.5 million	32	42,170	36,725	42,700	47,588
<b>Number of holes</b>					
9 holes	2	-	-	-	-
18 holes	30	38,911	33,435	40,150	44,900
Over 18 holes	15	37,387	32,500	35,900	42,800
<b>Number of rounds</b>					
Less than 15,000	1	-	-	-	-
15,001 to 20,000	2	-	-	-	-
20,001 to 25,000	6	34,638	25,925	30,240	44,208
25,001 to 30,000	10	38,701	30,900	44,800	47,375
30,001 to 35,000	6	37,000	34,250	36,000	42,250
35,001 to 40,000	5	43,140	36,000	39,800	42,000
Over 40,000	17	40,212	35,900	40,000	43,200
<b>Type of facility</b>					
Private	18	41,094	35,525	42,800	47,000
Public Access	29	36,670	27,200	37,000	43,000
<b>Tax status</b>					
For profit	35	36,918	29,950	37,000	43,100
Not for Profit	12	42,583	37,500	45,500	48,125
<b>Region</b>					
Atlantic	0	-	-	-	-
Quebec	0	-	-	-	-
Eastern Ontario & Outaouais	6	32,467	29,925	31,950	34,725
Central Ontario	14	38,738	35,525	40,900	44,250
Southwest Ontario	5	33,962	25,500	27,200	44,000
Prairies	3	-	-	-	-
Alberta	7	38,857	36,500	40,000	43,500
British Columbia	12	42,183	35,750	41,750	49,125

\*For the purpose of this report, data from courses in the Outaouais region are represented in the Eastern Ontario / Outaouais Chapter only and not in the Quebec Chapter.

Chef					
		Total compensation (\$)			
	Number of courses reporting	Average	25th percentile	Median	75th percentile
<b>All courses</b>	152	49,553	38,775	49,800	59,000
<b>Gross revenue</b>					
Less than \$500,000	6	27,500	20,000	21,000	29,500
\$500,000 to 1 million	10	25,120	21,000	26,000	28,875
\$1 to 1.5 million	15	37,434	27,350	36,000	46,750
\$1.5 to 2 million	20	42,756	37,053	41,750	48,000
\$2 to 2.5 million	23	47,230	43,318	45,000	51,496
Over \$2.5 million	78	59,141	49,800	55,150	66,000
<b>Number of holes</b>					
9 holes	9	36,944	20,000	32,000	55,000
18 holes	107	49,428	38,900	48,500	59,900
Over 18 holes	36	53,079	45,660	52,425	58,125
<b>Number of rounds</b>					
Less than 15,000	6	34,083	24,000	31,000	39,125
15,001 to 20,000	14	43,464	28,150	40,725	55,750
20,001 to 25,000	23	47,367	37,350	46,000	56,375
25,001 to 30,000	43	48,127	38,500	47,000	57,500
30,001 to 35,000	25	52,544	43,000	50,000	61,000
35,001 to 40,000	9	55,883	52,500	53,000	57,000
Over 40,000	32	54,490	49,225	54,300	62,717
<b>Type of facility</b>					
Private	50	54,952	46,550	51,846	62,625
Public Access	102	46,907	32,250	46,750	56,775
<b>Tax status</b>					
For profit	118	49,089	38,725	49,700	58,750
Not for Profit	34	51,164	40,750	50,896	60,761
<b>Region</b>					
Atlantic	3	-	-	-	-
Quebec	8	41,887	28,000	43,950	50,298
Eastern Ontario & Outaouais	14	48,371	39,125	48,000	50,850
Central Ontario	46	54,525	44,643	53,000	64,200
Southwest Ontario	18	38,435	29,100	39,500	47,000
Prairies	9	45,038	36,000	44,640	53,700
Alberta	22	51,539	42,713	52,000	64,500
British Columbia	32	52,427	43,500	53,000	61,500

\*For the purpose of this report, data from courses in the Outaouais region are represented in the Eastern Ontario / Outaouais Chapter only and not in the Quebec Chapter.



