



CSLA | AAPC

Canadian Society of Landscape Architects
Association des architectes paysagistes du Canada

2015 Canadian Landscape Architect Compensation & Benefits Study

CANADIAN SOCIETY OF LANDSCAPE ARCHITECTS

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About the Canadian Society of Landscape Architects

Landscape Architecture is the design profession concerned with the design, planning, management and stewardship of the land. The work of landscape architects touches the design of outdoor public areas, landmarks and structures. The goal is to achieve environmental, social or aesthetically pleasing spaces by investigating existing social, ecological and geological conditions in the landscape. The work of landscape architects is all around us in the form and function of the land: the work often touches on urban design, site planning, storm water management, urban planning, restoration, parks and recreation planning, green infrastructure planning and private or residential master planning and design. For further information, please visit the CSLA website at www.csla-aapc.ca.

About The Portage Group

The Portage Group is a consultancy dedicated to helping associations and not-for-profit organizations along the various stages of their journey. Our consulting team offers deep sector expertise across multiple service areas that include: Research, Strategy, Search, Human Resources, Organizational Performance and Governance.

Disclaimer

Although the information in this report has been obtained from sources that The Portage Group believes to be reliable, this report is based on survey responses during the period of May 25 to June 19, 2015. Accordingly, its accuracy and completeness cannot be guaranteed. This report is for information purposes only. All opinions and estimates included in this report constitute the views of survey respondents combined with our judgment as of this date and are subject to revision.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	I
1. INTRODUCTION	1
APPROACH AND METHODOLOGY	1
DEFINITIONS	1
STUDY LIMITATIONS	2
2. PARTNER PROFILE	3
DEMOGRAPHIC PROFILE: PARTNER	3
EXPERIENCE PROFILE: PARTNER	5
COMPENSATION PROFILE: PARTNER	6
CASH COMPENSATION: PARTNER	8
CHANGES IN COMPENSATION: PARTNER	10
COMPENSATION BENCHMARKS: PARTNER	10
BENEFITS: PARTNER	13
3. PRINCIPAL PROFILE	18
DEMOGRAPHIC PROFILE: PRINCIPAL	18
EXPERIENCE PROFILE: PRINCIPAL	20
COMPENSATION PROFILE: PRINCIPAL	21
CASH COMPENSATION: PRINCIPAL	23
CHANGES IN COMPENSATION: PRINCIPAL	25
COMPENSATION BENCHMARKS: PRINCIPAL	25
BENEFITS: PRINCIPAL	28
4. ASSOCIATE PROFILE	33
DEMOGRAPHIC PROFILE: ASSOCIATE	33
EXPERIENCE PROFILE: ASSOCIATE	35
COMPENSATION PROFILE: ASSOCIATE	36
CASH COMPENSATION: ASSOCIATE	38
CHANGES IN COMPENSATION: ASSOCIATE	40
COMPENSATION BENCHMARKS: ASSOCIATE	40
BENEFITS: ASSOCIATE	43
5. SENIOR LANDSCAPE ARCHITECT PROFILE	48
DEMOGRAPHIC PROFILE: SENIOR LANDSCAPE ARCHITECT	48
EXPERIENCE PROFILE: SENIOR LANDSCAPE ARCHITECT	50
COMPENSATION PROFILE: SENIOR LANDSCAPE ARCHITECT	51
CASH COMPENSATION: SENIOR LANDSCAPE ARCHITECT	53
CHANGES IN COMPENSATION: SENIOR LANDSCAPE ARCHITECT	55
COMPENSATION BENCHMARKS: SENIOR LANDSCAPE ARCHITECT	55
BENEFITS: SENIOR LANDSCAPE ARCHITECT	58

6. LANDSCAPE ARCHITECT PROFILE	63
DEMOGRAPHIC PROFILE: LANDSCAPE ARCHITECT	63
EXPERIENCE PROFILE: LANDSCAPE ARCHITECT.....	65
COMPENSATION PROFILE: LANDSCAPE ARCHITECT.....	66
CASH COMPENSATION: LANDSCAPE ARCHITECT.....	68
CHANGES IN COMPENSATION: LANDSCAPE ARCHITECT	70
COMPENSATION BENCHMARKS: LANDSCAPE ARCHITECT	70
BENEFITS: LANDSCAPE ARCHITECT	73
7. LANDSCAPE INTERN PROFILE.....	78
DEMOGRAPHIC PROFILE: LANDSCAPE INTERN	78
EXPERIENCE PROFILE: LANDSCAPE INTERN.....	80
COMPENSATION PROFILE: LANDSCAPE INTERN.....	81
CASH COMPENSATION: LANDSCAPE INTERN	83
CHANGES IN COMPENSATION: LANDSCAPE INTERN	85
COMPENSATION BENCHMARKS: LANDSCAPE INTERN	85
BENEFITS: LANDSCAPE INTERN	88

TABLE OF EXHIBITS

EXECUTIVE SUMMARY	I
EXHIBIT 1: CASH COMPENSATION.....	I
EXHIBIT 2: ADDITIONAL CASH COMPENSATION RATIO	II
EXHIBIT 3: BENEFITS RECEIVED	III
2. PARTNER PROFILE	3
EXHIBIT 2-1: DEMOGRAPHICS	3
EXHIBIT 2-2: ORGANIZATION PROFILE.....	4
EXHIBIT 2-3: QUALIFICATION PROFILE.....	5
EXHIBIT 2-4: YEARS OF EXPERIENCE.....	6
EXHIBIT 2-5: PAID TIME OFF.....	6
EXHIBIT 2-6: COMPENSATION STRUCTURE	7
EXHIBIT 2-7: CASH COMPENSATION BY REGION	8
EXHIBIT 2-8: ADDITIONAL CASH COMPENSATION RATIO.....	8
EXHIBIT 2-9: BASE COMPENSATION AS AN HOURLY WAGE.....	9
EXHIBIT 2-10: COMPENSATION QUARTILES.....	9
EXHIBIT 2-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	10
EXHIBIT 2-12: COMPENSATION BENCHMARKS FOR PARTNERS	11
EXHIBIT 2-12: COMPENSATION BENCHMARKS FOR PARTNERS (CONT'D).....	12
EXHIBIT 2-13: RETIREMENT BENEFITS RECEIVED	13
EXHIBIT 2-14: HEALTH BENEFITS RECEIVED.....	14
EXHIBIT 2-15: HEALTH BENEFITS	14
EXHIBIT 2-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	15
EXHIBIT 2-17: AUTOMOBILE BENEFITS RECEIVED	16
EXHIBIT 2-18: OTHER AUTOMOBILE RELATED BENEFITS	16
EXHIBIT 2-19: FRINGE BENEFITS RECEIVED	17
3. PRINCIPAL PROFILE.....	18
EXHIBIT 3-1: DEMOGRAPHICS	18
EXHIBIT 3-2: ORGANIZATION PROFILE.....	19
EXHIBIT 3-3: QUALIFICATION PROFILE.....	20
EXHIBIT 3-4: YEARS OF EXPERIENCE.....	21
EXHIBIT 3-5: PAID TIME OFF.....	21
EXHIBIT 3-6: COMPENSATION STRUCTURE	21
EXHIBIT 3-7: CASH COMPENSATION BY REGION	23
EXHIBIT 3-8: ADDITIONAL CASH COMPENSATION RATIO.....	23
EXHIBIT 3-9: BASE COMPENSATION AS AN HOURLY WAGE.....	24
EXHIBIT 3-10: COMPENSATION QUARTILES.....	24
EXHIBIT 3-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	25
EXHIBIT 3-12: COMPENSATION BENCHMARKS FOR PRINCIPALS.....	26
EXHIBIT 3-12: COMPENSATION BENCHMARKS FOR PRINCIPALS (CONT'D)	27

