

TOTAL REWARDS STUDY OF THE NATIONAL SPORT SECTOR

SURVEY RESULTS

May, 2016

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INTRODUCTION

- Mercer (Canada) Ltd. has been engaged by the Canadian Olympic Committee, the Canadian Paralympic Committee, Sport Canada, Own The Podium, and Canada Games Council to conduct a national Total Rewards Study of Canadian National Sport Organizations/Federations (NSOs/NSFs) and Multi-Sport Organizations (MSOs).
- A survey was developed and distributed to 82 NSFs/NSOs/MSOs, collecting compensation information on 19 benchmark positions, as well as various practices for benefits, pensions, perquisites, professional development, overtime, and vacation.
- The survey was available to participants between March 2nd and April 5th, 2016.
- Of the 82 targeted organizations, 74 organizations participated, representing a response rate of 90.2%.
- This report presents the detailed findings for the study, and compares national findings to those of the previous study conducted in 2012. Finally, supplementary information, sourced from Mercer proprietary compensation databases, is provided for further reference.
- Mercer would like to thank the Canadian Olympic Committee, the Canadian Paralympic Committee, Sport Canada, Own The Podium, and Canada Games Council for their support of this project.

INTRODUCTION

- Should you have any questions about the information contained in this report, or to learn more about how your organization can optimize its total rewards offering, please contact:

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PARTICIPANT PROFILE

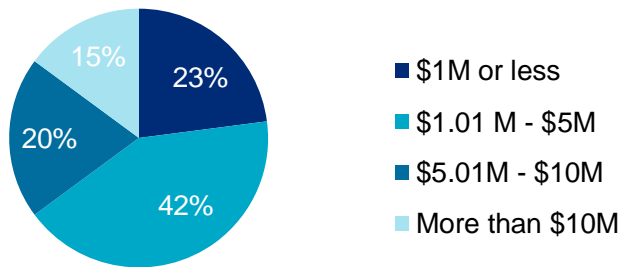
- The following 74 organizations participated in the survey. Of those listed, 50 are a NSO/NSF, and 24 are a MSO (see Appendix A for a list of organizations that did not participate).

• Alpine Canada Alpin	• Canadian Association for the Advancement of Women and Sport and Physical Activity	• Canadian Sport Centre - Atlantic	• Gymnastics Canada Gymnastique	• Special Olympics Canada
• Archery Canada	• Canadian Blind Sports Association (Goalball)	• Canadian Sport Centre - Manitoba	• Institut national du sport du Québec	• Speed Skating Canada
• ATHLETESCAN	• Canadian Broomball Federation	• Canadian Sport Centre - Saskatchewan	• Judo Canada	• Sport Dispute Resolution Centre of Canada
• Athletics Canada	• Canadian Centre for Ethics in Sport	• Canadian Sport Institute - Calgary	• Karate Canada	• Sport for Life
• Badminton Canada	• Canadian Cerebral Palsy Sports Association (Boccia)	• Canadian Sport Institute Ontario	• Luge Canada	• Sport Information Resource Centre
• Biathlon Canada	• Canadian Cycling Association	• Canadian Sport Institute Pacific	• Motivate Canada	• Squash Canada
• Bobsleigh Canada Skeleton	• Canadian Federation of Amateur Baseball	• Canadian Tenpin Federation	• Own the Podium	• Synchro Canada
• Bowls Canada Boulingrin	• Canadian Fencing Federation	• CanoeKayak Canada	• ParticipAction	• Table Tennis Canada Tennis de table
• Boxing Canada	• Canadian Freestyle Ski Association	• Coaching Association of Canada	• Physical and Health Education Canada	• Taekwondo Canada
• Canada Basketball	• Canadian Interuniversity Sport	• Commonwealth Games Association of Canada	• Ringette Canada	• Tennis Canada
• Canada Games Council	• Canadian Lacrosse Association	• Cross Country Canada	• Rowing Canada Aviron	• Volleyball Canada
• Canada Snowboard	• Canadian Olympic Committee	• Diving Plongeon Canada	• Rugby Canada	• Water Polo Canada
• Canadian 5 Pin Bowlers' Association	• Canadian Paralympic Committee	• Equine Canada Hippique	• Sail Canada	• Water Ski and Wakeboard Canada
• Canadian Amateur Softball Association	• Canadian Racquetball Association	• Field Hockey Canada	• Shooting Federation of Canada	• Wheelchair Basketball Canada
	• Canadian Soccer Association	• Golf Canada	• Skate Canada	• Wrestling Canada Lutte

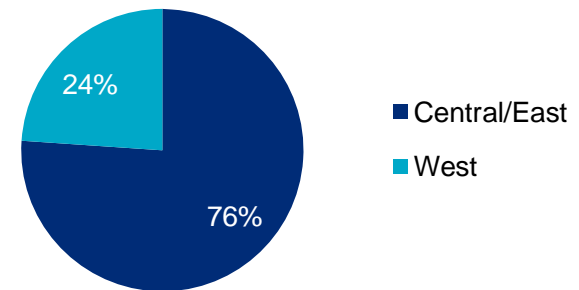
PARTICIPANT PROFILE

- The following charts present the participant profile of the 74 participants by operating budget, percent of self-generated revenue, region, and total number of employees:

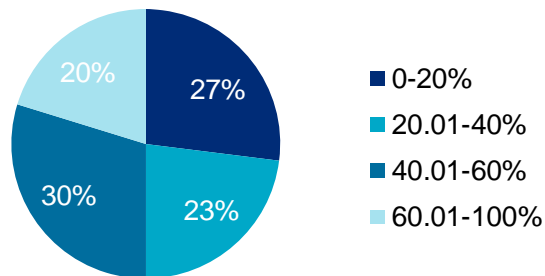
By Operating Budget



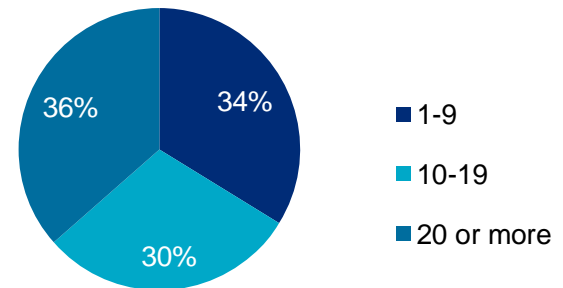
By Region*



By % of Self-Generated Operating Budget

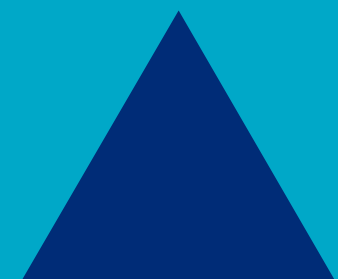


By Total # of Employees



* "Central/East" includes Ontario, Quebec, and Nova Scotia. "West" includes British Columbia, Alberta, Saskatchewan, and Manitoba.

DETAILED COMPENSATION RESULTS



DETAILED MARKET DATA OVERVIEW

- Survey data was collected for the following 19 benchmark positions. All positions are reportable at the national level (see Appendix B for benchmark job capsule descriptions):

Benchmark Job	# Observations (n)
Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board	48
Chief Executive Officer (CEO)/ Executive Director – Governance and Operational Board	21
Chief Operating Officer (COO)	16
Events, Marketing and Communications – Director	22
Events, Marketing and Communications – Manager	28
Events, Marketing and Communications – Coordinator	28
Business Development Director/Manager	22
Finance and Administration – Director	21
Finance and Administration – Manager	31
Finance and Administration – Coordinator	25
Technical/High-Performance – Director	44
Technical/High-Performance – Manager	29
Technical/High-Performance – Coordinator	23
Director of Program Development	38
Program Coordinator	42
National Team Coach	32
Performance Analyst	11
Executive Assistant	23
Administrative Assistant	30

DETAILED MARKET DATA OVERVIEW

- Please note that maintaining the confidentiality of participants' data was a priority throughout this process and under no circumstances will an organization's individual data be disclosed.
- All data collected in this study was reviewed to identify erroneous data and outliers before being analyzed. All presented data is current as of March 1, 2016.
- In cases where there are insufficient data points to present market statistics, "-" will appear. Mercer requires a minimum of the following data points to present market statistics:

Statistic	Minimum Number of Data Points
Average	3
50th percentile	4
25 th /75 th percentiles	5

- Please note that although the Canadian Olympic Committee is the coordinating body for this undertaking, they are not the owners of the data. Individual responses have been treated confidentially throughout this engagement and will not be disclosed, to any party, under any circumstances.

DETAILED MARKET DATA

CEO/ EXECUTIVE DIRECTOR - POLICY GOVERNANCE/STRICTLY GOVERNANCE BOARD

Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	48	149.0	103.0	132.0	175.8	12	121.8	140.6	161.0	48	161.6	107.6	135.5	176.3
Location														
West	10	130.5	96.1	132.6	141.3	2	--	--	--	10	149.1	107.2	136.1	163.9
Central/East	38	153.9	110.6	132.0	179.5	10	121.5	141.7	163.5	38	164.9	113.1	135.5	186.0
Operating Budget														
\$1M or less	7	91.5	70.8	93.8	101.5	2	--	--	--	7	91.6	71.1	93.8	101.5
\$1.01 M - \$5M	18	122.3	100.1	122.5	131.5	4	93.8	110.5	127.4	18	131.6	102.4	125.6	131.5
\$5.01M - \$10M	15	157.4	133.5	144.7	176.5	4	128.0	147.9	167.7	15	164.7	147.7	160.0	177.5
More than \$10M	8	243.7	240.0	255.1	264.8	2	--	--	--	8	284.8	251.6	285.0	341.3
Self-Generated Operating Budget														
20% or less	13	131.5	124.0	130.0	139.0	4	113.5	126.5	140.2	13	135.8	125.0	130.3	148.8
20.01% - 40%	10	134.3	105.0	137.5	155.5	3	126.3	152.1	175.9	10	140.3	106.8	137.5	155.5
40.01% - 60%	14	143.3	85.0	131.0	201.3	3	102.1	113.7	127.5	14	155.1	102.3	131.0	201.3
More than 60%	11	190.3	117.5	150.0	268.2	2	--	--	--	11	219.8	127.3	150.0	323.0
Number of Employees														
Fewer than 10	9	96.0	67.0	100.0	103.0	2	--	--	--	9	97.1	73.7	100.0	103.0
10 - 19	10	144.7	112.9	128.1	139.8	3	115.4	135.5	157.8	10	163.0	113.4	135.0	162.3
20 or more	24	170.9	131.5	152.4	213.3	7	133.0	155.4	179.0	24	182.3	131.5	157.6	213.3

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
 "--" indicates insufficient data to report.

DETAILED MARKET DATA CEO/ EXECUTIVE DIRECTOR – GOVERNANCE AND OPERATIONAL BOARD

Chief Executive Officer (CEO)/ Executive Director – Governance and Operational Board

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	21	106.1	76.5	92.0	106.8	2	--	--	--	21	111.3	77.5	92.7	106.8
Location														
West	4	106.8	--	107.5	--	0	--	--	--	4	115.2	--	114.5	--
Central/East	17	106.0	80.0	92.0	100.0	2	--	--	--	17	110.3	80.0	92.7	100.0
Operating Budget														
\$1M or less	7	77.7	72.1	76.5	85.0	0	--	--	--	7	78.3	73.5	77.5	85.0
\$1.01 M - \$5M	11	96.9	88.0	92.9	103.4	2	--	--	--	11	99.3	91.5	92.9	103.4
\$5.01M - \$10M	2	--	--	--	--	0	--	--	--	2	--	--	--	--
More than \$10M	1	--	--	--	--	0	--	--	--	1	--	--	--	--
Self-Generated Operating Budget														
20% or less	5	99.0	92.0	95.0	96.0	1	--	--	--	5	101.8	92.0	95.0	96.0
20.01% - 40%	5	115.5	76.5	91.0	140.0	0	--	--	--	5	127.4	77.5	91.0	159.6
40.01% - 60%	7	91.7	80.0	90.0	103.4	0	--	--	--	7	93.2	82.5	92.7	103.4
More than 60%	4	128.7	--	86.5	--	1	--	--	--	4	134.5	--	86.5	--
Number of Employees														
Fewer than 10	8	83.3	75.4	82.5	93.7	1	--	--	--	8	84.4	76.1	86.3	93.7
10 - 19	10	94.3	78.8	91.5	98.8	1	--	--	--	10	96.6	78.8	91.5	98.8
20 or more	3	206.7	--	--	--	0	--	--	--	3	231.9	--	--	--

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
"--" indicates insufficient data to report.