**APPENDIX "A"**

**Compensation Survey 2008**

**FACILITY PROFILE INFORMATION**

**1. Facility Classification:**

Private (member owned)	Resort (public access with lodging facility)
Semi-Private (member owned with public access)	Government Operated (with or without public access)
Public (Daily or Annual fee)	Other (specify)_____

**2. Tax Status:**

**Not for Profit (tax exempt)**

Municipal Courses and certain member-owned courses that prevent the payment of dividends

**For Profit but not operated for profit**

Equity membership courses and courses built by land developers as lost leaders to sell homes  
High-end Private courses

**For Profit**

Privately owned courses trying to maximize revenues and Return on Investment

**Other (specify)** \_\_\_\_\_

**3. Gross Revenue of Facility:**

< \$500,000      \$500,000 – 1 million      \$1 – 1.5 million      \$1.5 – 2 million      \$2 – 2.5 million      >\$2.5 million

**4. Number of holes available at your facility:** (Please circle all that are applicable)

Driving Range	Executive 18 hole	Regulation 27 hole
Par 3	Regulation 9 hole	Regulation 36 hole
Executive 9 hole	Regulation 18 hole	More than 36 holes (Specify_____)

**5. What was the total number of rounds played at your club in 2007?**

< 15,000    15,001 – 20,000    20,001 – 25,000    25,001 – 30,000    30,001 – 35,000    35,001 – 40,000    >40,000

**5 (a) Do you participate in the Rounds Played Program operated by the NGCOA Canada/Optima Golf Research Centre?**

Yes                      No

**5 (b) If No, would you provide your rounds played monthly data to the NGCOA Canada Research team for inputting on your behalf?**

Yes                      No

**6. How many full-time and part-time employees, permanent and seasonal did you employ in 2007?**

Permanent (full time)	_____	Volunteer	_____
Permanent (part time)	_____	Other (please specify)	_____
Seasonal (full time)	_____	Total # of employee's	_____
Seasonal (part time)	_____	# of Unionized Positions (if applicable)	_____

**7. Please indicate for which professional associations you are currently members of or pay for on behalf of staff members? (Circle all that apply)**

NGCOA Canada	CSCM	CGTF
CPGA	Provincial/Regional PGA	Other (please specify)
CGSA	Provincial/Regional GSA	_____
RCGA	Provincial Golf Association	

**COMPENSATION INFORMATION**

8. Please report compensation information for **FULL-TIME EQUIVALENT** employees based on rates in effect on January 1, 2008. Commission and bonus figures should be based on the 12-month period ending December 31, 2007, or your most recently completed fiscal year. All figures should be reported on an annual basis. If a particular employee is hourly, please convert their hourly rate to an annual salary by multiplying the hourly rate x 2000.

If an employee handles multiple functions, please report their compensation under the position that best matches their job title. Do not leave blanks on the form. If you do not have a certain position, mark an "X" in each of the boxes next to that position.

Administration	Base Salary	Annual Bonus	Annual Commission	Total Compensation
General Manager				
Office Administrator				
<b>Maintenance</b>				
Superintendent				
Asst. Superintendent				
Mechanic				
<b>Pro Shop</b>				
Director of Golf				
Head Professional				
Asst. Professional				
<b>Food &amp; Beverage</b>				
F & B Manager				
Dining Room Manager				
Catering Manager				
Chef				

9. Do you offer a retirement plan to the employees listed above? Yes No

**10. Do you offer extended health benefits to the following employee types?**

<u>Employee Type</u>	<u>Extended Health Benefits</u>	
Permanent Full-time	Yes	No
Permanent Part-time	Yes	No
Season Full-time	Yes	No
Season Part-time	Yes	No

**10 (a) If you offer extended health benefits to any of your employees, which of the following coverage(s) do you provide? (Circle all that apply)**

Dental	Long-Term Disability
Employee Assistance Plan	Vision
Hearing	Life Insurance
Short-Term Disability	Wellness
Extended Health Coverage (e.g. prescription drugs)	Other (please specify) _____

**10 (b) What percentage of extended health insurance premiums are paid by employer and employee based on individual or family coverage?**

	<u>Individual coverage (%)</u>	<u>Family coverage (%)</u>
Employer	_____	_____
Employee	_____	_____
Total	100%	100%

**11. How would you break down your revenues for the following profit centers? (Please make sure it adds up to 100%)**

<u>Profit Center</u>	<u>Percentage of Revenues</u>
Initiation Fees	_____
Membership Fees	_____
Green Fees	_____
Food & Beverage	_____
Pro Shop	_____
Cart Fleet	_____
Range/Lessons	_____
Other (please identify) _____	_____



## FACILITY LEVEL ADDITIONAL BENEFITS

12. Please report details of any additional benefits offered to **FULL TIME EQUIVALENT** employees based on the 12-month period ending December 31, 2007, or your most recently completed fiscal year.