EXHIBIT 3-13: RETIREMENT BENEFITS RECEIVED	28
EXHIBIT 3-14: HEALTH BENEFITS RECEIVED.....	29
EXHIBIT 3-15: HEALTH BENEFITS	29
EXHIBIT 3-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	30
EXHIBIT 3-17: AUTOMOBILE BENEFITS RECEIVED	31
EXHIBIT 3-18: OTHER AUTOMOBILE RELATED BENEFITS	31
EXHIBIT 3-19: FRINGE BENEFITS RECEIVED	32
4. ASSOCIATE PROFILE.....	33
EXHIBIT 4-1: DEMOGRAPHICS	33
EXHIBIT 4-2: ORGANIZATION PROFILE.....	34
EXHIBIT 4-3: QUALIFICATION PROFILE.....	35
EXHIBIT 4-4: YEARS OF EXPERIENCE.....	36
EXHIBIT 4-5: PAID TIME OFF	36
EXHIBIT 4-6: COMPENSATION STRUCTURE	36
EXHIBIT 4-7: CASH COMPENSATION BY REGION	38
EXHIBIT 4-8: ADDITIONAL CASH COMPENSATION RATIO.....	38
EXHIBIT 4-9: BASE COMPENSATION AS AN HOURLY WAGE.....	39
EXHIBIT 4-10: COMPENSATION QUARTILES.....	39
EXHIBIT 4-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	40
EXHIBIT 4-12: COMPENSATION BENCHMARKS FOR ASSOCIATES.....	41
EXHIBIT 4-12: COMPENSATION BENCHMARKS FOR ASSOCIATES (CONT'D).....	41
EXHIBIT 4-13: RETIREMENT BENEFITS RECEIVED	43
EXHIBIT 4-14: HEALTH BENEFITS RECEIVED.....	44
EXHIBIT 4-15: HEALTH BENEFITS	44
EXHIBIT 4-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	45
EXHIBIT 4-17: AUTOMOBILE BENEFITS RECEIVED	46
EXHIBIT 4-18: OTHER AUTOMOBILE RELATED BENEFITS	46
EXHIBIT 4-19: FRINGE BENEFITS RECEIVED	47
5. SENIOR LANDSCAPE ARCHITECT PROFILE	48
EXHIBIT 5-1: DEMOGRAPHICS	48
EXHIBIT 5-2: ORGANIZATION PROFILE.....	49
EXHIBIT 5-3: QUALIFICATION PROFILE.....	50
EXHIBIT 5-4: YEARS OF EXPERIENCE.....	51
EXHIBIT 5-5: PAID TIME OFF	51
EXHIBIT 5-6: COMPENSATION STRUCTURE	51
EXHIBIT 5-7: CASH COMPENSATION BY REGION	53
EXHIBIT 5-8: ADDITIONAL CASH COMPENSATION RATIO.....	53
EXHIBIT 5-9: BASE COMPENSATION AS AN HOURLY WAGE.....	54
EXHIBIT 5-10: COMPENSATION QUARTILES.....	54
EXHIBIT 5-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	55
EXHIBIT 5-12: COMPENSATION BENCHMARKS FOR SENIOR LANDSCAPE ARCHITECTS.....	56
EXHIBIT 5-12: COMPENSATION BENCHMARKS FOR SENIOR LANDSCAPE ARCHITECTS (CONT'D)	56
EXHIBIT 5-13: RETIREMENT BENEFITS RECEIVED	58
EXHIBIT 5-14: HEALTH BENEFITS RECEIVED.....	59

EXHIBIT 5-15: HEALTH BENEFITS	59
EXHIBIT 5-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	60
EXHIBIT 5-17: AUTOMOBILE BENEFITS RECEIVED	61
EXHIBIT 5-18: OTHER AUTOMOBILE RELATED BENEFITS	61
EXHIBIT 5-19: FRINGE BENEFITS RECEIVED	62
6. LANDSCAPE ARCHITECT PROFILE	63
EXHIBIT 6-1: DEMOGRAPHICS	63
EXHIBIT 6-2: ORGANIZATION PROFILE.....	63
EXHIBIT 6-3: QUALIFICATION PROFILE.....	65
EXHIBIT 6-4: YEARS OF EXPERIENCE.....	66
EXHIBIT 6-5: PAID TIME OFF.....	66
EXHIBIT 6-6: COMPENSATION STRUCTURE	66
EXHIBIT 6-7: CASH COMPENSATION BY REGION	68
EXHIBIT 6-8: ADDITIONAL CASH COMPENSATION RATIO.....	68
EXHIBIT 6-9: BASE COMPENSATION AS AN HOURLY WAGE.....	68
EXHIBIT 6-10: COMPENSATION QUARTILES.....	69
EXHIBIT 6-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	70
EXHIBIT 6-12: COMPENSATION BENCHMARKS FOR LANDSCAPE ARCHITECTS	71
EXHIBIT 6-12: COMPENSATION BENCHMARKS FOR LANDSCAPE ARCHITECTS (CONT'D)	72
EXHIBIT 6-13: RETIREMENT BENEFITS RECEIVED	73
EXHIBIT 6-14: HEALTH BENEFITS RECEIVED.....	74
EXHIBIT 6-15: HEALTH BENEFITS	74
EXHIBIT 6-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	75
EXHIBIT 6-17: AUTOMOBILE BENEFITS RECEIVED	76
EXHIBIT 6-18: OTHER AUTOMOBILE RELATED BENEFITS	76
EXHIBIT 6-19: FRINGE BENEFITS RECEIVED	77
7. LANDSCAPE INTERN PROFILE.....	78
EXHIBIT 7-1: DEMOGRAPHICS	78
EXHIBIT 7-2: ORGANIZATION PROFILE.....	79
EXHIBIT 7-3: QUALIFICATION PROFILE.....	80
EXHIBIT 7-4: YEARS OF EXPERIENCE.....	81
EXHIBIT 7-5: PAID TIME OFF.....	81
EXHIBIT 7-6: COMPENSATION STRUCTURE	81
EXHIBIT 7-7: CASH COMPENSATION BY REGION	83
EXHIBIT 7-8: ADDITIONAL CASH COMPENSATION RATIO.....	83
EXHIBIT 7-9: BASE COMPENSATION AS AN HOURLY WAGE.....	84
EXHIBIT 7-10: COMPENSATION QUARTILES.....	84
EXHIBIT 7-11: CHANGES IN COMPENSATION – PAST 12 MONTHS.....	85
EXHIBIT 7-12: COMPENSATION BENCHMARKS FOR LANDSCAPE INTERNS	86
EXHIBIT 7-12: COMPENSATION BENCHMARKS FOR LANDSCAPE INTERNS (CONT'D)	87
EXHIBIT 7-13: RETIREMENT BENEFITS RECEIVED	88
EXHIBIT 7-14: HEALTH BENEFITS RECEIVED.....	89
EXHIBIT 7-15: HEALTH BENEFITS	89
EXHIBIT 7-16: EDUCATION TIME OFF AND FINANCIAL ASSISTANCE	90

EXHIBIT 7-17: AUTOMOBILE BENEFITS RECEIVED	91
EXHIBIT 7-18: OTHER AUTOMOBILE RELATED BENEFITS	91
EXHIBIT 7-19: FRINGE BENEFITS RECEIVED	92

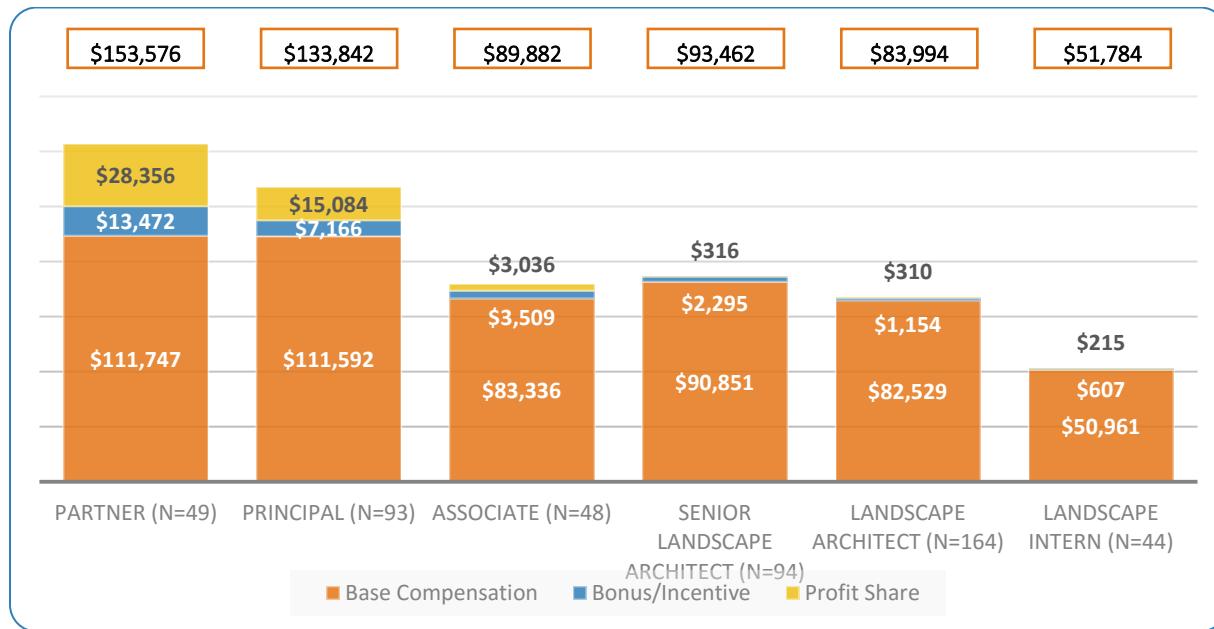
EXECUTIVE SUMMARY

As a leader of the landscape architect community, the Canadian Society of Landscape Architects (CSLA) seeks to provide information that can be used to improve the careers of its members across various areas. The **2015 Canadian Landscape Architect Compensation & Benefits Study** provides a comprehensive documentation of compensation and benefits currently provided to Landscape Architects across Canada. This report investigates all aspects of benefits and compensation and is useful in determining the appropriate level of compensation and benefits for Landscape Architects. This robust compensation study is the first national level study in Canada to focus on the Landscape Architect profession. The study was carried out by The Portage Group, a full-service management consulting firm that specializes in providing research and consulting services to associations.

CASH COMPENSATION

Not surprisingly, cash compensation in the landscape architect profession is highest among the two owner groups, Partners and Principals. Partners earn an average of almost \$153,600 per year (see **Exhibit 1**) which is comprised of approximately \$111,750 in base pay, \$13,500 in bonus or incentives and \$28,356 in profit share. At just over \$133,800, Principals earn on average 15% less. This difference in compensation between the two owner groups is almost entirely due to the bonus and profit share levels as the base compensation for both is almost equal.