DETAILED MARKET DATA

CHIEF OPERATING OFFICER (COO)

Chief Operating Officer (COO)

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	16	122.3	94.6	117.5	150.0	5	101.7	118.8	135.9	16	128.8	94.6	118.7	151.4
Location														
West	2	--	--	--	--	0	--	--	--	2	--	--	--	--
Central/East	14	124.4	98.4	117.5	150.0	5	101.7	118.8	135.9	14	130.3	98.4	118.7	150.0
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01M - \$5M	4	96.3	--	82.5	--	1	--	--	--	4	98.9	--	85.3	--
\$5.01M - \$10M	6	125.8	111.3	117.5	132.9	3	102.9	121.4	139.9	6	127.8	115.6	118.7	136.6
More than \$10M	6	136.2	108.5	147.7	150.0	1	--	--	--	6	149.7	109.6	152.8	171.6
Self-Generated Operating Budget														
20% or less	3	98.3	--	--	--	3	95.8	110.8	125.9	3	99.1	--	--	--
20.01% - 40%	2	--	--	--	--	1	--	--	--	2	--	--	--	--
40.01% - 60%	6	113.2	91.5	103.1	136.5	0	--	--	--	6	117.4	91.5	105.6	145.4
More than 60%	5	145.1	150.0	150.0	150.0	1	--	--	--	5	159.3	150.0	150.0	177.0
Number of Employees														
Fewer than 10	0	--	--	--	--	0	--	--	--	0	--	--	--	--
10 - 19	2	--	--	--	--	1	--	--	--	2	--	--	--	--
20 or more	14	123.7	98.4	117.5	148.8	4	108.4	127.3	146.2	14	131.1	98.4	118.7	154.1

Notes:

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- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
 "--" indicates insufficient data to report.

DETAILED MARKET DATA EVENTS, MARKETING AND COMMUNICATIONS – DIRECTOR

Events, Marketing and Communications – Director

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	22	94.4	76.3	90.9	99.5	6	80.5	94.3	109.1	22	99.1	79.8	92.3	106.1
Location														
West	2	--	--	--	--	0	--	--	--	2	--	--	--	--
Central/East	20	94.9	74.4	90.9	99.0	6	80.5	94.3	109.1	20	98.5	78.6	92.3	104.2
Operating Budget														
\$1M or less	1	--	--	--	--	0	--	--	--	1	--	--	--	--
\$1.01 M - \$5M	5	74.6	67.5	85.0	85.7	1	--	--	--	5	74.6	67.5	85.0	85.7
\$5.01M - \$10M	7	92.6	85.0	91.8	99.9	1	--	--	--	7	93.7	85.9	92.7	102.4
More than \$10M	9	112.5	96.8	98.0	125.0	4	79.3	94.7	110.1	9	123.0	96.8	103.2	130.0
Self-Generated Operating Budget														
20% or less	4	74.7	--	82.5	--	0	--	--	--	4	74.7	--	82.5	--
20.01% - 40%	5	93.1	90.0	91.8	97.4	2	--	--	--	5	94.8	91.8	92.7	103.2
40.01% - 60%	7	85.0	76.6	96.8	98.9	1	--	--	--	7	90.0	76.6	96.8	102.4
More than 60%	6	119.7	78.9	111.5	153.5	3	75.7	94.2	112.7	6	129.4	85.3	113.5	153.5
Number of Employees														
Fewer than 10	1	--	--	--	--	0	--	--	--	1	--	--	--	--
10 - 19	4	87.0	--	85.3	--	2	--	--	--	4	88.5	--	85.3	--
20 or more	16	93.5	74.4	94.3	100.5	4	80.8	97.6	115.8	16	96.5	78.6	94.7	108.1

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
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"--" indicates insufficient data to report.

DETAILED MARKET DATA

EVENTS, MARKETING AND COMMUNICATIONS – MANAGER

Events, Marketing and Communications – Manager

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	28	61.7	54.8	62.5	65.4	8	53.5	62.4	71.8	28	63.0	54.9	64.0	67.9
Location														
West	8	59.5	59.5	60.0	64.0	1	--	--	--	8	59.5	59.5	60.0	64.0
Central/East	20	62.6	53.5	63.4	66.9	7	53.8	63.4	73.5	20	64.4	54.0	66.9	69.5
Operating Budget														
\$1M or less	2	--	--	--	--	0	--	--	--	2	--	--	--	--
\$1.01M - \$5M	10	58.6	50.5	56.5	63.8	2	--	--	--	10	58.6	50.5	56.5	63.8
\$5.01M - \$10M	8	62.0	60.0	62.0	64.7	2	--	--	--	8	63.2	60.0	64.0	66.9
More than \$10M	8	69.2	63.7	65.0	70.1	4	56.3	66.9	77.5	8	72.4	66.6	68.3	80.1
Self-Generated Operating Budget														
20% or less	10	57.9	51.3	60.0	64.0	1	--	--	--	10	58.8	51.3	62.0	64.8
20.01% - 40%	4	61.7	--	61.1	--	3	54.3	59.9	67.1	4	63.0	--	63.4	--
40.01% - 60%	5	55.4	52.1	54.0	60.0	0	--	--	--	5	55.5	52.1	54.6	60.0
More than 60%	9	69.5	65.0	66.6	80.4	4	55.1	67.4	79.6	9	71.8	67.0	69.0	80.4
Number of Employees														
Fewer than 10	1	--	--	--	--	0	--	--	--	1	--	--	--	--
10 - 19	12	57.4	49.5	56.5	62.6	2	--	--	--	12	58.6	49.5	56.5	65.5
20 or more	14	66.3	60.7	64.5	67.0	6	54.2	64.0	74.6	14	66.8	60.7	65.9	68.6

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
 "--" indicates insufficient data to report.

DETAILED MARKET DATA EVENTS, MARKETING AND COMMUNICATIONS – COORDINATOR

Events, Marketing and Communications – Coordinator

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	28	46.4	40.0	44.7	47.8	16	38.7	44.6	50.8	28	46.7	40.0	44.7	47.8
Location														
West	8	54.9	40.0	48.2	59.8	4	44.1	48.9	54.0	8	54.9	40.0	48.2	59.8
Central/East	20	43.0	40.0	44.2	45.4	12	36.9	43.1	49.7	20	43.4	40.0	44.2	46.6
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01 M - \$5M	14	45.2	40.0	44.5	47.9	7	39.2	44.4	50.4	14	45.2	40.0	44.5	47.9
\$5.01M - \$10M	7	53.1	42.6	46.5	49.9	4	41.8	48.6	55.4	7	53.1	42.6	46.5	49.9
More than \$10M	7	42.1	40.0	40.0	44.7	5	35.6	41.6	47.6	7	43.2	41.2	44.0	44.7
Self-Generated Operating Budget														
20% or less	8	47.3	38.8	48.3	52.7	4	44.6	51.2	57.3	8	47.3	38.8	48.3	52.7
20.01% - 40%	6	42.0	40.0	40.1	43.8	4	36.2	41.7	48.0	6	42.4	40.0	41.3	44.4
40.01% - 60%	8	51.3	40.0	46.3	48.5	4	37.4	41.4	46.6	8	51.3	40.0	46.3	48.5
More than 60%	6	43.1	41.0	44.2	44.8	4	36.6	43.9	51.2	6	44.0	44.0	44.2	44.8
Number of Employees														
Fewer than 10	4	50.0	--	49.0	--	2	--	--	--	4	50.0	--	49.0	--
10 - 19	8	42.3	38.8	40.0	41.3	4	35.5	40.0	45.1	8	42.6	38.8	40.0	43.1
20 or more	13	48.0	40.0	45.0	46.5	9	36.8	43.0	49.8	13	48.2	40.0	45.0	46.8

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
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DETAILED MARKET DATA

BUSINESS DEVELOPMENT DIRECTOR/MANAGER

Business Development Director/Manager

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	22	94.4	68.2	76.5	114.2	6	60.0	72.5	85.5	22	98.6	68.9	80.5	114.2
Location														
West	4	80.7	--	84.0	--	0	--	--	--	4	80.7	--	84.0	--
Central/East	18	97.5	68.2	76.5	117.1	6	60.0	72.5	85.5	18	102.5	68.9	80.5	139.2
Operating Budget														
\$1M or less	1	--	--	--	--	0	--	--	--	1	--	--	--	--
\$1.01M - \$5M	6	90.8	58.3	68.9	78.8	1	--	--	--	6	90.8	58.3	68.9	78.8
\$5.01M - \$10M	10	101.1	70.4	97.5	114.2	4	65.7	80.0	95.1	10	103.7	76.2	97.5	114.2
More than \$10M	5	96.0	75.0	78.0	117.9	1	--	--	--	5	108.8	78.8	81.1	147.3
Self-Generated Operating Budget														
20% or less	7	76.7	49.5	75.0	102.7	2	--	--	--	7	80.4	60.0	79.9	102.7
20.01% - 40%	5	85.1	59.5	68.9	102.1	2	--	--	--	5	90.7	59.5	68.9	102.1
40.01% - 60%	6	103.3	69.2	75.8	139.9	0	--	--	--	6	103.3	69.2	75.8	139.9
More than 60%	4	124.0	--	97.9	--	2	--	--	--	4	133.1	--	114.2	--
Number of Employees														
Fewer than 10	1	--	--	--	--	0	--	--	--	1	--	--	--	--
10 - 19	8	90.5	51.8	62.4	104.7	1	--	--	--	8	97.3	52.5	74.9	111.7
20 or more	12	96.2	69.0	76.5	113.1	5	62.9	77.0	91.7	12	96.7	69.0	79.9	113.1

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
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- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
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DETAILED MARKET DATA

FINANCE AND ADMINISTRATION – DIRECTOR

Finance and Administration – Director

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	21	99.2	81.4	92.3	105.0	5	91.0	104.5	118.2	21	103.1	82.5	96.4	105.9
Location														
West	4	85.1	--	84.3	--	0	--	--	--	4	85.1	--	84.3	--
Central/East	17	102.5	81.4	96.4	115.0	5	91.0	104.5	118.2	17	107.4	86.3	101.2	115.0
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01M - \$5M	3	72.2	--	--	--	0	--	--	--	3	72.2	--	--	--
\$5.01M - \$10M	9	89.6	82.5	86.6	96.4	2	--	--	--	9	90.7	82.5	86.6	98.9
More than \$10M	9	117.7	92.3	115.0	127.7	3	94.0	106.0	116.8	9	125.9	101.2	115.0	132.0
Self-Generated Operating Budget														
20% or less	5	79.5	78.0	80.0	82.5	0	--	--	--	5	79.5	78.0	80.0	82.5
20.01% - 40%	4	88.2	--	89.4	--	2	--	--	--	4	90.5	--	92.7	--
40.01% - 60%	5	92.4	92.0	96.4	101.2	0	--	--	--	5	92.4	92.0	96.4	101.2
More than 60%	7	124.3	105.6	120.0	133.8	3	91.3	108.8	124.5	7	134.8	110.5	127.7	136.0
Number of Employees														
Fewer than 10	0	--	--	--	--	0	--	--	--	0	--	--	--	--
10 - 19	2	--	--	--	--	1	--	--	--	2	--	--	--	--
20 or more	17	97.0	82.5	96.3	105.0	4	92.5	108.6	124.7	17	98.6	86.0	96.4	105.9

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
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- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
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DETAILED MARKET DATA

FINANCE AND ADMINISTRATION – MANAGER

Finance and Administration – Manager

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	31	63.2	55.5	63.2	71.3	15	53.3	61.1	69.1	31	63.9	55.5	63.2	71.3
Location														
West	6	63.6	59.0	62.0	65.3	3	56.4	64.4	72.0	6	63.6	59.0	62.0	65.3
Central/East	25	63.1	50.0	63.2	72.7	12	52.5	60.2	68.4	25	63.9	52.5	63.2	72.7
Operating Budget														
\$1M or less	3	63.8	--	--	--	2	--	--	--	3	63.9	--	--	--
\$1.01M - \$5M	14	57.2	46.9	54.4	64.8	5	44.4	49.7	55.9	14	57.7	48.3	55.6	65.2
\$5.01M - \$10M	8	65.5	61.5	65.4	68.5	6	55.3	66.0	76.8	8	65.6	62.4	65.4	68.5
More than \$10M	6	73.7	60.8	75.6	79.1	2	--	--	--	6	75.9	61.1	77.1	79.5
Self-Generated Operating Budget														
20% or less	8	63.4	61.2	65.4	68.5	6	56.2	62.9	69.1	8	63.6	62.1	65.7	68.5
20.01% - 40%	5	66.0	59.4	60.0	73.7	3	51.9	60.2	70.1	5	66.0	59.4	60.3	73.7
40.01% - 60%	10	56.3	48.5	57.5	63.8	3	49.7	58.9	69.1	10	57.0	49.9	57.5	63.8
More than 60%	8	69.8	54.5	75.6	81.3	3	52.7	60.5	68.3	8	71.4	54.5	77.1	81.3
Number of Employees														
Fewer than 10	7	53.2	47.5	50.0	59.4	3	53.3	57.6	61.9	7	54.2	49.5	52.5	59.5
10 - 19	8	64.9	59.1	65.7	72.0	3	44.7	50.5	57.4	8	65.0	59.1	66.0	72.0
20 or more	14	64.4	58.9	63.0	72.2	8	56.1	66.1	76.7	14	64.7	58.9	63.6	72.2