Administration	\$'s allowed for Professional Development	Food/Dining Allowance		Vehicle Allowance		Cellular Phone Allowance		Other (please note specifics)
General Manager		Yes	No	Yes	No	Yes	No	
Office Administrator		Yes	No	Yes	No	Yes	No	
<b>Maintenance</b>								
Superintendent		Yes	No	Yes	No	Yes	No	
Asst. Superintendent		Yes	No	Yes	No	Yes	No	
Mechanic		Yes	No	Yes	No	Yes	No	
<b>Pro Shop</b>								
Director of Golf		Yes	No	Yes	No	Yes	No	
Head Professional		Yes	No	Yes	No	Yes	No	
Asst. Professional		Yes	No	Yes	No	Yes	No	
<b>Food &amp; Beverage</b>								
F & B Manager		Yes	No	Yes	No	Yes	No	
Dining Room Manager		Yes	No	Yes	No	Yes	No	
Catering Manager		Yes	No	Yes	No	Yes	No	
Chef		Yes	No	Yes	No	Yes	No	

The following questions are optional to the Compensation & Benefits survey however, the information may prove beneficial to operators.

13. On average, what is the estimated percentage of play at your facility which involves the golfer walking/riding?

Walking \_\_\_\_\_

Riding \_\_\_\_\_

14. Who owns the Pro Shop and has this changed within the past (3) years?

Owned By: Club: \_\_\_\_\_ Professional: \_\_\_\_\_ Other: \_\_\_\_\_

Changed within past (3) years: Yes: \_\_\_\_\_ No: \_\_\_\_\_

## APPENDIX “B”

### Glossary & Job Descriptions

#### INDUSTRY DEFINITIONS

The following industry definitions may prove helpful in completing the survey. Please note that these have been approved by representatives of the National Allied Golf Association (NAGA) who represent the (7) leading golf associations in Canada. Further information on NAGA or a complete listing of Industry Definitions is available by contacting David McCafferty (davidm@ngcoa.ca) NGCOA Canada Research Department.

**Regulation golf course** is defined by a variety of par-three, par-four and par-five holes and is of a traditional length. A 9-hole facility must be at least 2,600 yards in length and at least a par 33. An 18-hole facility must be at least 5,200 yards in length and at least a par 66.

**Alternative golf course** is defined as Par 3 courses, Executive courses which may include a variety of par-three, par-four and par-five holes but is less than 2,600 yards in length and less than a par 33 for a 9-hole course. An 18-hole facility will have a length of less than 5,200 yards and a par of 65 or less.

**Round of golf** is defined as one person who tees off in an authorized start on a regulation or alternative golf course. The round is not defined by the number of holes played or the fees paid.

#### ADMINISTRATION

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<b>General Manager</b>	Related titles: Chief Operating Officer, Club Manager
Job Summary:	Responsible for the overall operation of the course facility including golf shop, food and beverage, golf course maintenance, clubhouse maintenance, and financial accounting. Manages all relationships between guests, members, employees, community, government and industry.
Reports to:	Owner, Club President, Board of Directors
Supervises:	Office Administrator, Superintendent, Director of Golf, Food & Beverage Manager

<b>Office Administrator</b>	Related titles: Office Manager, Controller, Bookkeeper, Administrative Assistant
Job Summary:	Ensures the smooth running of all administrative aspects of the operation. Facilitates communication between Department Managers, prepares financial statements, forecasts and analyzes all administrative and managerial functions. Audit, analyze and monitor accounts payable, accounts receivable, payroll, cash receipts, and changes in assets and liabilities. Maintains superior relationships with guests, members and suppliers.
Reports to:	General Manager
Supervises:	Receptionist, Bookkeeper, A/R Clerk, A/P Clerk, Controller, Membership Director, Director of Sales and Marketing

## **TURF and MAINTENANCE**

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<b>Superintendent</b>	Related Titles: Greenskeeper
Job Summary:	Manages, supervises, delegates and oversees the overall maintenance of the golf course, practice areas and clubhouse facilities in order to maintain the highest standards of excellence for play and scenic pleasure.
Reports to:	Owner, Club President, General Manager
Supervises:	Assistant Superintendent, Maintenance Foreman, Pesticides Application Specialist, Irrigation Specialist, Equipment Mechanic



<b>Assistant Superintendent</b>	Related Titles: Course Foreman, Assistant Greenskeeper
Job Summary:	To assist Superintendent with the daily management of the maintenance of the golf course, practice area and clubhouse facilities in order to maintain the highest standards of excellence for play and scenic pleasure.
Reports to:	Golf Course Superintendent
Supervises:	Equipment Operators
<b>Head Mechanic/Mechanic</b>	Related Titles: None
Job Summary:	Responsible for all equipment maintenance and repairs of all golf course and all non-guest carrying vehicles. Responsible for making major and minor repairs on a variety of gasoline, diesel and electric powered equipment.
Reports to:	Golf Course Superintendent
Supervises:	No supervisory duties are included in this position