Exhibit 1: Cash Compensation

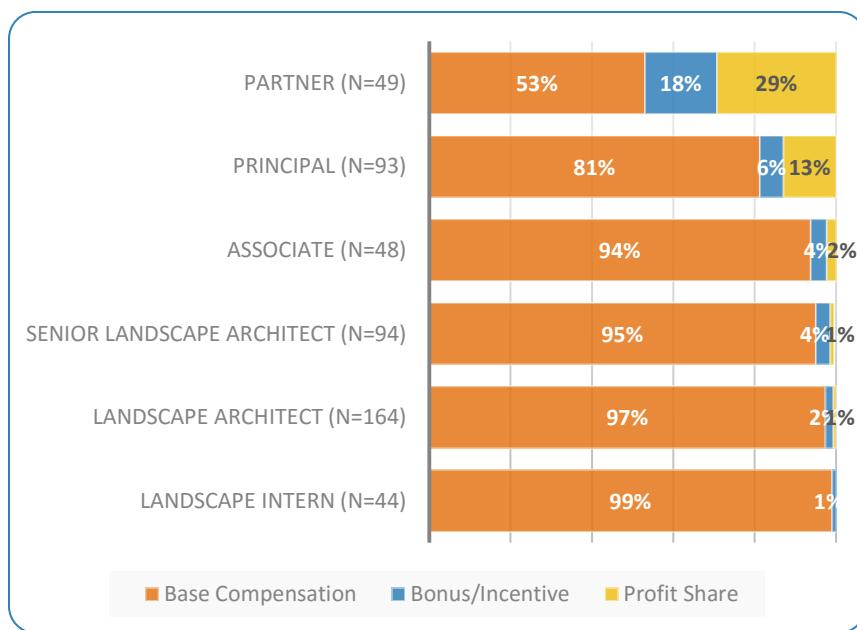


Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

Among the employee segments, compensation is highest for Senior Landscape Architects at almost \$93,500 followed closely by Associates employees at just under \$90,000 and Landscape Architects at just under \$84,000. The lowest average compensation is for Landscape Interns at just under \$52,000.

As mentioned above, the main difference in compensation between Partners and Principals is the level of bonus and profit share. Partner bonuses account for an average of 18% of total compensation compared to only 6% for Principals (see **Exhibit 2**). At 29%, Partner's profit share percentage is more than double what Principals see (13%).

Exhibit 2: Additional Cash Compensation Ratio



Note: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

BENEFITS

The level of benefits received varies considerably depending on the position (see **Exhibit 3**). A detailed summary of the specific benefits received can be found in the report. Highlights include:

- **Retirement Benefits:** Retirement benefits are most likely to be offered to Landscape Architects with three-quarters (75%) receiving them. Six in ten (61%) Senior Landscape Architects also receive retirement benefits. One-third or fewer receive them at the other four levels.
- **Health Benefits:** Roughly nine in ten respondents report that they receive at least some health benefits at all levels except Principals where only 54% report having them.
- **Automobile Benefits:** Automobile benefits are most common among Partners at 48%. Additionally, 43% of Senior Landscape Architects also report having automobile benefits. All other levels are below 40%.
- **Fringe Benefits:** The vast majority of all respondents reported receiving at least some fringe benefits. At 88%, Principals are the least likely to receive this type of benefit.

Exhibit 3: Benefits Received

	Partners	Principals	Associates	Senior Landscape Architects	Landscape Architects	Landscape Interns
Retirement Benefits	33%	23%	32%	61%	75%	35%
Health Benefits	92%	54%	90%	86%	90%	87%
Automobile Benefits	48%	39%	36%	43%	37%	33%
Fringe Benefits	100%	88%	96%	92%	97%	93%

1. INTRODUCTION

As a leader of the landscape architect community, the Canadian Society of Landscape Architects (CSLA) seeks to provide information that can be used to improve the careers of its members across various areas. The **2015 Canadian Landscape Architect Compensation & Benefits Study** provides a comprehensive documentation of compensation and benefits currently provided to Landscape Architects across Canada. This report investigates all aspects of benefits and compensation and is useful in determining the appropriate level of compensation and benefits for Landscape Architects. This robust compensation study is the first national level study in Canada to focus on the Landscape Architect profession. The study was carried out by The Portage Group, a full-service management consulting firm that specializes in providing research and consulting services to associations.

APPROACH AND METHODOLOGY

Email invitations were sent to approximately 2,006 members of the Canadian Society of Landscape Architects in May 2015. By the survey cut-off date of June 19, 2015, responses had been received from 549 members for a 27% response rate. This is a very strong response rate for this type of study.

Each survey allowed respondents to provide information on their own compensation, benefits and demographics. The survey covered full-time, permanent part-time, casual part-time and contract positions. If a position was not full-time, compensation data was adjusted to a full-time equivalent based on the number of hours worked. Following is a summary of the number of responses by job category (used for segmenting the results in this report):

	Responses
Partner	50
Principal	112
Associate	50
Senior Landscape Architect	98
Landscape Architect	171
Landscape Intern	48
<i>Professor (not reported due to small sample)</i>	7
<i>Associate Professor (not reported due to small sample)</i>	1
<i>Other (not reported due to small sample)</i>	12

DEFINITIONS

Following are a number of definitions for terminology used in this report.

- **Base Compensation:** This is the annual base amount of cash compensation an individual receives prior to any bonuses or incentives or profit share. To allow for comparisons, part-time and contract

wages/fees have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year (assuming 10 statutory holidays).

- **Bonus/Incentive or Additional Compensation:** This is cash compensation beyond the regular paycheque. This compensation is typically received as a bonus or incentive and may or may not be part of a formal incentive plan.
- **Profit Share:** This is also cash compensation beyond the regular paycheque. The amount of compensation received is usually tied to how well the company performs overall. When profits are earned, employees and/or owners receive a share in the form of a bonus or dividends.
- **Total Compensation:** Is base compensation plus bonus/incentive pay.
- **Hourly Rate:** This represents the hourly equivalent to base compensation. This rate can be used to calculate benchmark compensation for part-time positions. Where annual values were provided, hourly rates were calculated using the standard hours upon which the annual rate is based over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include any bonus or incentive pay.
- **Bonus Percent:** This is the amount of bonus or incentive compensation expressed as a percentage of base compensation.
- **Profit Share Percent:** This is the amount of profit share compensation expressed as a percentage of base compensation.
- **Sample Size:** Shown as “N=” throughout the report, this is the number of cases the result is based upon.

STUDY LIMITATIONS

When interpreting the results of this study, it is important to keep in mind the following limitations:

- Compensation figures are as of June 2015.
- Results are based on survey responses and are only as accurate as the data provided by survey participants.
- This survey was conducted using the member list from Canadian Society of Landscape Architects and is not a random sample. Because the survey was not random, the results may or may not be an accurate representation of the total of the landscape architect sector in Canada. Accordingly, the findings in this report reflect the views of only those that participated.
- Results throughout the report, particularly for subgroups, should be interpreted with caution due to small sample sizes.

2. PARTNER PROFILE

This section discusses the compensation and benefits for the 50 Partners that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: PARTNER

The demographic profile of Partners presented in **Exhibit 2-1** provides an overview of who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Partners.

Key demographics include:

- Just over four in ten (42%) participating Partners are from Ontario while one-third (32%) are from British Columbia. Combined, these two regions account for three-quarters (74%) of participating Partners. There is also strong representation from Alberta at 14%.
- Two-thirds (66%) of Partners reside in large or major cities.
- Two-thirds (67%) of Partners are male.
- The average age of Partners is 55 with half (51%) in the 56 to 65 age group. The 46 to 55 age group is also sizable at 24%

Exhibit 2-1: Demographics

	Partners N=50
Province of Residence	
Alberta	14%
British Columbia	32%
Manitoba	4%
Newfoundland & Labrador	2%
Nova Scotia	2%
Ontario	42%
Quebec	2%
Saskatchewan	2%
Size of Community - Residence	N=50
Small town (pop < 10K)	2%
Small city (pop. 10K to 100K)	6%
Medium city (pop. 100K to 500K)	26%
Large city (pop. 500K to 1.5M)	32%
Major city (pop. > 1.5M)	34%
Gender	N=48
Male	67%
Female	33%
Age	N=45
26 to 35	2%
36 to 45	13%
46 to 55	24%
56 to 65	51%
66 or Older	9%
<i>Mean</i>	55.3
<i>Median</i>	57

Note: Percentages may not sum to 100% due to rounding.

Exhibit 2-2: Organization Profile

		Partners
		N=50
Type of Organization		
Sole practitioner		6%
Partnership/corporation		84%
Local government		8%
University or college		2%
Number of Employees - Total		N=48
One		6%
Two		6%
Three		4%
Four		2%
Five		8%
6 to 10		15%
11 to 25		23%
26 to 50		13%
51 to 75		4%
76 to 100		4%
101 to 500		8%
501 to 1000		2%
Over 1000		4%
<i>Mean</i>		168.0
<i>Median</i>		13
Number of Employees - Landscape Architecture		N=50
One		18%
Two		8%
Three		4%
Four		4%
Five		12%
6 to 10		24%
11 to 25		20%
26 to 50		10%
<i>Mean</i>		10.3
<i>Median</i>		8

Note: Percentages may not sum to 100% due to rounding.