Notes:

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DETAILED MARKET DATA

FINANCE AND ADMINISTRATION – COORDINATOR

Finance and Administration – Coordinator

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	25	44.8	40.0	43.6	49.9	12	36.8	42.4	48.2	25	45.0	40.0	44.9	49.9
Location														
West	5	46.4	42.6	47.5	50.0	1	--	--	--	5	46.4	42.6	47.5	50.0
Central/East	20	44.5	40.0	43.3	49.1	11	36.4	42.2	48.3	20	44.7	40.0	43.9	49.1
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01 M - \$5M	8	45.5	40.0	45.3	49.4	2	--	--	--	8	45.5	40.0	45.3	49.4
\$5.01M - \$10M	10	45.3	41.6	46.3	50.0	5	35.9	42.2	48.7	10	45.4	41.6	46.3	50.0
More than \$10M	7	43.4	40.0	43.0	44.2	5	37.2	42.1	46.9	7	44.0	40.8	43.0	45.6
Self-Generated Operating Budget														
20% or less	6	48.2	43.8	48.8	51.5	2	--	--	--	6	48.3	43.8	48.8	51.5
20.01% - 40%	6	46.1	43.2	46.2	49.6	3	36.7	41.1	46.1	6	46.5	43.8	47.5	49.6
40.01% - 60%	6	42.6	40.0	41.5	44.5	1	--	--	--	6	42.6	40.0	41.5	44.5
More than 60%	7	42.9	38.3	40.0	48.1	6	36.2	43.5	50.9	7	43.1	38.3	41.6	48.1
Number of Employees														
Fewer than 10	2	--	--	--	--	2	--	--	--	2	--	--	--	--
10 - 19	6	45.5	43.2	45.6	48.4	1	--	--	--	6	45.9	43.8	46.9	48.4
20 or more	16	45.1	40.0	43.9	50.0	8	35.2	41.6	48.4	16	45.2	40.0	43.9	50.0

Notes:

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- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
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DETAILED MARKET DATA

TECHNICAL/HIGH-PERFORMANCE – DIRECTOR

Technical/High-Performance – Director

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	44	107.5	80.0	101.4	126.0	14	76.8	90.9	106.3	44	110.9	80.2	101.4	126.0
Location														
West	11	107.4	91.3	100.0	110.0	2	--	--	--	11	107.4	91.3	100.0	110.0
Central/East	33	107.6	80.0	103.9	129.0	12	75.0	89.4	105.1	33	112.0	80.0	103.9	129.0
Operating Budget														
\$1M or less	4	52.3	--	52.5	--	0	--	--	--	4	52.3	--	52.5	--
\$1.01 M - \$5M	16	96.9	78.3	95.8	111.8	5	65.6	75.3	87.4	16	97.1	78.8	95.8	111.8
\$5.01M - \$10M	16	114.5	98.8	105.0	121.0	7	88.5	105.6	123.4	16	117.1	98.8	107.5	121.0
More than \$10M	8	142.5	117.1	134.0	165.2	2	--	--	--	8	155.3	117.1	140.7	218.8
Self-Generated Operating Budget														
20% or less	14	110.8	96.3	112.5	127.4	2	--	--	--	14	112.9	96.3	113.7	127.4
20.01% - 40%	8	104.6	69.5	100.0	109.7	3	84.0	98.5	115.0	8	104.6	69.5	100.0	109.7
40.01% - 60%	13	104.3	80.0	95.5	102.2	4	80.0	94.2	109.8	13	104.3	80.0	95.5	102.2
More than 60%	9	109.8	68.0	105.0	133.0	5	60.4	73.6	87.7	9	122.7	68.0	115.5	146.3
Number of Employees														
Fewer than 10	5	59.0	48.0	52.0	53.0	1	--	--	--	5	59.0	48.0	52.0	53.0
10 - 19	10	97.0	79.6	91.5	107.6	2	--	--	--	10	99.8	80.1	91.5	107.6
20 or more	24	121.2	95.8	107.5	130.0	10	83.2	99.3	116.0	24	122.3	95.8	112.8	130.5

Notes:

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DETAILED MARKET DATA

TECHNICAL/HIGH-PERFORMANCE – MANAGER

Technical/High-Performance – Manager

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	29	70.0	55.8	65.6	76.2	9	62.4	71.5	81.2	29	71.2	55.8	65.6	76.2
Location														
<i>West</i>	5	72.5	69.0	73.0	80.0	2	--	--	--	5	72.5	69.0	73.0	80.0
<i>Central/East</i>	24	69.5	55.6	65.0	73.9	7	63.8	73.7	84.0	24	71.0	55.6	65.0	73.9
Operating Budget														
<i>\$1M or less</i>	2	--	--	--	--	1	--	--	--	2	--	--	--	--
<i>\$1.01M - \$5M</i>	12	59.9	54.3	55.4	66.6	3	58.5	65.3	70.8	12	60.1	54.3	55.4	66.6
<i>\$5.01M - \$10M</i>	11	75.6	64.6	73.1	84.4	4	58.3	70.7	85.2	11	76.2	65.0	73.1	84.4
<i>More than \$10M</i>	4	89.8	--	86.8	--	1	--	--	--	4	96.3	--	95.3	--
Self-Generated Operating Budget														
<i>20% or less</i>	11	72.4	62.5	69.0	82.5	3	64.0	72.7	83.2	11	73.1	65.0	69.0	82.5
<i>20.01% - 40%</i>	6	69.4	57.9	68.6	75.4	3	51.9	60.2	70.1	6	69.4	57.9	68.6	75.4
<i>40.01% - 60%</i>	6	67.1	52.8	60.0	69.9	2	--	--	--	6	67.1	52.8	60.0	69.9
<i>More than 60%</i>	6	69.0	60.0	62.8	69.4	1	--	--	--	6	73.8	60.8	64.3	69.4
Number of Employees														
<i>Fewer than 10</i>	3	64.7	--	--	--	2	--	--	--	3	64.7	--	--	--
<i>10 - 19</i>	7	64.1	55.4	60.0	70.3	1	--	--	--	7	64.8	55.4	65.0	70.3
<i>20 or more</i>	15	72.0	62.1	65.6	78.1	6	64.2	74.7	86.9	15	72.2	62.1	65.6	78.1

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
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DETAILED MARKET DATA

TECHNICAL/HIGH-PERFORMANCE – COORDINATOR

Technical/High-Performance – Coordinator

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	23	50.0	42.5	50.0	54.0	12	42.0	48.4	54.9	23	50.4	42.5	50.0	54.0
Location														
West	6	54.5	47.0	53.5	62.2	2	--	--	--	6	54.5	47.0	53.5	62.2
Central/East	17	48.5	41.0	49.4	53.2	10	40.2	46.7	53.4	17	48.9	41.0	49.4	53.2
Operating Budget														
\$1M or less	2	--	--	--	--	1	--	--	--	2	--	--	--	--
\$1.01M - \$5M	7	56.1	44.0	65.0	65.0	2	--	--	--	7	57.0	44.0	65.0	67.5
\$5.01M - \$10M	10	47.4	45.4	49.7	51.9	6	42.0	48.7	55.7	10	47.7	45.4	49.7	51.9
More than \$10M	4	43.7	--	42.5	--	3	34.3	41.8	49.3	4	43.7	--	42.5	--
Self-Generated Operating Budget														
20% or less	9	53.3	45.0	54.0	65.0	4	48.9	54.9	60.0	9	53.6	45.0	54.0	65.0
20.01% - 40%	5	46.9	40.0	50.0	52.5	3	41.6	47.6	54.4	5	46.9	40.0	50.0	52.5
40.01% - 60%	4	53.7	--	51.5	--	1	--	--	--	4	55.2	--	51.5	--
More than 60%	5	44.3	41.0	43.9	46.5	4	35.4	43.4	51.7	5	44.3	41.0	43.9	46.5
Number of Employees														
Fewer than 10	3	61.9	--	--	--	2	--	--	--	3	63.8	--	--	--
10 - 19	6	51.7	41.7	50.0	62.0	1	--	--	--	6	52.1	41.7	50.0	62.0
20 or more	13	46.2	41.0	46.5	50.0	8	38.5	45.8	53.5	13	46.2	41.0	46.5	50.0

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
- (3) The actual total cash compensation amount paid to incumbents. If any individual position received a short-term incentive/bonus pay-out, the TCC amount would be equivalent to STI plus base salary. Otherwise this amount is equivalent to base salary only. Total cash compensation does not include employer RRSP contributions, the monetary value of group benefits, or any other non-cash compensation components.
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DETAILED MARKET DATA

DIRECTOR OF PROGRAM DEVELOPMENT

Director of Program Development

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	38	82.5	64.3	80.0	95.6	14	67.7	78.9	90.9	38	85.7	64.3	80.0	100.1
Location														
West	10	79.0	70.8	80.0	95.0	2	--	--	--	10	80.0	74.8	80.3	95.0
Central/East	28	83.7	63.0	79.2	97.0	12	67.3	79.1	91.6	28	87.7	63.1	79.2	102.3
Operating Budget														
\$1M or less	2	--	--	--	--	0	--	--	--	2	--	--	--	--
\$1.01 M - \$5M	14	62.8	49.8	60.7	77.5	5	55.1	62.6	70.9	14	63.9	49.8	62.3	80.0
\$5.01M - \$10M	15	95.5	76.7	92.0	111.3	6	75.8	90.6	106.3	15	96.5	76.7	92.0	111.3
More than \$10M	7	103.7	87.1	96.0	115.9	3	72.3	82.9	93.4	7	116.8	89.0	101.5	115.9
Self-Generated Operating Budget														
20% or less	10	91.7	69.3	91.8	111.9	3	67.4	79.4	91.5	10	93.0	70.3	91.8	111.9
20.01% - 40%	12	69.0	52.5	70.0	83.1	5	76.4	86.4	97.6	12	69.8	52.5	70.0	83.6
40.01% - 60%	9	80.1	70.0	80.0	82.0	2	--	--	--	9	81.9	70.0	80.0	82.0
More than 60%	7	95.6	70.1	85.0	115.9	4	58.9	71.9	84.8	7	107.3	70.1	85.0	115.9
Number of Employees														
Fewer than 10	5	55.8	48.0	55.0	65.0	1	--	--	--	5	56.9	48.0	60.5	65.0
10 - 19	9	69.8	45.0	57.4	80.0	3	64.2	69.5	76.0	9	72.2	45.0	57.4	80.0
20 or more	21	88.6	70.0	82.0	104.9	10	70.7	84.3	98.4	21	89.2	75.0	82.0	104.9

Notes:

- (1) The actual base salary amount paid to incumbents. Number of observations represents the total number of organizations that provided data for this benchmark position.
- (2) The average salary range minimum, mid-point, and maximum for only those organizations that have a formal salary range in place for matched positions. Not all organizations offer formal salary ranges; therefore, the number of observations may differ from actual base salary and total cash compensation. The salary range data does not identify what the actual incumbent(s) of the position is/are paid.
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DETAILED MARKET DATA PROGRAM COORDINATOR