## PRO SHOP

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<b>Director of Golf</b>	Related Titles: None
Job Summary:	Manage Supervise and Oversees the entire golf operation in order to maintain the highest standards of excellence for guests and members. Works closely with all department heads to insure the highest standards of excellence for play. Maintains superior relationships with guests, members and suppliers.
Reports to:	Owner, Club President, General Manager
Supervises:	Head Professional

<b>Head Professional</b>	Related Titles: None
Job Summary:	Coordinate the total golf operation including the golf shop, outings, tournaments and golf instruction.
Reports to:	Director of Golf, General Manager
Supervises:	Assistant Golf Professionals, Teaching Professionals and Apprentices
<b>Assistant Professional</b>	Related Titles: Apprentice
Job Summary:	Assists head golf professional in golf and shop operations.
Reports to:	Head Professional
Supervises:	Golf shop attendant, player assistant, starter, range cart attendant and locker room attendant

## FOOD & BEVERAGE

<b>Food &amp; Beverage Manager</b>	Related Titles: Clubhouse Manager, Food/Service Manager, Dining Services and Beverage Director (Manager), Food Manager, Maitre d' Hotel
Job Summary:	Responsible for all food and beverage production and service for the facility. Plans and implements budgets, hires, trains and supervises subordinates and applies relevant marketing principles to assure that the wants and needs of all guests are consistently exceeded. Develops contracts for and oversees all administrative and operational aspects of preparing and serving events.
Reports to:	Owner, Club President, General Manager
Supervises:	Executive Chef, Catering Manager, Beverage Manager, Banquet Manager, Dining Room Manager, Outlet Managers

<b><i>Dining Room Manager</i></b>	<p>Related Titles: Restaurant Manager/Supervisor/Director, Dining Service Director, Host/Hostess, Receptionist, Captain, Maitre D'</p>
Job Summary:	<p>Responsible for management of dining room service in a manner most pleasing to members and their guests. Assures a high standard of appearance, hospitality and service in personnel and cleanliness of dining room. Supervises and trains dining room staff, manages within budgetary restraints and develops/implements programs to increase sales (repeat business and higher check averages).</p>
Reports to:	Food and Beverage Manager
Supervises:	Captain (Dining Room Supervisor), serving staff, bartenders
<b><i>Catering Manager</i></b>	<p>Related Titles: Banquet Manager; Special Events Manager; Catering Manager; Catering Coordinator; Event Coordinator</p>
Job Summary:	<p>Promotes the club's dining facilities for tournaments, private banquets, business and social meetings, and other golf-related activities. Develops contracts for and oversees all administrative and operational aspects of preparing and serving events. Supervises banquet service personnel to assure member and guest satisfaction through proper food and beverage service and presentation. Maximizes the club's profitability from the catering function.</p>
Reports to:	Food and Beverage Manager
Supervises:	Banquet Staff



**Chef**

Related Titles: Executive Chef, Kitchen Manager, Head Chef

Job Summary:

Supervise and administer all phases of kitchen operations including food purchase and selection, preparation and menu planning, supervision of subordinates and coordination of kitchen service with other departments. Responsible for the production of high quality food products at a cost level consistent with management objectives. Maintain highest sanitation standards.

Reports to:

Food and Beverage Manager

Supervises:

Banquet Chef, Sous Chef, Cooks, Dishwashers, Stewards

## **APPENDIX "C"**

### **Canadian Inter-city Indexes of Retail Price Differentials** (as of October 2006)

<b><u>Canadian Urban Centres</u></b>	<b><u>Retail Price Differentials</u></b>
St. John's, NL .....	93
Charlottetown/Summerside, PEI .....	94
Halifax, NS .....	99
Saint John, NB .....	92
Montreal, PQ .....	93
Ottawa, Ont .....	102
Toronto, Ont .....	109
Winnipeg, Man .....	92
Regina, Sk.....	93
Edmonton, Alb.....	97
Vancouver, BC .....	104
<b><u>Base (Average of all Cities)* .....</u></b>	<b>100</b>

Note: the base, for which the index is equal to 100, is the combined city average. Therefore, an index value of 102 means the prices in that city are 2% higher than the combined city average.

Source: Statistics Canada, Inter-city indexes of Consumer Price levels as of October 2006, for selected groups of Consumer Goods and Services.