Not surprisingly, the majority (84%) of Partners indicated that they work in partnerships/corporations (see **Exhibit 2-2**). While the average number of staff is quite high at 168, the median of 13 represents a better picture of the typical Partner organization. The high average is due to a handful of large companies in the respondent population. The average size of the landscape architect team where Partners work is 10.3.

EXPERIENCE PROFILE: PARTNER

All Partners in the study population indicate that they have a university-level degree in the field of landscape architecture (see **Exhibit 2-3**). Two-thirds (68%) hold an undergraduate degree while three in ten (30%) have a Master's degree in the field. Outside of the landscape field, 55% have completed additional post-secondary education. Most (90%) Partners identified themselves as being registered, 62% having obtained their registration more than 20 years ago. Only one-quarter (34%) indicate that they have completed their LARE exams.

Exhibit 2-3: Qualification Profile

	Partners N=50
Highest Level of Education - Landscape Architecture	
Undergraduate degree	68%
Master's degree	30%
PhD	2%
Highest Level of Education - Non-Landscape Architecture	N=49
High school graduate or less	29%
Some college, technical school or university	16%
College graduate	12%
University undergraduate degree	33%
Master's degree (e.g., MBA)	6%
Doctorate/PhD	4%
Membership Category	N=50
Registered Landscape Architect	90%
Landscape Architect	6%
Intern	4%
Registration Year	N=44
2011 to 2015	2%
2006 to 2010	14%
2001 to 2005	18%
1996 to 2000	5%
1991 to 1995	16%
1986 to 1990	7%
1985 or earlier	39%
<i>Mean (years)</i>	22.2
<i>Median (years)</i>	24
Completed the LARE	N=50
Yes	34%

Note: Percentages may not sum to 100% due to rounding.

Eight in ten (80%) Partners have been in the landscape architect profession for more than 15 years (see **Exhibit 2-4**). Moreover, the average is 26 years. In this time, they have spent an average of 19 years at their current seniority level and 16 years in their current position.

Exhibit 2-4: Years of Experience

	Current Position N=50	Current Employer/ Organization N=50	At Seniority Level N=49	In Landscape Architecture N=50
1 Year or Less	6%	2%	2%	0%
1.1 Years to 3 Years	10%	8%	8%	0%
3.1 Years to 5 Years	6%	4%	8%	0%
5.1 Years to 10 Years	18%	6%	12%	6%
10.1 Years to 15 Years	18%	22%	16%	14%
15.1 Years to 20 Years	12%	18%	10%	20%
More Than 20 Years	30%	40%	43%	60%
<i>Mean</i>	16.1	20.0	18.9	26.3
<i>Median</i>	15	20	17	29

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: PARTNER

On average, Partners receive 4 weeks of vacation (20.9 days) and 6.4 personal days. As seen in **Exhibit 2-5**, vacation ranges primarily from 3 weeks to 5 weeks with three-quarters (76%) falling in this range. When it comes to personal days, Partners are all over the map with 27% indicating they have 10 to 15 days and 23% citing 5 days. A further 23% indicated they have no personal days.

Exhibit 2-5: Paid Time Off

Number of Paid Vacation Days	Partners N=38
Less than 1 week	3%
1 week	0%
2 weeks	5%
3 weeks	21%
4 weeks	26%
5 weeks	29%
6 weeks	16%
<i>Mean</i>	20.9
<i>Median</i>	20
Number of Paid Personal Days	N=22
None	23%
Less than 5 days	9%
5 days	23%
6 to 9 days	14%
10 to 15 days	27%
More than 15 days	5%
<i>Mean</i>	6.4
<i>Median</i>	5

Note: Percentages may not sum to 100% due to rounding.

Exhibit 2-6: Compensation Structure

		Partners
Employment Status		N=50
Owner		88%
Full-time employee		12%
Pay Structure		N=50
Salary		84%
Hourly		4%
Owner/Contract (draw, profits, contract amount, etc.)		12%
Variable Cash Compensation		N=50
Have a performance bonus/incentive plan		58%
Participate in profit sharing		66%
Overtime Policy		N=50
No reward for overtime		60%
Time off in lieu		30%
Paid at regular hourly rate		6%
Paid an enhanced hourly rate		4%
Standard Hours Per Week		N=47
16 to 30 Hours		2%
31 to 35 Hours		9%
35 to 40 Hours		83%
40 to 45 Hours		4%
45 to 50 Hours		0%
More Than 50 Hours		2%
<i>Mean</i>		38.3
<i>Median</i>		37.5
Average Hours Actually Worked Per Week		N=48
16 to 30 Hours		4%
31 to 35 Hours		0%
35 to 40 Hours		27%
40 to 45 Hours		19%
45 to 50 Hours		35%
More Than 50 Hours		15%
<i>Mean</i>		46.4
<i>Median</i>		46

Note: Percentages may not sum to 100% due to rounding.

A general profile of the Partner position is presented in **Exhibit 2-6** to provide context to the compensation data.

Almost nine in ten (88%) identified themselves as owners. For the 84% that indicated they receive a salary, this can sometimes be equated to a draw.

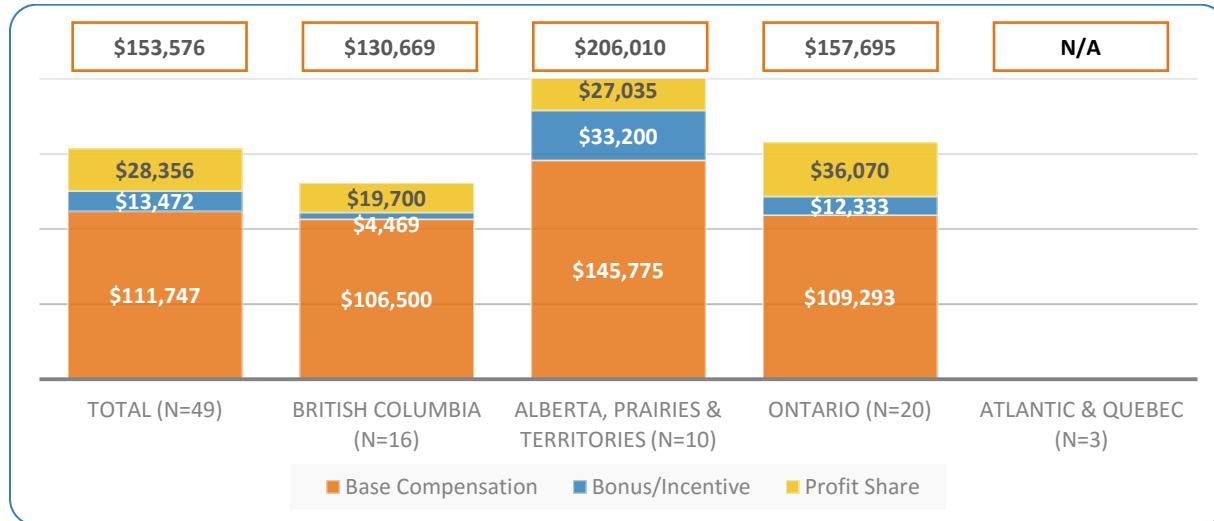
Not surprisingly, many Partners indicated that they have a bonus/incentive (58%) and/or profit sharing (66%) as a component to their compensation.

Most Partners do not get paid for overtime. In fact, six in ten (60%) indicated there is no recognition of overtime while three in ten (30%) get time off in lieu. While the average standard work week is 38.3 hours, Partners work an average of 46.4 hours per week with fully half (50%) reporting they work in excess of 45 hours.

CASH COMPENSATION: PARTNER

Compensation for participating Partners averages almost \$153,600 per year (see **Exhibit 2-7**). This is comprised of approximately \$111,750 in base pay, \$13,500 in bonus or incentives and \$28,350 in profit share. As Partners are generally owners of the business, the base pay may be in the form of a regular draw. The exhibit also shows the regional breakdowns. Regionally, Partners in Alberta/Prairies are at the top of the pay scale at \$206,000, 31% more than any other region.

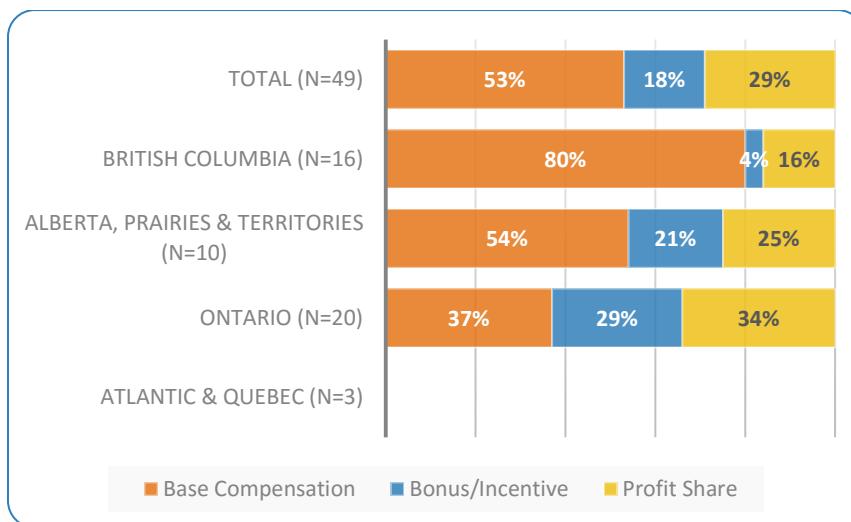
Exhibit 2-7: Cash Compensation by Region



Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

As noted earlier, almost six in ten (58%) Partners have a bonus component to their compensation while two-thirds (66%) have profit share. As seen in **Exhibit 2-8**, the average compensation is comprised of 53% base compensation (or draw), 18% bonus, and 29% profit share. These are sector-wide percentages that include zeros for those who do not receive these components.