Program Coordinator

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	42	47.4	36.4	46.3	51.5	17	37.8	44.2	50.9	42	48.6	37.3	47.1	51.5
Location														
West	7	49.1	46.2	48.0	53.5	3	39.6	44.0	48.0	7	49.3	46.2	48.0	54.3
Central/East	35	47.1	36.0	43.3	50.0	14	37.4	44.3	51.5	35	48.5	36.1	44.0	50.0
Operating Budget														
\$1M or less	3	37.3	--	--	--	1	--	--	--	3	37.3	--	--	--
\$1.01M - \$5M	17	42.8	35.0	40.0	50.0	6	37.6	43.8	50.1	17	43.0	36.0	40.0	50.0
\$5.01M - \$10M	14	50.6	46.3	48.7	55.0	6	40.8	47.5	54.4	14	50.9	47.0	48.7	55.8
More than \$10M	8	55.6	41.4	49.3	53.0	4	35.4	42.6	50.2	8	60.9	43.2	50.2	54.2
Self-Generated Operating Budget														
20% or less	12	49.2	44.0	48.7	55.0	4	41.5	48.1	54.2	12	49.5	44.7	48.7	55.3
20.01% - 40%	8	46.1	40.0	44.4	50.0	5	37.4	43.7	51.0	8	46.4	40.0	45.6	50.0
40.01% - 60%	13	44.8	35.0	43.3	52.0	2	--	--	--	13	45.2	36.0	43.3	52.0
More than 60%	9	50.2	35.0	41.0	47.2	6	36.5	43.9	51.3	9	54.4	35.0	41.0	48.4
Number of Employees														
Fewer than 10	6	39.7	35.0	35.0	44.2	3	35.9	41.4	46.5	6	40.3	35.0	36.6	45.0
10 - 19	10	42.0	35.8	40.8	48.3	2	--	--	--	10	42.5	35.8	41.6	48.5
20 or more	23	47.0	40.0	47.2	50.0	11	38.2	45.4	52.8	23	47.2	40.0	47.4	50.0

Notes:

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DETAILED MARKET DATA

NATIONAL TEAM COACH

National Team Coach

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	32	94.6	75.0	90.0	100.6	5	83.5	112.1	142.8	32	96.5	80.5	94.0	107.7
Location														
West	9	92.1	75.0	100.0	100.0	1	--	--	--	9	92.6	79.5	100.0	100.0
Central/East	23	95.6	77.5	90.0	101.3	4	81.8	113.9	148.5	23	98.0	80.8	90.0	107.8
Operating Budget														
\$1M or less	2	--	--	--	--	0	--	--	--	2	--	--	--	--
\$1.01M - \$5M	17	86.9	75.0	85.0	100.0	1	--	--	--	17	87.9	80.8	85.0	100.0
\$5.01M - \$10M	7	98.8	91.5	100.0	100.0	2	--	--	--	7	100.2	91.5	100.0	105.0
More than \$10M	6	130.2	90.0	102.8	149.5	2	--	--	--	6	135.9	102.1	110.5	151.9
Self-Generated Operating Budget														
20% or less	9	98.2	80.0	98.0	120.0	0	--	--	--	9	98.3	80.8	98.0	120.0
20.01% - 40%	7	86.7	85.0	100.0	100.0	1	--	--	--	7	86.7	85.0	100.0	100.0
40.01% - 60%	12	82.9	59.3	77.5	92.5	3	90.0	111.8	134.0	12	85.4	60.4	81.3	92.5
More than 60%	4	135.3	--	102.8	--	1	--	--	--	4	142.8	--	110.5	--
Number of Employees														
Fewer than 10	4	51.8	--	47.5	--	0	--	--	--	4	54.8	--	50.3	--
10 - 19	11	84.0	74.3	90.0	99.0	1	--	--	--	11	84.1	74.7	90.0	99.0
20 or more	13	108.5	85.0	100.0	103.0	4	89.3	120.0	153.1	13	111.0	85.0	100.0	110.0

Notes:

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DETAILED MARKET DATA PERFORMANCE ANALYST

Performance Analyst

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	11	68.8	59.0	64.1	70.0	6	52.5	64.1	75.7	11	69.4	59.0	67.3	70.0
Location														
West	2	--	--	--	--	0	--	--	--	2	--	--	--	--
Central/East	9	68.2	58.0	64.1	70.0	6	52.5	64.1	75.7	9	68.9	58.0	67.3	70.0
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01M - \$5M	1	--	--	--	--	1	--	--	--	1	--	--	--	--
\$5.01M - \$10M	7	75.5	65.3	70.0	76.6	3	54.1	65.8	77.5	7	75.7	65.9	70.0	76.6
More than \$10M	3	56.7	--	--	--	2	--	--	--	3	58.5	--	--	--
Self-Generated Operating Budget														
20% or less	4	68.4	--	65.3	--	2	--	--	--	4	68.8	--	65.9	--
20.01% - 40%	2	--	--	--	--	2	--	--	--	2	--	--	--	--
40.01% - 60%	3	80.0	--	--	--	0	--	--	--	3	80.0	--	--	--
More than 60%	2	--	--	--	--	2	--	--	--	2	--	--	--	--
Number of Employees														
Fewer than 10	0	--	--	--	--	0	--	--	--	0	--	--	--	--
10 - 19	1	--	--	--	--	1	--	--	--	1	--	--	--	--
20 or more	10	69.3	58.5	65.3	70.0	5	51.0	64.1	77.2	10	69.6	58.5	65.9	70.0

Notes:

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DETAILED MARKET DATA

EXECUTIVE ASSISTANT

Executive Assistant

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	23	54.4	45.3	51.3	60.0	8	41.6	48.4	54.9	23	54.8	45.3	52.0	60.0
Location														
West	4	50.2	--	53.0	--	1	--	--	--	4	50.2	--	53.0	--
Central/East	19	55.3	45.3	51.0	60.0	7	40.9	48.0	55.1	19	55.8	45.3	51.0	62.8
Operating Budget														
\$1M or less	0	--	--	--	--	0	--	--	--	0	--	--	--	--
\$1.01M - \$5M	6	46.3	41.0	46.3	49.7	1	--	--	--	6	46.3	41.0	46.3	49.7
\$5.01M - \$10M	9	56.5	45.6	53.6	60.0	4	40.1	47.1	53.7	9	56.6	45.6	53.6	60.0
More than \$10M	8	58.2	51.2	55.2	61.4	3	45.8	51.2	56.6	8	59.3	51.8	56.1	65.6
Self-Generated Operating Budget														
20% or less	5	46.8	41.7	45.0	53.6	3	42.3	48.8	54.6	5	47.0	42.5	45.0	53.6
20.01% - 40%	4	47.7	--	47.8	--	3	39.5	45.9	52.3	4	48.3	--	47.8	--
40.01% - 60%	7	57.8	49.3	52.0	68.4	0	--	--	--	7	57.8	49.3	52.0	68.4
More than 60%	7	60.3	54.7	60.0	62.8	2	--	--	--	7	61.2	54.7	60.0	65.8
Number of Employees														
Fewer than 10	1	--	--	--	--	0	--	--	--	1	--	--	--	--
10 - 19	3	52.1	--	--	--	1	--	--	--	3	52.9	--	--	--
20 or more	16	55.8	45.4	51.5	61.4	6	39.3	47.5	55.7	16	55.9	45.4	51.5	61.4

Notes:

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DETAILED MARKET DATA

ADMINISTRATIVE ASSISTANT

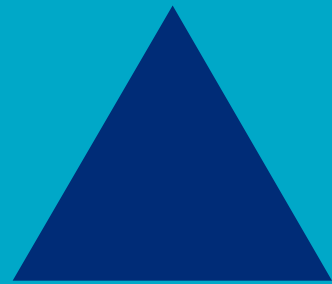
Administrative Assistant

	Actual Base Salary ¹					Formal Salary Range ²				Actual Total Cash Compensation (TCC) ³				
	# of Orgs	Avg.	P25	P50	P75	# of Orgs	Avg. Range Min	Avg. Range Mid	Avg. Range Max	# of Orgs	Avg.	P25	P50	P75
National	30	38.6	35.0	38.5	42.4	12	32.9	38.2	43.8	30	38.8	35.0	38.5	43.2
Location														
West	4	42.8	--	43.2	--	2	--	--	--	4	42.8	--	43.2	--
Central/East	26	38.0	34.3	38.1	41.8	10	32.7	38.2	44.2	26	38.2	34.6	38.1	41.8
Operating Budget														
\$1M or less	5	41.9	40.0	43.6	46.3	1	--	--	--	5	41.9	40.0	43.6	46.3
\$1.01M - \$5M	10	37.7	33.9	36.9	43.8	4	33.5	37.5	42.2	10	37.7	33.9	36.9	43.8
\$5.01M - \$10M	9	38.8	36.0	38.0	39.0	5	31.2	37.5	44.3	9	38.9	36.0	38.0	39.0
More than \$10M	6	37.2	34.6	37.7	40.7	2	--	--	--	6	38.1	35.0	38.4	40.7
Self-Generated Operating Budget														
20% or less	6	40.6	35.8	40.8	44.6	4	34.1	38.7	43.2	6	40.8	35.8	40.8	44.6
20.01% - 40%	6	37.3	35.9	37.5	39.5	2	--	--	--	6	37.3	35.9	37.5	39.5
40.01% - 60%	10	37.9	33.9	37.4	40.9	3	33.9	38.0	42.8	10	37.9	33.9	37.4	40.9
More than 60%	8	39.0	35.9	38.9	43.2	3	31.7	38.2	44.8	8	39.7	37.0	38.9	45.3
Number of Employees														
Fewer than 10	7	39.7	34.3	40.0	44.9	2	--	--	--	7	39.7	34.3	40.0	44.9
10 - 19	5	35.6	30.2	35.0	38.8	2	--	--	--	5	35.6	30.2	35.0	38.8
20 or more	16	38.4	35.9	38.1	40.3	8	31.9	37.8	44.1	16	38.6	35.9	38.1	40.3

Notes:

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COMPENSATION PRACTICES



COMPENSATION PRACTICES

ANNUAL SALARY INCREASE

- Across all benchmark positions, organizations reported an average base salary increase of 2.1% (including zeros) for the 2015/2016 period.
- For 2016/2017, salaries are projected to increase by 2.4% (including zeros).

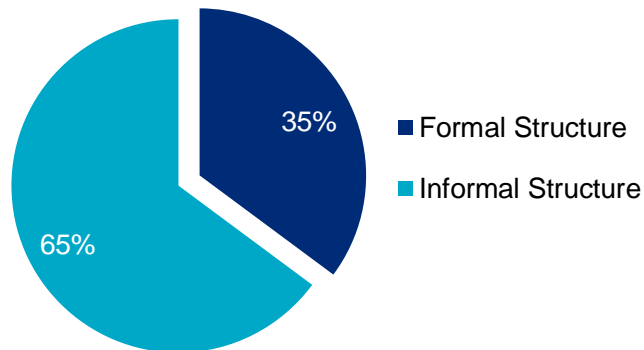
	Including 0%	Excluding 0%
Actual salary increase reported for 2015/2016	2.1% (n=71)	2.5% (n=58)
Anticipated salary increase reported for 2016/2017	2.4% (n=68)	2.8% (n=58)

COMPENSATION PRACTICES

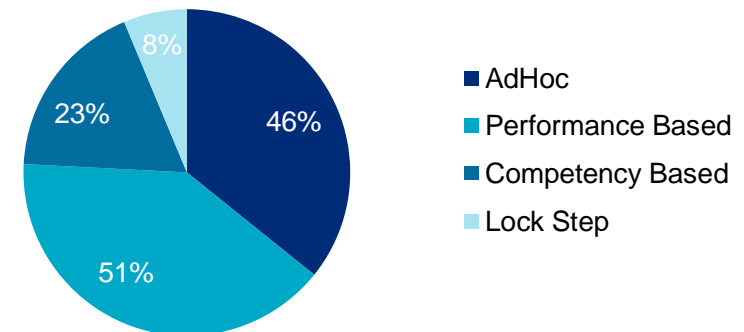
SALARY RANGE PROGRESSION

- Slightly more than one-third of organizations (35%) have formal salary structures in place.
- Performance-based (51%) and Ad Hoc (46%) are the most common types of practices used to manage salary range progression. Please note that some organizations have more than one type of practice in place.

Use of Formal Salary Structures
(% of Organizations; n=74)



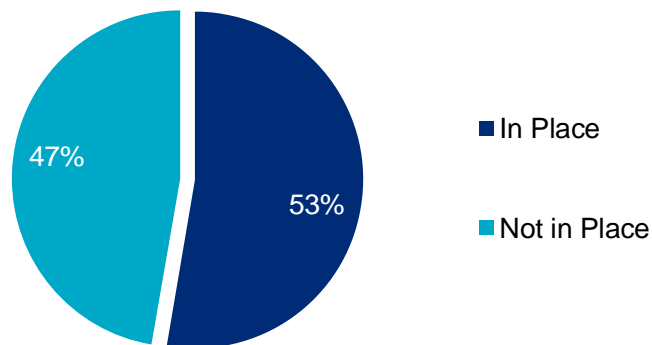
Type of Salary Adjustment/ Range Progression
(% of Organizations; n=74)



COMPENSATION PRACTICES STI/BONUS

- Just over half (54%) of responding organizations offer some form of short-term incentive (“STI”)/bonus to employees.
- Detailed STI/bonus findings are provided for each benchmark position on the following page.