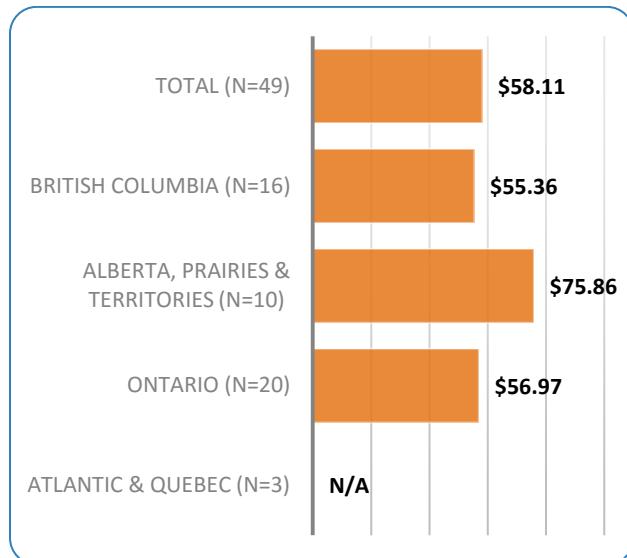
Exhibit 2-8: Additional Cash Compensation Ratio



Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Regionally, Partners in British Columbia report the highest percentage of base pay at 80% while those in Ontario have a higher bonus (29%) and profit share (34%).

Exhibit 2-9: Base Compensation as an Hourly Wage



Note: Hourly wages do not include additional cash compensation.

As an additional comparison point, [Exhibit 2-9](#) presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation only. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share. It should also be noted that the hourly rates represent “compensation” rates and not billing rates.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

Differences in hourly rates by level will be similar to those for the salaries presented earlier. As seen in the exhibit, the top paying region is Alberta/Prairies (\$75.86/hr).

[Exhibit 2-10](#) presents the quartile ranges for Partners for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

Exhibit 2-10: Compensation Quartiles

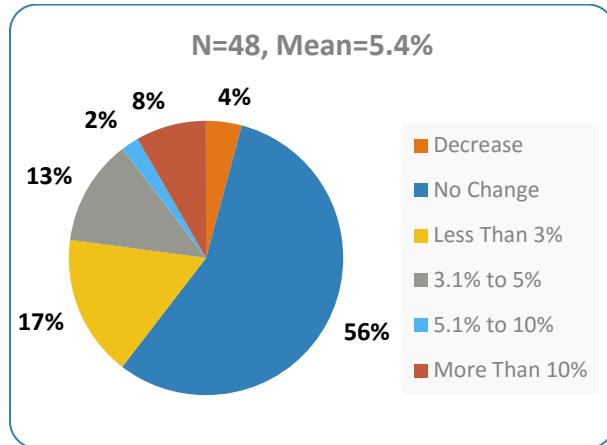
	Annual	Hourly
1 st quartile	\$43,000 to \$95,000	\$18.67 to \$40.00
2 nd quartile	\$95,000 to \$131,500	\$40.00 to \$56.53
3 rd quartile	\$131,500 to \$200,000	\$56.53 to \$74.67
4 th quartile	\$200,000 to \$450,000	\$74.67 to \$160.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year.

Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: PARTNER

Exhibit 2-11: Changes in Compensation – Past 12 Months



Note: Percentages may not sum to 100% due to rounding.

Over half (56%) of Partners indicated that there has been no change in their compensation in the past twelve months. However, many of the Partners that did see increases, saw sizable ones, to bring the position average to 5.4% (see [Exhibit 2-11](#)).

COMPENSATION BENCHMARKS: PARTNER

[Exhibit 2-12](#) provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Gender:** Male Partners earn, on average, 11% more than their female counterparts.
- **Age:** The average compensation among participating Partners is highest between the ages of 50 to 64.
- **Education:** At the Partner level, the study does not point to a direct correlation between education and compensation.
- **Years since Designation:** The results point to a general correlation between years since designation and compensation.
- **Size of Community:** Bigger cities equal higher compensation at the Partner level.

Exhibit 2-12: Compensation Benchmarks for Partners

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$58.11	\$111,747	\$13,472	\$28,356	\$153,576	17.7%	29.3%	49
Employment Status								
Owner	\$56.65	\$110,035	\$14,637	\$32,313	\$156,985	19.6%	33.4%	43
Full-time Employee	\$68.62	\$124,017	\$5,125	\$0	\$129,142	3.7%	0.0%	6
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Employment Status								
Owner	\$56.65	\$110,035	\$14,637	\$32,313	\$156,985	19.6%	33.4%	43
Employee	\$68.62	\$124,017	\$5,125	\$0	\$129,142	3.7%	0.0%	6
Gender								
Male	\$61.96	\$119,550	\$15,942	\$26,070	\$161,563	11.0%	25.3%	32
Female	\$52.62	\$100,533	\$8,000	\$36,667	\$145,200	32.0%	41.1%	15
Age								
Under 40	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
40 to 49	\$56.10	\$106,659	\$3,568	\$18,364	\$128,591	3.6%	19.3%	11
50 to 59	\$59.58	\$114,109	\$11,471	\$30,491	\$156,071	30.5%	31.2%	17
60 to 64	\$58.05	\$109,409	\$20,309	\$31,218	\$160,936	14.3%	36.3%	11
65 or Older	\$50.48	\$98,000	\$0	\$29,500	\$127,500	0.0%	28.1%	4
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$57.41	\$109,834	\$13,313	\$34,096	\$157,243	21.2%	35.0%	34
Graduate Degree	\$59.72	\$116,083	\$13,833	\$15,347	\$145,263	9.6%	16.4%	15
None	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Highest Level of Education - General								
No Post-Secondary	\$67.14	\$128,232	\$15,348	\$23,966	\$167,545	11.5%	16.8%	22
College	\$44.33	\$85,667	\$6,667	\$46,667	\$139,000	5.6%	41.0%	6
Undergraduate	\$50.59	\$96,100	\$6,767	\$34,680	\$137,547	6.3%	30.2%	15
Graduate	\$62.07	\$127,400	\$36,200	\$12,400	\$176,000	97.3%	73.5%	5
Member Category								
Registered Landscape Architect	\$57.58	\$110,832	\$13,788	\$29,033	\$153,652	18.7%	30.5%	44
Landscape Architect	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Intern	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Years Since Designation								
10 or Less	\$53.36	\$104,179	\$5,107	\$15,386	\$124,671	6.4%	19.8%	7
11 to 20	\$61.09	\$120,700	\$21,250	\$9,835	\$151,785	11.9%	7.4%	10
21 to 30	\$55.38	\$103,335	\$10,000	\$27,000	\$140,335	9.2%	3.8%	10
More Than 30	\$58.22	\$111,688	\$16,150	\$37,588	\$165,425	35.6%	57.9%	16
Completed LARE Exams								
Yes	\$49.52	\$95,859	\$7,632	\$15,747	\$119,238	29.6%	32.4%	17
No	\$62.68	\$120,188	\$16,575	\$35,055	\$171,817	11.3%	27.7%	32
Region - Work								
British Columbia	\$55.36	\$106,500	\$4,469	\$19,700	\$130,669	3.8%	16.4%	16
Alberta, Prairies & Territories	\$75.86	\$145,775	\$33,200	\$27,035	\$206,010	20.6%	25.3%	10
Ontario	\$56.97	\$109,293	\$12,333	\$36,070	\$157,695	29.0%	34.4%	20
Atlantic & Quebec	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Community Size - Work								
Small City or Smaller	\$48.44	\$90,433	\$7,250	\$5,333	\$103,017	6.1%	4.5%	6
Medium City	\$49.70	\$95,111	\$1,278	\$18,967	\$115,356	2.4%	39.4%	9
Large City	\$60.59	\$116,333	\$17,792	\$17,363	\$151,488	14.4%	14.8%	12
Major City	\$62.85	\$121,864	\$17,802	\$44,473	\$184,139	28.8%	39.8%	22

Exhibit 2-12: Compensation Benchmarks for Partners (cont'd)

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Organization Type								
Sole practitioner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Partnership/corporation	\$52.09	\$100,067	\$13,235	\$33,889	\$147,191	19.8%	35.0%	41
Government	\$67.94	\$120,400	\$0	\$0	\$120,400	0.0%	0.0%	4
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Total Employees								
1 to 5	\$63.78	\$125,604	\$7,208	\$4,833	\$137,646	2.7%	4.4%	12
6 to 25	\$50.04	\$98,125	\$12,833	\$22,761	\$133,719	11.6%	29.3%	18
26 to 500	\$66.38	\$124,721	\$19,779	\$62,268	\$206,768	13.6%	35.6%	14
More than 500	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Landscape Employees								
One	\$70.87	\$134,817	\$3,167	\$4,667	\$142,650	2.2%	3.0%	9
2 to 5	\$54.26	\$105,385	\$16,269	\$5,823	\$127,477	12.8%	6.8%	13
6 to 10	\$60.62	\$117,750	\$16,458	\$42,917	\$177,125	10.6%	46.9%	12
More Than 10	\$51.80	\$98,617	\$14,843	\$50,450	\$163,910	36.8%	50.5%	15
Years of Experience in Position								
3 Years or Less	\$57.22	\$109,200	\$2,500	\$10,338	\$122,038	3.5%	14.4%	8
4 to 10 Years	\$56.45	\$106,771	\$19,104	\$35,279	\$161,154	46.1%	40.0%	12
More Than 10 Years	\$59.05	\$114,509	\$14,169	\$30,462	\$159,140	9.8%	29.0%	29
Years of Experience in Organization								
3 Years or Less	\$53.08	\$104,800	\$4,000	\$1,540	\$110,340	5.7%	3.0%	5
4 to 10 Years	\$50.34	\$93,170	\$16,000	\$15,000	\$124,170	89.6%	76.1%	5
More Than 10 Years	\$59.76	\$115,019	\$14,363	\$33,506	\$162,888	10.0%	26.7%	39
Years of Experience at Seniority Level								
3 Years or Less	\$37.88	\$71,800	\$2,000	\$16,540	\$90,340	4.0%	23.0%	5
4 to 10 Years	\$67.63	\$128,725	\$12,925	\$35,335	\$176,985	9.1%	10.7%	10
More Than 10 Years	\$59.38	\$114,677	\$15,785	\$28,891	\$159,353	22.9%	36.8%	33
Years of Experience in Landscape Architecture								
3 Years or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
4 to 10 Years	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
More Than 10 Years	\$60.05	\$115,470	\$14,134	\$30,038	\$159,641	18.4%	30.9%	46

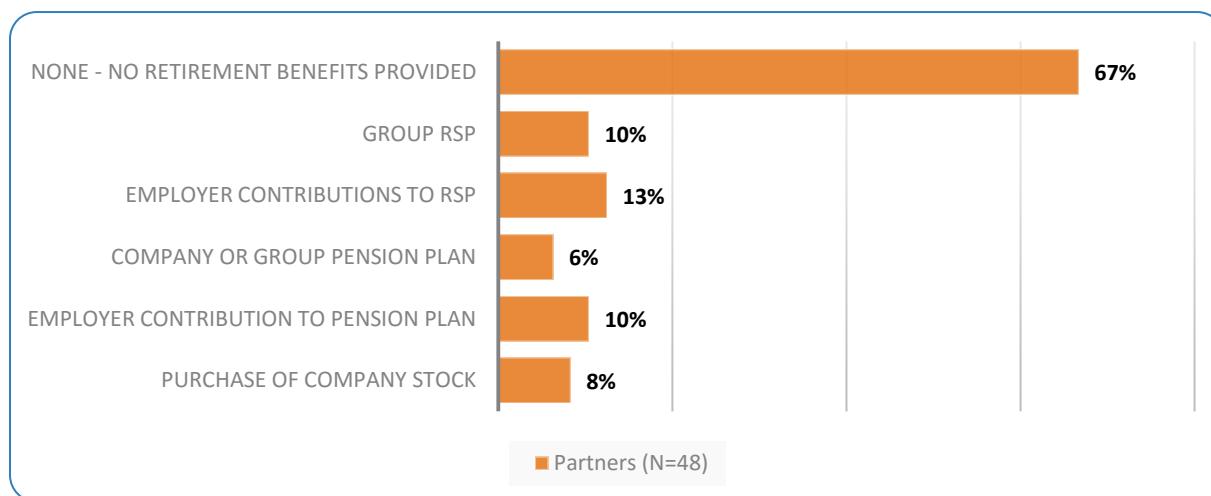
BENEFITS: PARTNER

While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RSP contributions, automobile and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Partners. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Only one-third (33%) of Partners indicated they receive retirement benefits of some kind (see **Exhibit 2-13**). Employer contributions to an RSP are most common at 13% followed by group RSP and employer contributions to a pension plan (both at 10%).

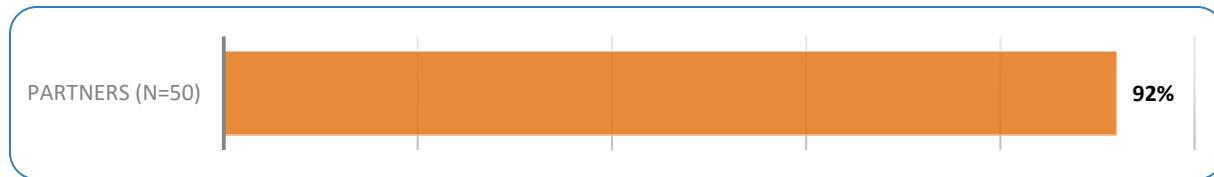
Exhibit 2-13: Retirement Benefits Received

Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

The vast majority (92%) of Partners report receiving some form of health benefits (see [Exhibit 2-14](#)).

Exhibit 2-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Partners are detailed in [Exhibits 2-15](#). Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

With the exception of the EAP, 57% or more of Partners reported receiving each of the benefits tested. The most likely to be completely company-funded are extended health care/major medical insurance, prescription drug insurance, and travel insurance. On the other hand, alternative therapy insurance, dental insurance, and life insurance are the most likely to be co-funded by the company and the Partner.

Exhibit 2-15: Health Benefits

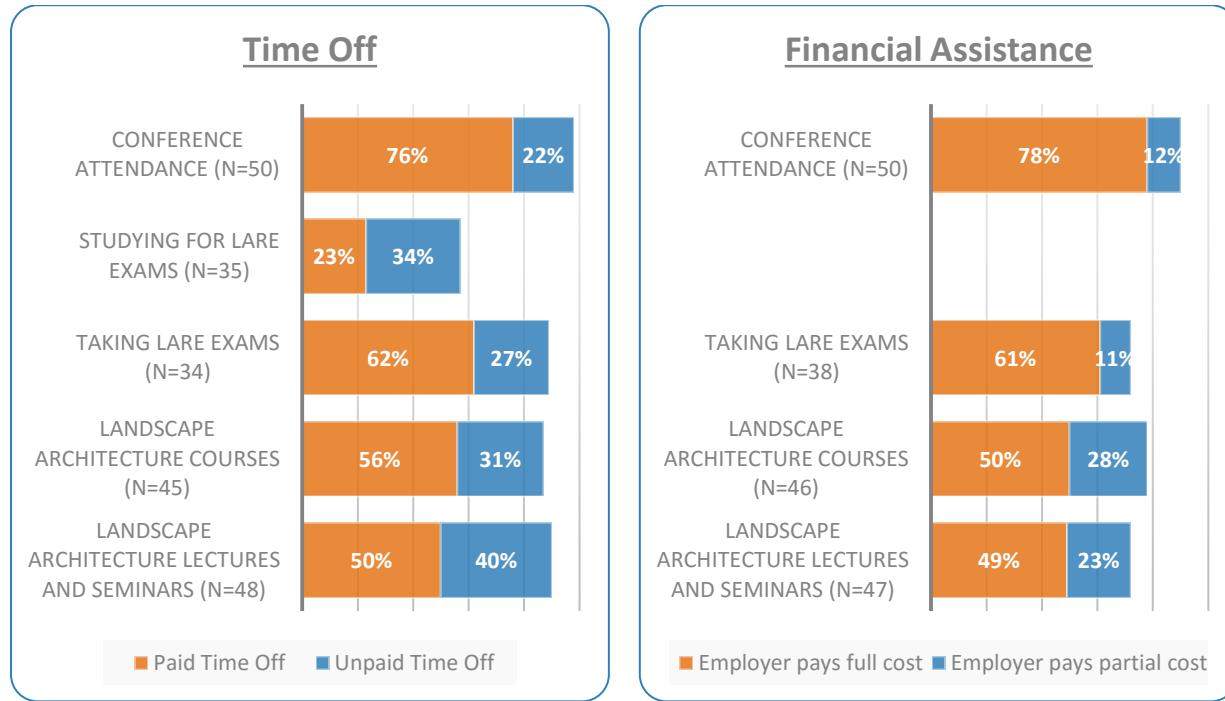
	Partners			
	Employer paid	Shared payment	Employee paid	N
Life insurance	38%	36%	6%	50
Survivor insurance	37%	22%	9%	46
Travel insurance	40%	22%	6%	50
Extended health care/major medical insurance	44%	33%	6%	48
Critical illness insurance	38%	22%	7%	45
Prescription drug insurance	44%	30%	8%	50
Dental insurance	36%	38%	6%	50
Vision insurance	32%	28%	6%	47
Short-term disability insurance	34%	23%	9%	47
Long-term disability insurance	34%	26%	13%	47
Alternative therapy insurance	28%	44%	7%	46
Employee Assistance Program (E.A.P.)	14%	14%	5%	37

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 2-16 illustrates the time off and financial support received by Partners for education. Company support is strongest for conference attendance where 76% get paid time off and 78% report that the company pays the cost. Support is also strong for taking the LARE exams (62% paid time off and 61% funded by the employer).