Prevalence of STI/Bonus Plan
(% of Organizations; n=74)



COMPENSATION PRACTICES

STI/BONUS

- Short-term incentive eligibility and average payout/bonus is provided below for each benchmark position:

	Number of Observations	Eligibility for STI		Average STI/Bonus			
		#	%	Including 0%	Excluding 0%	#	%
Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board	48	27	56%	20	18.3%	19	19.3%
Chief Executive Officer (CEO)/ Executive Director – Governance and Operational Board	21	9	43%	8	8.4%	8	8.4%
Chief Operating Officer (COO)	16	10	63%	9	8.5%	8	9.5%
Events, Marketing and Communications – Director	22	10	45%	8	10.4%	7	11.8%
Events, Marketing and Communications – Manager	28	8	29%	7	8.0%	6	9.3%
Events, Marketing and Communications – Coordinator	28	4	14%	3	6.7%	3	6.7%
Business Development Director/Manager	22	9	41%	7	16.0%	6	18.7%
Finance and Administration – Director	21	9	43%	7	8.7%	5	12.2%
Finance and Administration – Manager	31	8	26%	7	4.5%	7	4.5%
Finance and Administration – Coordinator	25	5	20%	5	2.4%	3	4.0%

Note: not all respondents provided a STI/bonus figure for bonus-eligible positions.

COMPENSATION PRACTICES

STI/BONUS

- Short-term incentive eligibility and average payout/bonus is provided below for each benchmark position:

	Number of Observations	Eligibility for STI		Average STI/Bonus			
		#	%	Including 0%	Excluding 0%	#	%
Technical/High-Performance – Director	44	14	32%	11	9.8%	7	15.4%
Technical/High-Performance – Manager	29	7	24%	7	5.8%	4	10.1%
Technical/High-Performance – Coordinator	23	2	9%	2	--	2	--
Director of Program Development	38	10	26%	7	13.7%	6	16.0%
Program Coordinator	42	10	24%	9	6.6%	7	8.5%
National Team Coach	32	13	41%	11	7.4%	10	8.2%
Performance Analyst	11	5	45%	4	2.8%	3	3.7%
Executive Assistant	23	6	26%	4	4.3%	3	5.7%
Administrative Assistant	30	7	23%	5	3.2%	3	5.3%

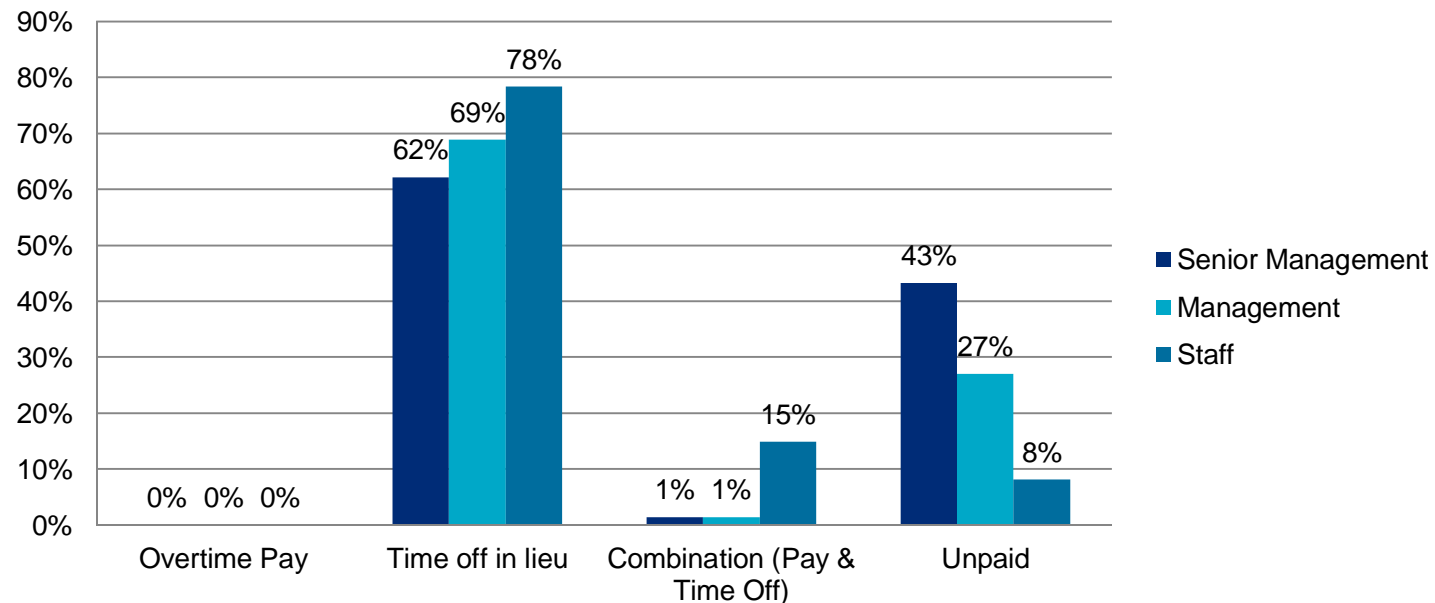
Note: not all respondents provided a STI/bonus figure for bonus-eligible positions.

COMPENSATION PRACTICES

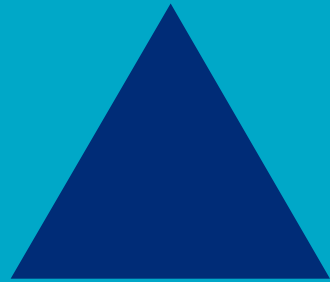
OVERTIME COMPENSATION

- Participants were asked to indicate the type of overtime compensation (if any) that is offered to each employee group.
- Time off in lieu is the most common type of overtime compensation offered to all employee groups: 62% senior management, 69% of management, and 78% of staff.

Prevalence of Overtime Compensation
(% of Organizations; n=74)



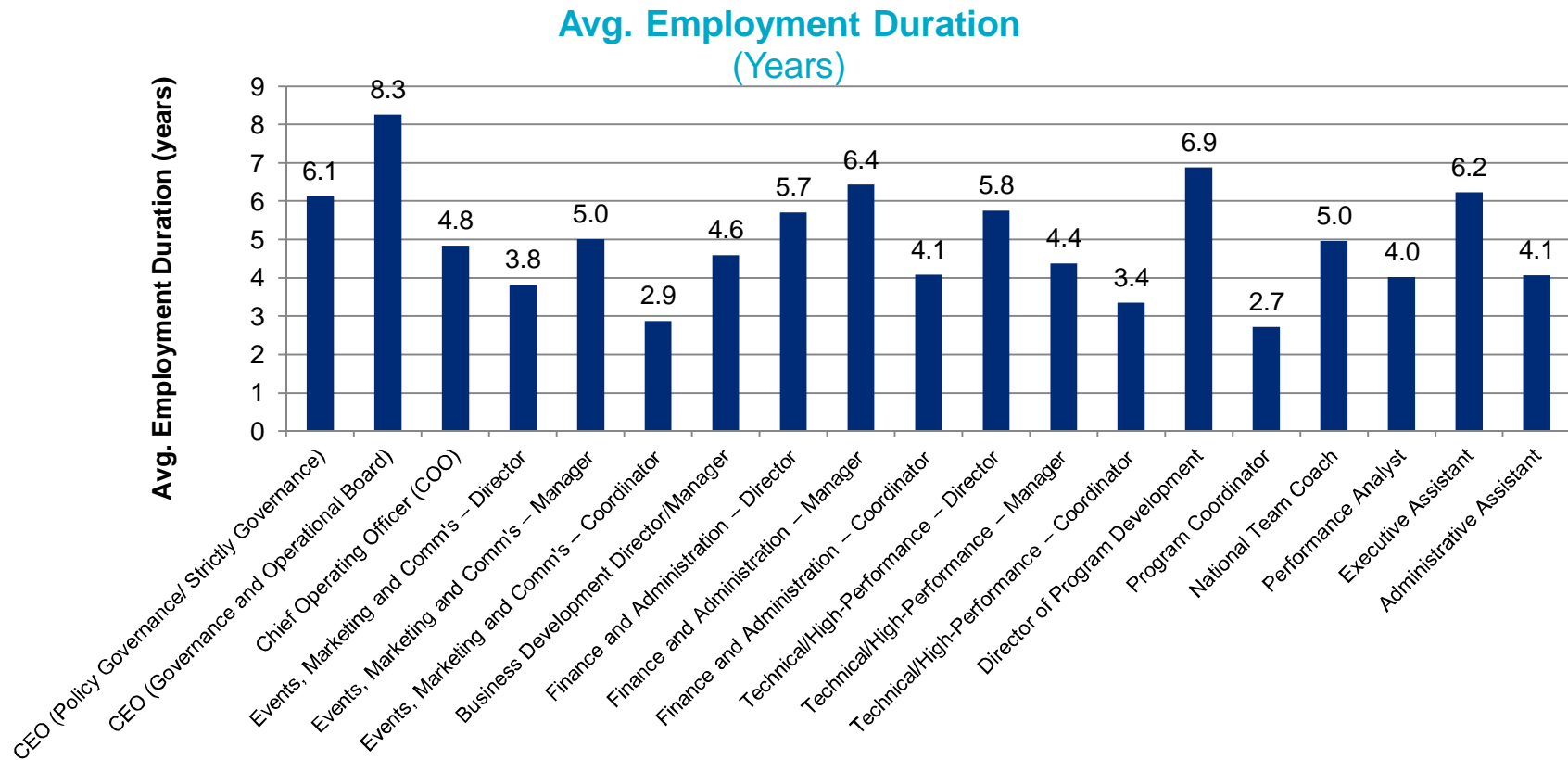
ADDITIONAL POLICIES AND PRACTICES



ADDITIONAL POLICIES & PRACTICES

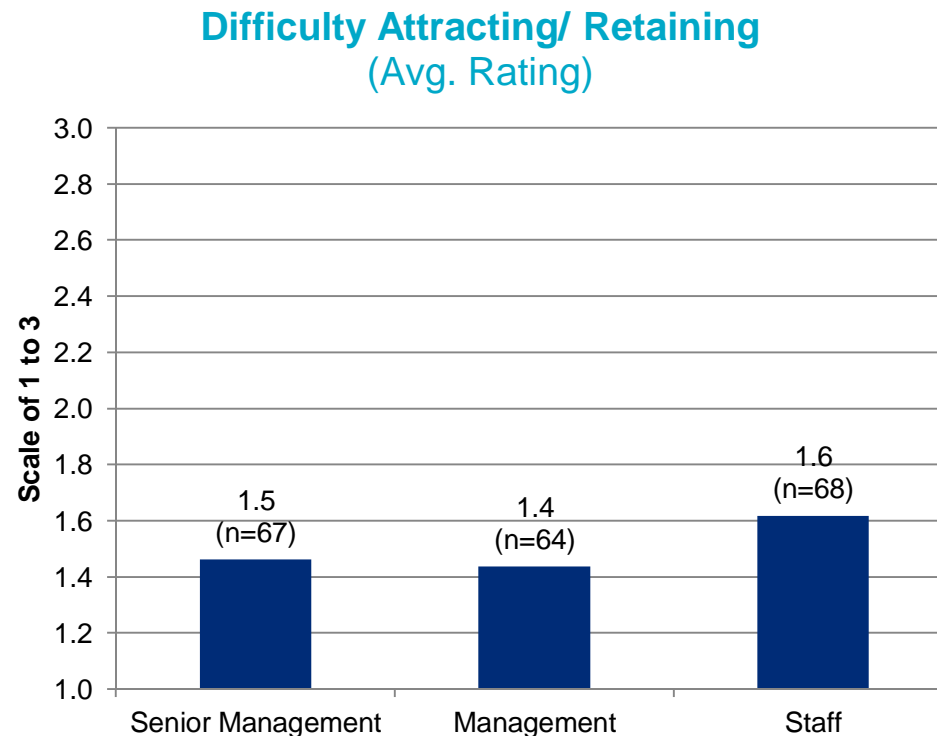
AVERAGE EMPLOYMENT DURATION

- Average employment duration (in years) for each benchmark position is provided below:



ADDITIONAL POLICIES & PRACTICES ATTRACTION/ RETENTION

- For each employee group, participants were asked to rate the degree of difficulties they are having attracting and retaining talent. A rating of “1” indicates no difficulty attracting or retaining; “2” indicates some difficulty, and “3” indicates significant difficulty.
- On average, respondents are having slightly more difficulty attracting/ retaining talent for staff positions than management or senior management positions but overall, the difficulty level is low.

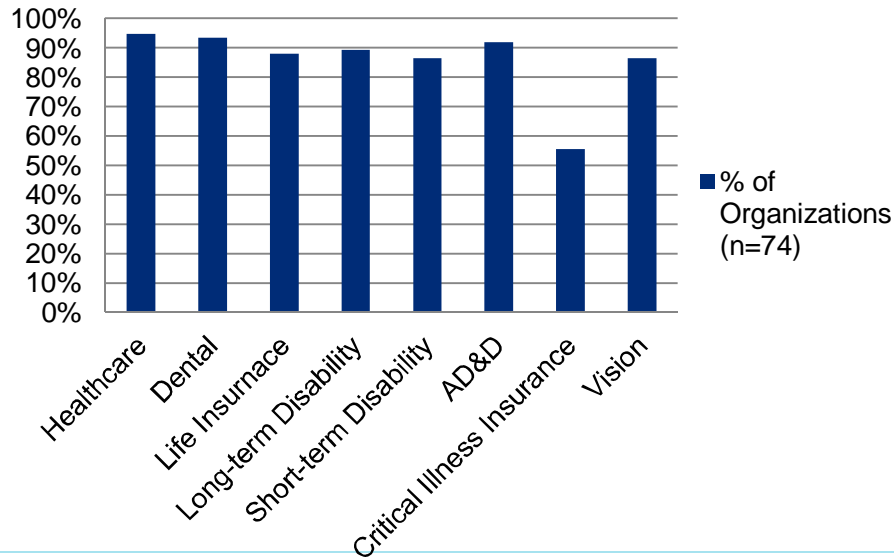


ADDITIONAL POLICIES & PRACTICES

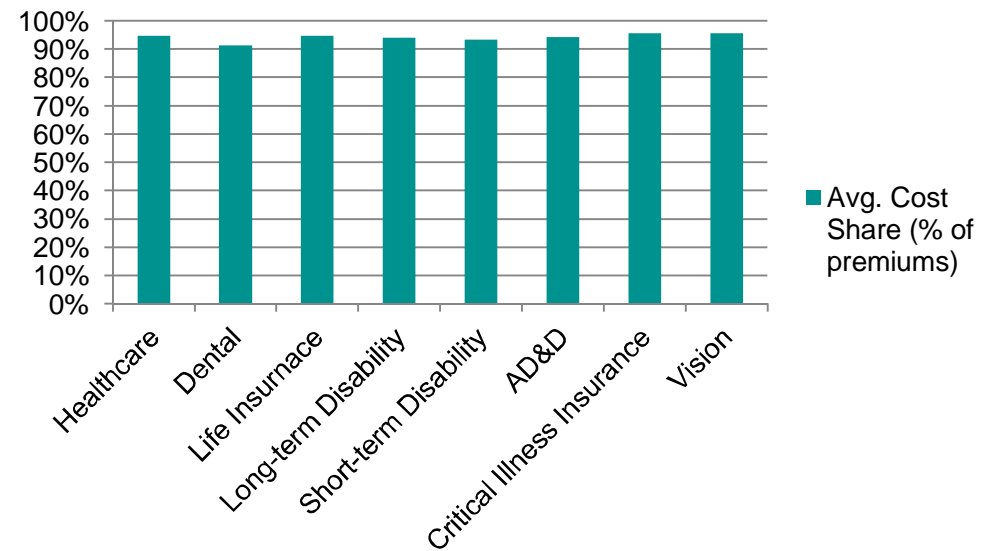
BENEFITS

- Respondents were asked to indicate which types of benefits are offered as part of their plan, as well as the employer-paid portion of each benefit.
- Most organizations offer a full complement of benefits. Critical illness insurance is the exception, with only 55% of organizations offering this type of insurance.
- On average, organizations cover more than 90% of each type of benefit.
- For healthcare costs, of those that provide coverage, about 86% of organizations cover 100% of the cost.

Benefits Plans



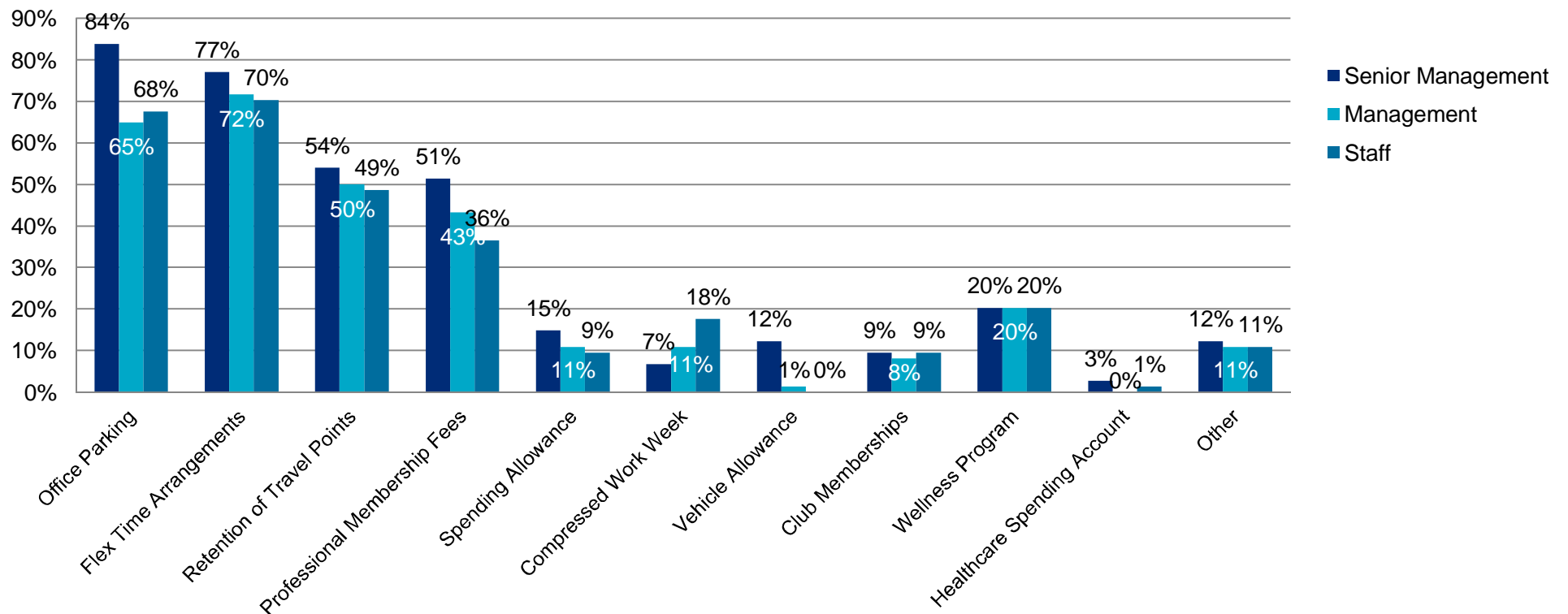
Avg. Employer-Paid Cost Share
(% of premium/cost)



ADDITIONAL POLICIES & PRACTICES PERQUISITES

- The table below shows the prevalence of perquisites across all responding organizations.
- Generally, Flex-time arrangements is the most common type of perquisite offered. However, for senior managers, office parking is the most common (84%).

Prevalence of Perquisites
(% of Organizations; n=74)

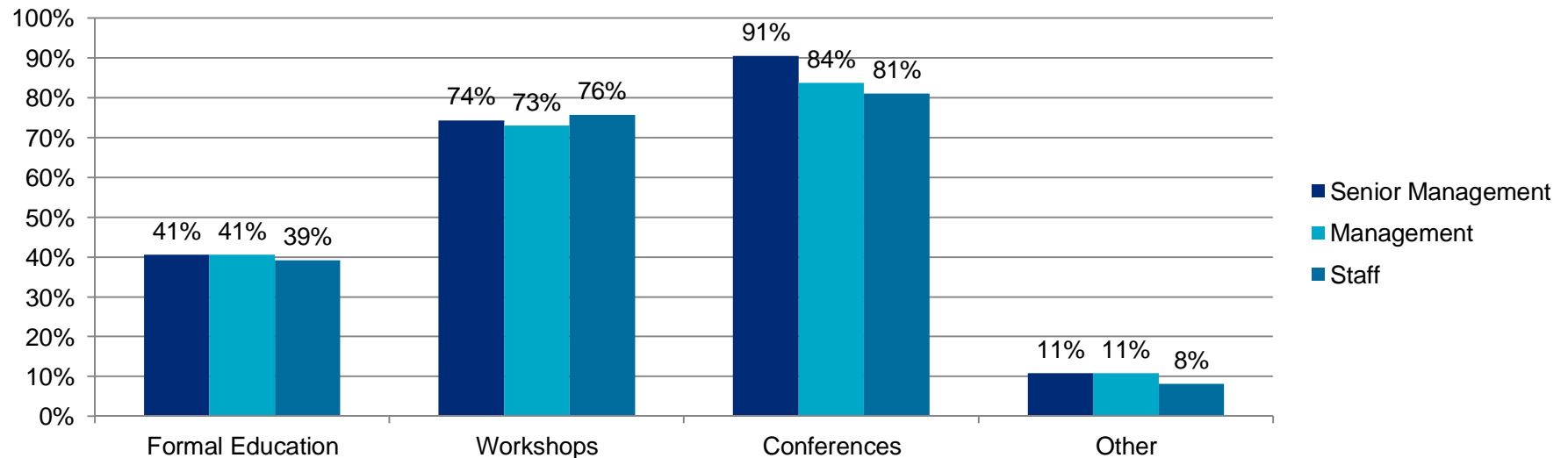


ADDITIONAL POLICIES & PRACTICES

PROFESSIONAL DEVELOPMENT

- The table below shows the prevalence of various types of professional development opportunities offered by responding organizations.
- Conferences are the most common type of professional development opportunity, offered to 91%, 84%, and 81% of senior managers, managers, and staff, respectively.

Prevalence of Professional Development Opportunities
(% of Organizations; n=74)

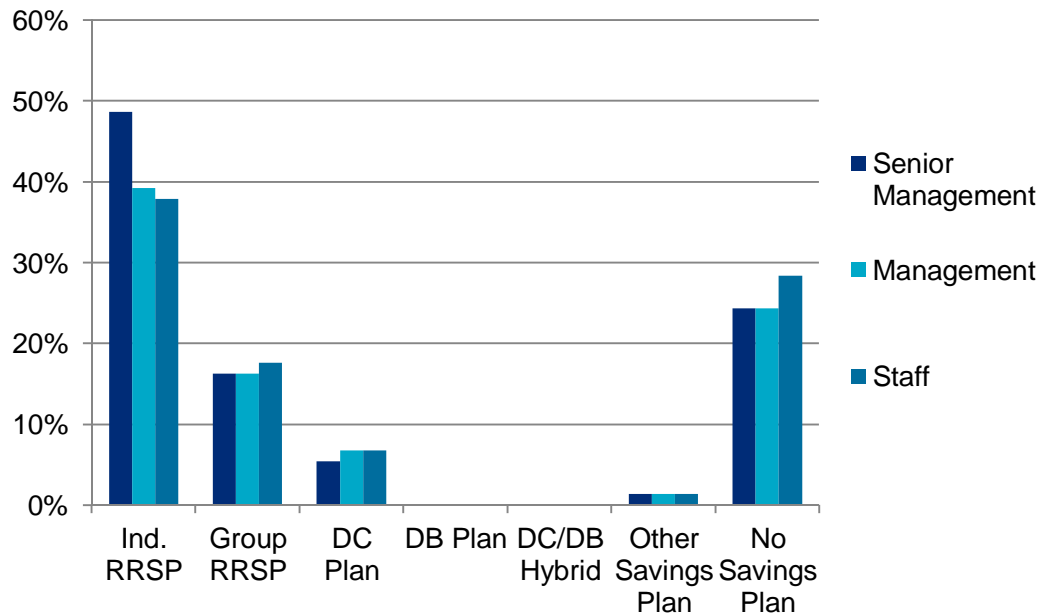


ADDITIONAL POLICIES & PRACTICES

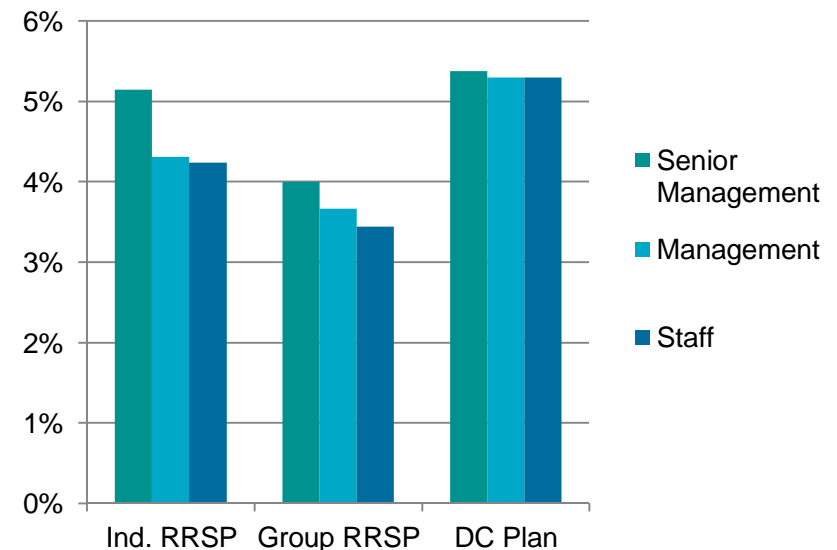
PENSION

- Prevalence of different types of pension plans, as well as average employer contributions (as a percent of base salary) to those plans, is provided below.
- Responding organizations will most commonly contribute to an individual's RRSP, and will contribute an average of 4.6% of base salary across all employee groups. Defined contribution plans have the highest contribution, with employers offering an average of 5.3% of base salary.