Exhibit 2-16: Education Time Off and Financial Assistance

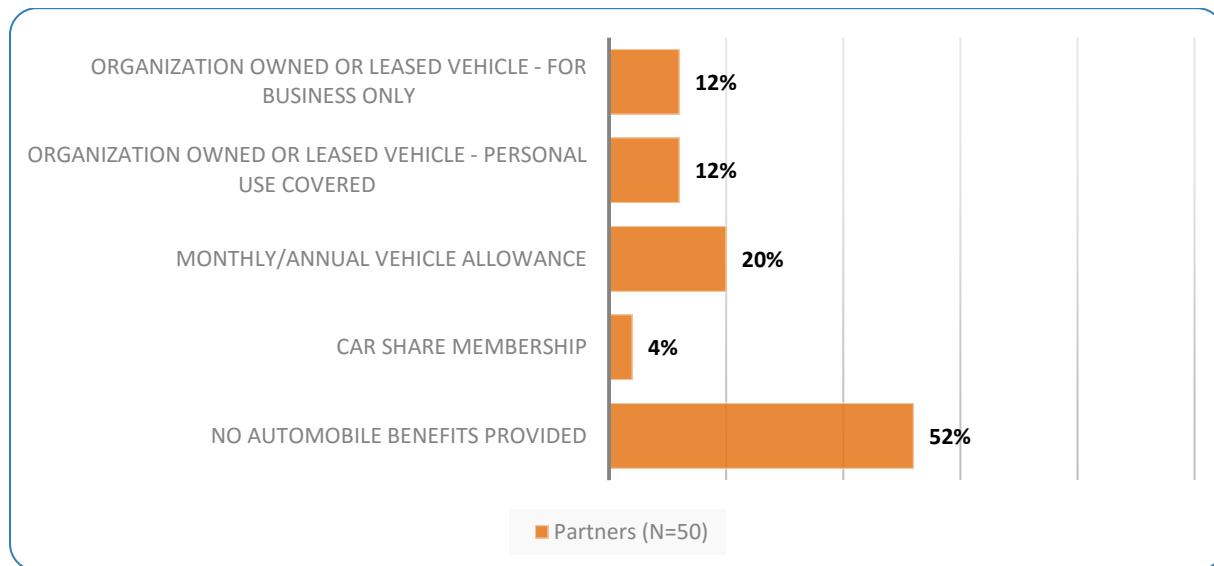


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only 48% of Partners receive an automobile benefit (see **Exhibit 2-17**). The most common benefit is a monthly or annual car allowance (20%).

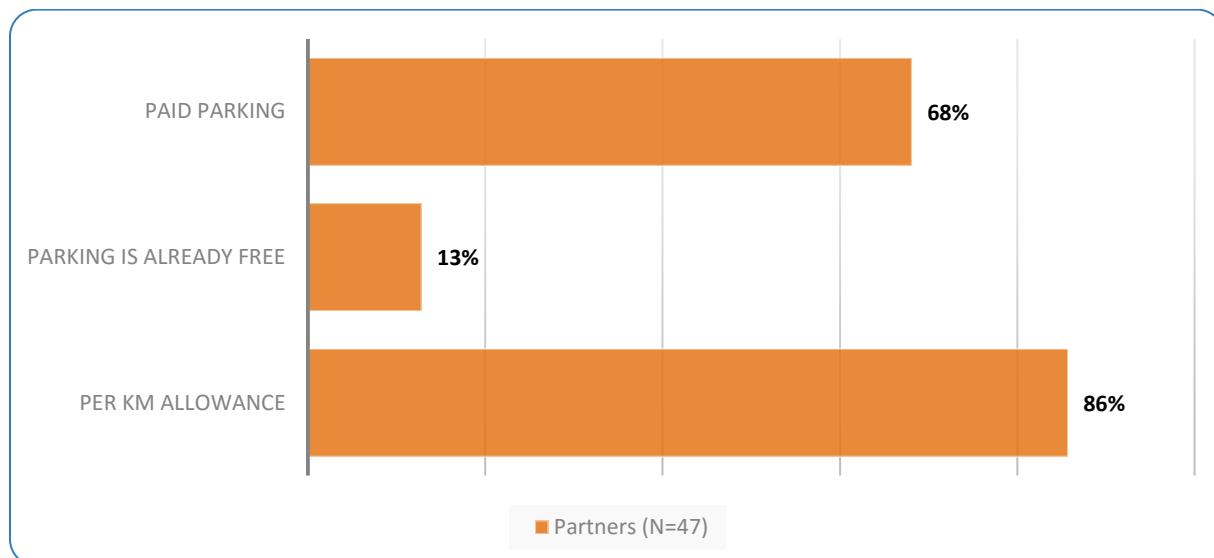
Exhibit 2-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in **Exhibit 2-18**, four in five (81%) Partners have free parking at the workplace. This includes 68% whose parking is paid and another 13% where parking is already free. The majority (86%) also receive a per kilometer reimbursement.

Exhibit 2-18: Other Automobile Related Benefits

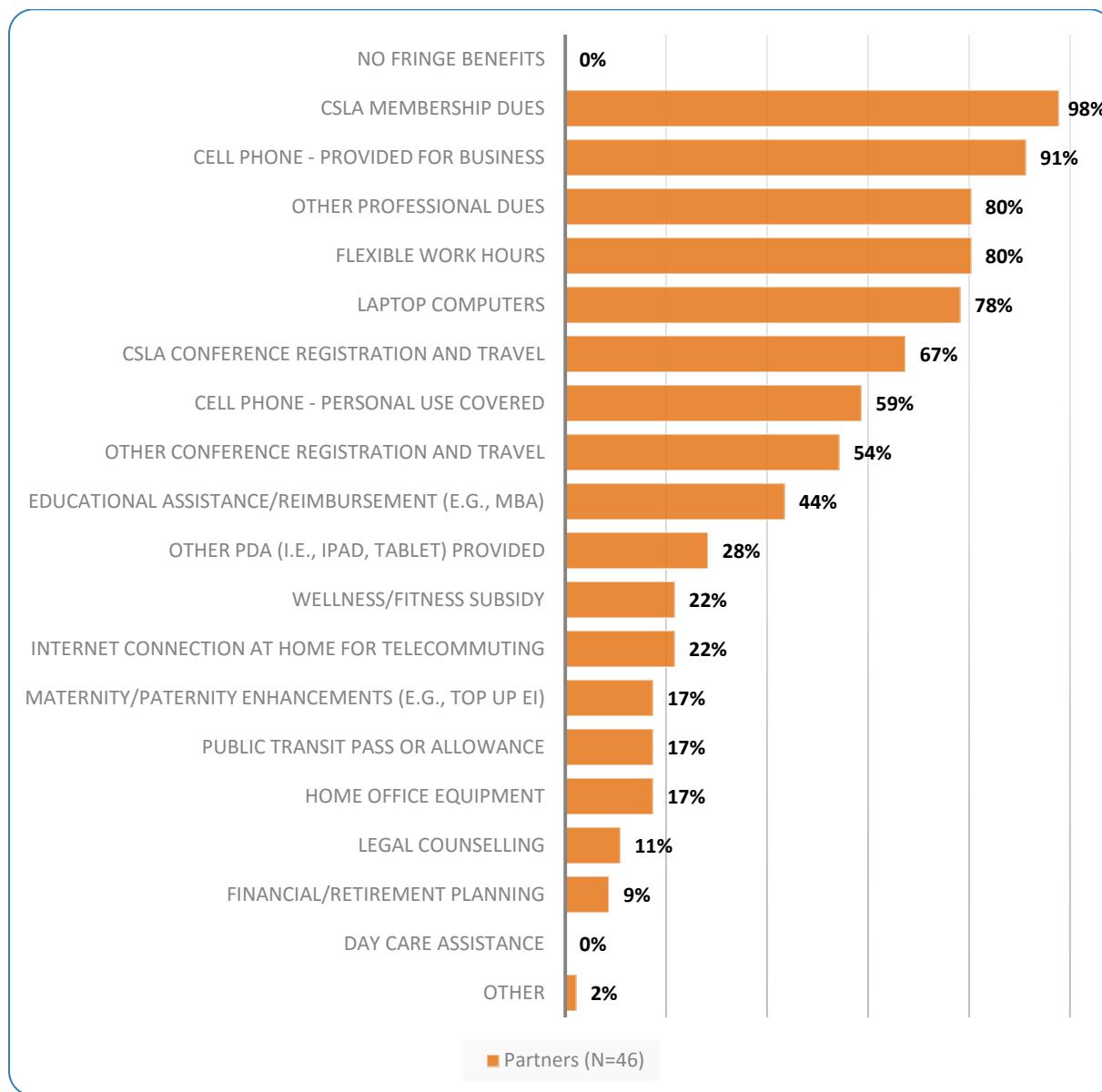


FRINGE BENEFITS

All (100%) Partners report receiving some form of fringe benefits (see **Exhibit 2-19**). CSLA membership dues are the top benefit and are almost universal at 98%. Other top-tier benefits received by more than three-quarters of all Partners include cell phone - provided for business (91%), other professional dues (80%), flexible work hours (80%), and laptop computers (78%)

Tier two benefits are less common but are still received by more than half of Partners. These include CSLA conference registration and travel (67%), cell phone - personal use covered (59%), and other conference registration and travel (54%).

Exhibit 2-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

3. PRINCIPAL PROFILE

This section discusses the compensation and benefits for the 112 Principals that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: PRINCIPAL

The demographic profile of Principals presented in [Exhibit 3-1](#) provides an overview of who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Principals.