Prevalence of Pension Plans
(% of Organizations; n=74)



Avg. Employer Pension Contribution
(% of Base Salary)

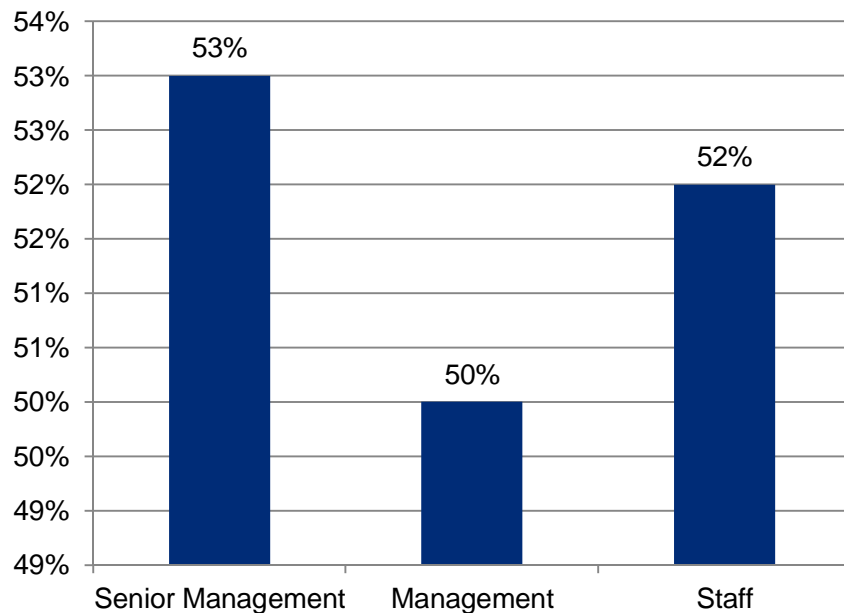


ADDITIONAL POLICIES & PRACTICES

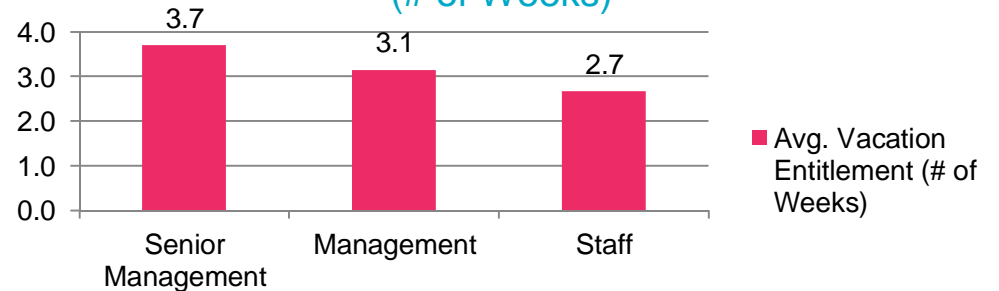
VACATION

- Vacation practices, including average entitlement upon hire, prevalence of vacation carry-over, and average number of days allowed for carry-over, are provided in the graphs below:

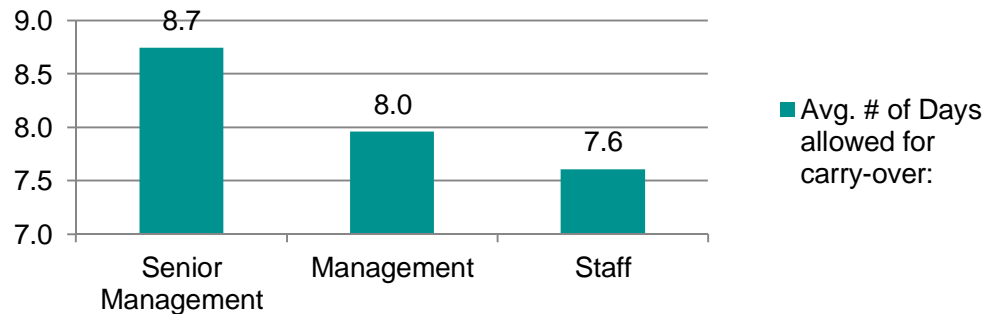
Organizations that Allow Vacation Carry-Over
(Percent of Organizations; n=74)



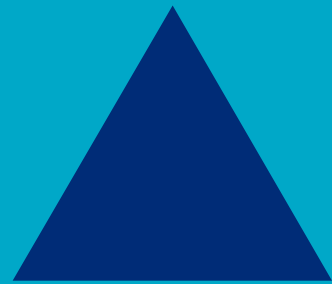
Avg. Vacation Entitlement (# of Weeks)



Avg. # of Days Allowed for Carry-Over



HISTORICAL ANALYSIS



HISTORICAL ANALYSIS OBSERVATIONS

- This year's National Study expanded the sample size to include Multi-Sport Organizations (MSOs), as well as National Sport Federations/Organizations (NSFs/NSOs). Eighty-two organizations were invited to participate this year, compared to the 65 that were invited in 2012.
- 74 MSOs and NSFs/NSOs participated in the 2016 study, compared to the 51 NSFs/NSOs that participated in the 2012 study.
- Data were collected for three additional positions in 2016:
 - Business Development Director/Manager
 - Program Coordinator
 - Performance Analyst
- Historical data for the three new positions above is therefore unavailable.
- The following page compares the 2016 and 2012 national base salary findings for each benchmark profile.

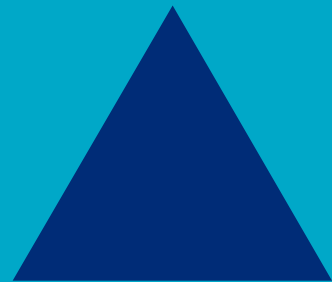
HISTORICAL ANALYSIS

2012 VS 2016

<i>Note: Salary figures are in \$'000s CAD</i>	2012 Results		2016 Results		Variance	
Benchmark Job	n	Base Salary (P50)	n	Base Salary (P50)	n	Base Salary (P50)
Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board	19	100.0	48	132.0	+29	32%
Chief Executive Officer (CEO)/ Executive Director – Governance and Operational Board	25	96.0	21	92.0	-4	-4%
Chief Operating Officer (COO)	10	128.3	16	117.5	+6	-8%
Events, Marketing and Communications – Director	15	87.5	22	90.9	+7	4%
Events, Marketing and Communications – Manager	15	52.5	28	62.5	+13	19%
Events, Marketing and Communications – Coordinator	25	40.6	28	44.7	+3	10%
Business Development Director/Manager	--	--	22	76.5	--	--
Finance and Administration – Director	10	86.3	21	92.3	+11	7%
Finance and Administration – Manager	18	61.5	31	63.2	+13	3%
Finance and Administration – Coordinator	15	44.1	25	43.6	+10	-1%
Technical/High-Performance – Director	36	98.6	44	101.4	+8	3%
Technical/High-Performance – Manager	13	67.5	29	65.6	+16	-3%
Technical/High-Performance – Coordinator	16	42.0	23	50.0	+7	19%
Director of Program Development	30	61.4	38	80.0	+8	30%
Program Coordinator	--	--	42	46.3	--	--
National Team Coach	37	78.8	32	90.0	-5	14%
Performance Analyst	--	--	11	64.1	--	--
Executive Assistant	12	47.5	23	51.3	+11	8%
Administrative Assistant	23	40.0	30	38.5	+7	-4%

ADDITIONAL FINDINGS

MERCER BENCHMARK DATABASE (MBD)



MBD METHODOLOGY

- In addition to the custom survey of NSFs/NSOs/MSOs, Mercer also analyzed broader market trends using proprietary market compensation databases (where data was available).
- Ten of the benchmark profiles were matched to market benchmarks in Mercer’s proprietary **Canadian Mercer Benchmark Database** (“MBD”):
 - Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board
 - Chief Operating Officer (COO)
 - Events, Marketing and Communications – Director
 - Events, Marketing and Communications – Manager
 - Events, Marketing and Communications – Coordinator
 - Finance and Administration – Director
 - Finance and Administration – Manager
 - Finance and Administration – Coordinator
 - Executive Assistant
 - Administrative Assistant
- MBD is a national, all industry compensation survey database. **Data has been refined** to include organizations with revenues of less than \$50 million Canadian.
- All market data presented has been aged forward to reflect a **March 2016 effective** date.

MBD FINDINGS

- MBD market findings are presented in the table below. Generally speaking, MBD is more reflective of private sector practices. As a result, findings are significantly higher than those of the Total Rewards Study presented earlier in this report:

All compensation data in \$'000s CAD effective March 1, 2016

Total Rewards Study - Position Title	Benchmark Position Title	Market Refinement	Base Salary					Target Total Cash				
			Orgs #	Obs #	P25	P50	P75	Orgs #	Obs #	P25	P50	P75
Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board	Chief Executive Officer	Rev < \$50M	24	25	\$265	\$296	\$367	19	20	\$300	\$392	\$555
Chief Operating Officer (COO)	Chief Operating Officer	Rev < \$50M	11	11	\$221	\$256	\$323	8	8	\$259	\$320	\$436
Events, Marketing and Communications – Director	Marketing Director	Rev < \$50M	7	8	\$106	\$132	\$145	6	6	\$108	\$131	\$159
Events, Marketing and Communications – Manager	Marketing Manager	Rev < \$50M	10	12	\$88	\$99	\$178	8	10	\$99	\$109	\$217
Events, Marketing and Communications – Coordinator	Marketing Assistant	Rev < \$50M	5	6	\$40	\$51	\$56	5	6	\$40	\$53	\$60
Finance and Administration – Director	Finance Director	Rev < \$50M	5	19	\$154	\$174	\$197	5	19	\$193	\$227	\$266
Finance and Administration – Manager	Finance Manager	Rev < \$50M	8	22	--	\$116	--	6	20	--	\$133	--
Finance and Administration – Coordinator	Accounting Clerk - Experienced	Rev < \$50M	19	43	\$50	\$53	\$59	19	43	\$51	\$57	\$64
Executive Assistant	Executive Secretary - Senior	Rev < \$50M	26	66	\$67	\$74	\$84	24	61	\$71	\$81	\$94
Administrative Assistant	Administrative Assistant - Experienced	Rev < \$50M	40	169	\$45	\$50	\$54	36	156	\$45	\$51	\$57

Note: See Appendix C for MBD benchmark job capsules.

APPENDICES



APPENDIX A

NON-PARTICIPANTS

- The following eight organizations did not participate in the National Total Rewards Study:
 - Canadian Collegiate Athletic Association
 - Canadian Curling Association
 - Canadian Deaf Sports Association
 - Canadian Wheelchair Sports Association
 - Football Canada
 - Hockey Canada
 - Swimming / Natation Canada
 - Triathlon Canada

APPENDIX B

BENCHMARK JOB CAPSULES

Chief Executive Officer (CEO)/ Executive Director - Policy Governance/Strictly Governance Board	This position is the top level within the organization and reports directly to the Board of Directors. In this case, the Board of Directors operates under a Policy Governance or strictly governance model.
Chief Executive Officer (CEO)/ Executive Director – Governance and Operational Board	This position is the top level within the organization and reports directly to the Board of Directors. In this case, the Board of Directors maintains some form of governance orientation, but is involved in some operational elements of the organization.
Chief Operating Officer (COO)	The Chief Operating Officer (COO) reports directly to the CEO and supports the implementation of the organization’s strategic plan. The COO will provide harmonization of programs and operational activities throughout the organization. General responsibilities include administrative services, financial administration, information technology, human resources management, sport and business development, communications, and event management. Overall organizational management responsibility may be passed on to the COO in the instance that the CEO is unavailable.
Events, Marketing and Communications – Director	The Director may be responsible for development of strategic communication, marketing and social media plans, sponsorship plans, leading the organization of major events, ensuring that annual objectives/targets are met, and will manage strategic relationships. The Director has broad working knowledge of this area, through related education and work experience.
Events, Marketing and Communications – Manager	The Manager may be responsible for planning, implementing, monitoring and evaluating specific elements of the communication, marketing, and social media plans and/or events. This role typically supervises and assigns work to support positions.
Events, Marketing and Communications – Coordinator	The Coordinator may be responsible for providing support to the Manager or Director through the facilitation of the communications, marketing, and social media plans, and/or event coordination. This may include developing internal and external communications, managing online presence, maintaining related information databases, contributing to planning and budget activities, coordinating event logistics and reconciling event invoicing.
Business Development Director/Manager	The Director or Manager may be typically responsible for: developing fundraising initiatives; establishing and maintaining business relationships; overseeing program implementation; submitting grant proposals; managing member relations; and overseeing business development event planning.

APPENDIX B

BENCHMARK JOB CAPSULES

Finance and Administration – Director	The Director may be responsible for: leading and overseeing the budget development, monitoring investments and managing the IT function, office administration, HR policies and practices and other related programs. The Director ensures successful integration of all elements within the function.
Finance and Administration – Manager	The Manager may be responsible for planning, implementing, monitoring and evaluating specific elements of the finance and administration function. Key tasks may include: preparing and monitoring the annual budget; designing internal controls to ensure asset protection (e.g. cost controls, expense policies); ensuring IT processes support organizational needs, and making recommendations when needed; performing regular financial reporting; and managing HR policy administration, benefits and employee files. This role typically supervises and assigns work to support positions.
Finance and Administration – Coordinator	The Coordinator may be responsible for providing support to the Manager or Director through the completion of various tasks. These may include preparing reports, entering data and maintaining databases, monitoring accounts, filing documentation, and managing general inquiries.
Technical/High-Performance – Director	The Director may be responsible for leading and executing the overall high-performance program. This may include providing strategic planning, budget development and program development with respect to coaching development, sport development, sport science and medicine, and team programs. (In some organizations, this position may be described as a Technical / High-Performance Advisor).
Technical/High-Performance – Manager	The Manager may be responsible for planning, implementing, monitoring and evaluating specific elements of the high-performance programs. This role typically supervises and assigns work to support positions.

APPENDIX B

BENCHMARK JOB CAPSULES

Technical/High-Performance – Coordinator	The Coordinator may be responsible for providing support to the Manager or Director through: the facilitation of athlete, coach, and sporting staff communications; assisting with the implementation of high-performance programs and activities; assisting with the development of team publications; and managing inventory of coach development materials.
Director of Program Development	The Director of Program Development may be responsible for the planning, organization, development, implementation and evaluation of one or more programs for the organization. This may include coach, referee, youth and/or athlete development. Primary role responsibilities may include: leading training and development events; delivering educational programs; designing courses; monitoring benchmark identifiers of program quality; managing stakeholder relationships; and integrating all program elements.
Program Coordinator	The Program Coordinator assists in the daily coordination and service delivery of a specific program. Responsibilities may include scheduling, preparing and maintaining project plans and budgets, communicating with internal and external clients, and data entry and maintenance of relevant CRM databases. This is typically a front-line service delivery position.
National Team Coach	The National Team Coach is responsible for leading one or more teams within the sport (e.g. Senior Women’s Team, Olympic Men’s Team, etc.). Specific responsibilities may include delivering technical leadership and coaching to the team(s), preparing annual training and competition plans, liaising with the high-performance Director and staff, managing and reporting team results, and monitoring and evaluating team member performance.
Performance Analyst	The Performance Analyst provides support in identifying general and sport-specific performance indicators, searching for or developing and implementing measurement tools, gathering data, and analyzing and reporting on data collected. Responsibilities include collecting data; conducting statistical analysis; interpreting and reporting on results; providing testing support; providing advice, guidance, and training regarding the implementation and effective uses of technology in various training and competition applications; and monitoring technological developments in the area of performance measures and technology for high-performance sport, and making recommendations.

APPENDIX B

BENCHMARK JOB CAPSULES

Executive Assistant	Under the direction of the Executive Director/CEO, this position may be responsible for the preparation of confidential reports, corporate correspondence and presentations for meetings (Board and other) and speaking engagements, the maintenance of administrative functions and general financial duties, providing support to the ED/CEO as needed (e.g. making travel plans, printing documentation, creating general reports). This position may also coordinate, plan and prepare minutes and follows-up on action items.
Administrative Assistant	The Administrative Assistant provides general administrative support to the organization or a function within the organization. Primary duties may include scheduling and preparing agendas and/or minutes for meetings and administration events; handling incoming and outgoing correspondence; maintaining internal databases (e.g. mailing lists, donation databases, employee records, etc.) and searching external databases (e.g. grant opportunities); providing support for event coordination; and other general office duties.

APPENDIX C

MBD BENCHMARK JOB CAPSULES

<p>MBD: Chief Executive Officer</p>	<p>This is the top executive position within the organization. The incumbent is responsible for the overall direction of the business and for achieving maximum financial returns. Co-ordinates the efforts of senior executives and works with them and with the Board of Directors to develop current and long-range objectives, strategies and policies for the organization. Promotes positive relations with all external factions, e. g. , customers, the financial community, and government. Responsible for pursuing and negotiating mergers, acquisitions and dispositions. May or may not serve as Board Chair. May be President of the organization. May report to the Board of Directors. Organizations that are a subsidiary, group or division should not match to this position. This is generally a single incumbent position.</p>
<p>MBD: Chief Operating Officer</p>	<p>This senior executive position carries out the goals, policies and objectives established by the Chief Executive Officer and the Board of Directors. Directs, co-ordinates and administers all aspects of the organization's operations or subsidiary operations through subordinates. Assists in the development of corporate policies that encompass such areas as human resources, operations, financial performance and expansion. Typically reports to the Chief Executive Officer. Organizations that are a subsidiary, group or division should not match to this position. This is generally a single incumbent position.</p>
<p>MBD: Marketing Director</p>	<p>Responsible for developing policies, programs and objectives for all product/service marketing activities within the organization. Directs marketing research, product planning and advertising functions to accomplish objectives. Advises and assists senior management on pricing and other market considerations affecting sales. Typically reports to the Marketing and Sales Executive, the Marketing and Sales Executive (Subsidiary/Group/Division), the Marketing Executive, or to the Marketing Executive (Subsidiary/Group/Division).</p>

APPENDIX C

MBD BENCHMARK JOB CAPSULES

<p>MBD: Marketing Manager</p>	<p>Manage day-to-day marketing programs and activities so that they meet the organization's short and long-term business objectives, comply with regulations and standards, and protect the organization's public reputation. Develop and implement marketing plans for the organization's products/services to meet established targets. Activities may include: market research, oversight of product development and design; pricing; launch new products; oversee advertising campaigns; and monitor sales performance. Contribute to business planning at the executive level to develop a marketing strategy consistent with the organization's overall mission, vision, and objectives. Define advertising objectives, recommend choice of media, and allocate resources so advertising campaigns are effective, economical, and appropriate for intended audience. Select and manage ongoing relationships with vendors. Adjust marketing strategy and plans to meet changing markets and competitive conditions. Liaise with other managers to ensure marketing activities are integrated with other parts of the business and align with the overall corporate objectives. Lead, direct, evaluate, and develop a team of marketing professionals. Frequently reports to a Marketing Director, Marketing Executive (Subsidiary/Group/Division), or Top Marketing Executive.</p>
<p>MBD: Marketing Assistant</p>	<p>Entry position. Provide analytical and administrative support to marketing specialists and manager, update databases, handle promotion activities, liaise with vendors.</p>

APPENDIX C

MBD BENCHMARK JOB CAPSULES

<p>MBD: Finance Director</p>	<p>Highly experienced senior manager accountable for budget and policy recommendations and medium-term planning. Analyze the organization's revenues, liabilities, credit conditions, and other financial indicators to forecast its short, medium, and long-term cash flow position. Evaluate and recommend investments, funding sources, and other financial instruments that will meet these cash flow needs. Advise senior management on financial matters and on the potential impact of current and future laws and regulations on the operation of the organization. Provide technical expertise and advice on financial issues to functional or operational areas managers to help them develop revenue and expense budgets, understand financial reports, and manage their financial responsibilities. Select, and manage ongoing relationships with, external consultants and advisors (e. g. , tax advisors, accounting firms) to ensure the organization receives satisfactory standards of service. Lead, direct, evaluate, and develop financial staff to ensure the organization's accounting activities are conducted accurately, ethically, consistently and according to relevant regulations, laws, and standards.</p>
<p>MBD: Finance Manager</p>	<p>Manage the day-to-day financial activities of the organization; control its financial resources and ensure that all financial transactions, systems and procedures comply with regulations, accounting principles, and standards. Activities may include: financial analysis and reporting; taxation; insurance; credit control; accounts payable and receivable; inventory and costs control; and budgeting and forecasting. Analyze the organization's revenues, liabilities, credit conditions, and other financial indicators to forecast its short, medium, and long-term cash flow position; evaluate and recommend investments and other financial instruments to meet these cash flow needs. Advise management on financial matters and the impact of laws and regulations on the organization. Provide expertise and advice to managers to help them develop budgets, understand financial reports, and manage their financial responsibilities. Present findings and recommendations to top executives. Prepare financial reports. Reports may include auditor and financial analyst reports; profit and loss, balance sheets; and regulatory reports and filings. Ensure all tax returns, declarations, and other required reports are submitted accurately and on time. Select and manage relationships with consultants and advisors to ensure the satisfactory standards of service. Lead, direct, evaluate, and develop financial staff. Typically reports to the Finance Director.</p>

APPENDIX C

MBD BENCHMARK JOB CAPSULES

<p>MBD: Accounting Clerk – Experienced</p>	<p>Follow established procedures and guidelines to perform clerical accounting procedures accurately and on time. Maintain accurate financial records or account books, for example a creditors and debtors ledger; and sales, purchase, and cash journals. Make standard calculations to accurately compile and report statistics. Classify, code and record financial transactions and post entries to the general ledger. Check balance statements and other information provided by financial institutions. Verify and process accounts payable and receivable and other financial transactions such as bank deposits. Typically reports to the Accounting Manager or the Accounting Supervisor.</p>
<p>MBD: Executive Secretary – Senior</p>	<p>Provide high level secretarial and administrative support for one or more of the organization's executives, requiring discretion, confidentiality, a good understanding of technical and business vocabulary, and a detailed knowledge of the organization's operations, procedures, and people. Manage the executives' schedules. Make travel arrangements to make best use of their time. Gather, compile, verify, and analyze information for the executive's use in documents such as memos, letters, reports, speeches, presentations, and news releases. Facilitate smooth communications between the executive and coworkers and between the executive and external parties such as media, customers, and the public. Handle confidential information. Maintain the security of the executive's records and files. Monitor, review, and approve standard expenditures to ensure the activities of the office are conducted within established budgets. Perform tasks using independent judgment and discretion; e. g. , preparing documents and presentation materials; screening and responding to incoming correspondence, inquiries, and phone calls; drafting letters and official information releases; arranging and attending meetings; taking and distributing minutes.</p>
<p>MBD: Administrative Assistant - Experienced</p>	<p>Primary responsibility is delivering administrative assistance in day-to day job. Administer general business office activities. Such activities are clerical in nature and may include mail, word processing, filing, order processing, telephone answering and stationery supplies. Work within well-established guidelines. Typically requires a high school education or equivalent and two to four years of experience.</p>

MAKE TOMORROW, TODAY