Key demographics include:

- Almost four in ten (38%) of participating Principals are from Ontario while one-quarter (24%) are from British Columbia. There is also sizable representation from Manitoba and Quebec (each at 12%).
- More than half (53%) of Principals reside in large or major cities.
- More than three-quarters (78%) of Principals are male.
- The average age of Principals is 58 with just over four in ten (43%) in the 56 to 65 age group and two in ten (21%) in the 66 or older age group. The 46 to 55 age group is also sizable at 24%

Exhibit 3-1: Demographics

	Principals N=112
Province of Residence	
Alberta	8%
British Columbia	24%
Manitoba	12%
New Brunswick	2%
Northwest Territories	1%
Nova Scotia	2%
Prince Edward Island	1%
Ontario	38%
Quebec	12%
Saskatchewan	1%
Size of Community - Residence	N=112
Rural	4%
Small town (pop < 10K)	10%
Small city (pop. 10K to 100K)	16%
Medium city (pop. 100K to 500K)	18%
Large city (pop. 500K to 1.5M)	25%
Major city (pop. > 1.5M)	28%
Gender	N=110
Male	78%
Female	22%
Age	N=107
36 to 45	12%
46 to 55	24%
56 to 65	43%
66 or Older	21%
<i>Mean</i>	58.0
<i>Median</i>	59

Note: Percentages may not sum to 100% due to rounding.

Exhibit 3-2: Organization Profile

		Principals N=111
Type of Organization		
Sole practitioner		47%
Partnership/corporation		51%
Local government		1%
Provincial Government		1%
Number of Employees - Total		N=110
One		38%
Two		9%
Three		5%
Four		5%
Five		1%
6 to 10		16%
11 to 25		10%
26 to 50		9%
51 to 75		1%
76 to 100		0%
101 to 500		3%
501 to 1000		1%
Over 1000		4%
<i>Mean</i>		354.0
<i>Median</i>		3
Number of Employees - Landscape Architecture		N=110
One		43%
Two		9%
Three		9%
Four		7%
Five		1%
6 to 10		15%
11 to 25		11%
26 to 50		2%
51 to 75		1%
76 to 100		0%
101 to 500		3%
<i>Mean</i>		14.8
<i>Median</i>		2

Note: Percentages may not sum to 100% due to rounding.

Not surprisingly, many Principals indicated that they work in partnerships/corporations (51%) or are sole practitioners (47%) (see **Exhibit 3-2**). While the average number of staff is quite high at 354, the median of 3 represents a better picture of the typical Principal organization. The high average is due to a handful of large companies in the respondent population. The average size of the landscape architect team is 15.

EXPERIENCE PROFILE: PRINCIPAL

Most Principals in the study population (95%) indicated that they have a university-level degree in the field of landscape architecture. Six in ten (61%) hold an undergraduate degree while one third (34%) have a Master's degree in the field. Outside of the landscape field, 54% have completed additional post-secondary education. Just over eight in ten (82%) Principals identified themselves as being registered, nearly half (47%) of whom obtained their registration more than 30 years ago. Only 35% indicated that they have completed their LARE exams. These results are summarized in **Exhibit 3-3**.

Exhibit 3-3: Qualification Profile

	Principals N=110
Highest Level of Education - Landscape Architecture	
Undergraduate degree	61%
Master's degree	34%
None	6%
Highest Level of Education - Non-Landscape Architecture	N=110
High school graduate or less	28%
Some college, technical school or university	11%
College graduate	7%
University undergraduate degree	39%
Master's degree (e.g., MBA)	14%
Doctorate/PhD	1%
Membership Category	N=112
Registered Landscape Architect	82%
Landscape Architect	17%
Intern	1%
Registration Year	N=92
2011 to 2015	5%
2006 to 2010	7%
2001 to 2005	8%
1996 to 2000	12%
1991 to 1995	4%
1986 to 1990	17%
1985 or earlier	47%
<i>Mean (years)</i>	24.1
<i>Median (years)</i>	30
Completed the LARE	N=112
Yes	35%

Note: Percentages may not sum to 100% due to rounding.

Nine in ten (89%) Principals have been in the landscape architect profession for more than 15 years (see **Exhibit 3-4**). Moreover, the average is 28 years. In this time, they have spent an average of 21 years at their current level and 18 years in their current position.

Exhibit 3-4: Years of Experience

	Current Position N=112	Current Employer/ Organization N=112	At Seniority Level N=106	In Landscape Architecture N=111
1 Year or Less	3%	2%	2%	0%
1.1 Years to 3 Years	12%	9%	8%	2%
3.1 Years to 5 Years	14%	9%	8%	1%
5.1 Years to 10 Years	12%	11%	9%	5%
10.1 Years to 15 Years	8%	11%	10%	5%
15.1 Years to 20 Years	9%	12%	11%	13%
More Than 20 Years	43%	47%	52%	76%
<i>Mean</i>	17.6	19.3	20.8	28.3
<i>Median</i>	17	19	22	30

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: PRINCIPAL

On average, Principals receive 4 weeks in vacation (19.3 days) and 5.0 personal days. As seen in **Exhibit 3-5**, vacation ranges primarily from 3 weeks to 5 weeks with six in ten (61%) falling in this range. When it comes to personal days, Principals are all over the map with 35% indicating they have 5 days and 28% citing 6 to 15 days. A further 26% indicated they have no personal days.

Exhibit 3-6: Compensation Structure

Exhibit 3-5: Paid Time Off

Number of Paid Vacation Days	Principals N=54
Less than 1 week	9%
1 week	0%
2 weeks	11%
3 weeks	20%
4 weeks	24%
5 weeks	17%
6 weeks	17%
More than 6 weeks	2%
<i>Mean</i>	19.3
<i>Median</i>	20

Number of Paid Personal Days	Principals N=43
Less than 5 days	26%
5 days	9%
6 to 9 days	35%
10 to 15 days	14%
More than 15 days	14%
<i>Mean</i>	5.0
<i>Median</i>	5

Note: Percentages may not sum to 100% due to rounding.

Employment Status	N=112
Owner	90%
Full-time employee	7%
Casual part-time employee	1%
Contract employee	2%
Pay Structure	N=112
Salary	61%
Hourly	14%
Owner/Contract	25%
Variable Cash Compensation	N=112
Have a performance bonus/incentive plan	28%
Participate in profit sharing	36%
Overtime Policy	N=112
No reward for overtime	69%
Time off in lieu	18%
Paid at regular hourly rate	11%
Paid an enhanced hourly rate	3%
Standard Hours Per Week	N=95
15 Hours or Less	3%
16 to 30 Hours	12%
31 to 35 Hours	6%
35 to 40 Hours	65%
40 to 45 Hours	2%
45 to 50 Hours	6%
More Than 50 Hours	5%
Mean	38.6
Median	40.0
Average Hours Actually Worked Per Week	N=98
15 Hours or Less	6%
16 to 30 Hours	11%
31 to 35 Hours	6%
35 to 40 Hours	18%
40 to 45 Hours	14%
45 to 50 Hours	22%
More Than 50 Hours	21%
Mean	44.0
Median	45

Note: Percentages may not sum to 100% due to rounding.

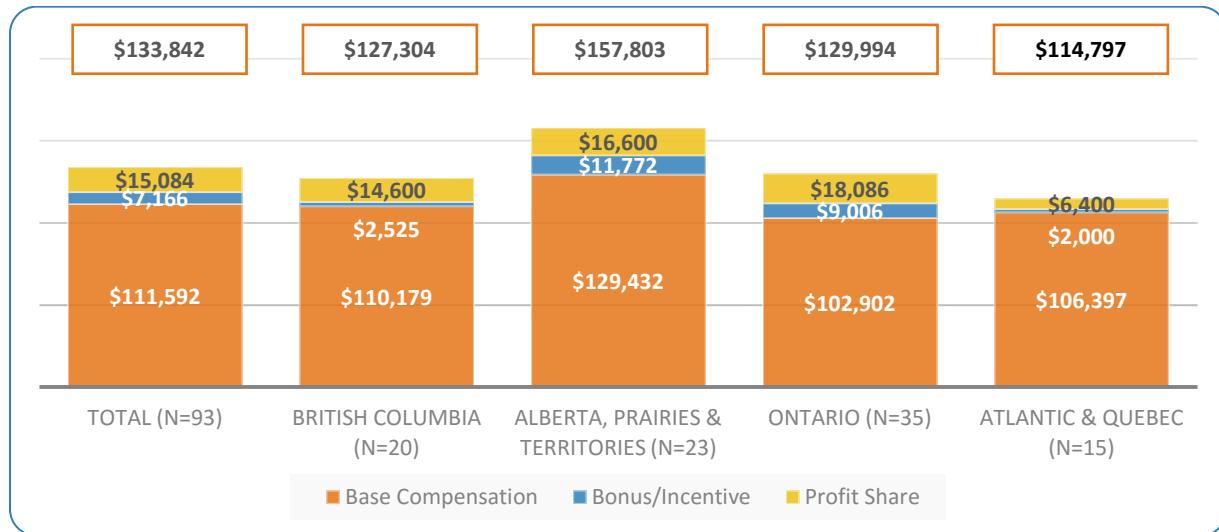
A general profile of the Principal position is presented in **Exhibit 3-6** to provide context to the compensation data. Nine in ten (90%) identified themselves as owners. For the 61% that indicated they receive a salary, this can sometimes be equated to a draw. Not surprisingly, Principals indicated that they have a bonus/incentive (28%) and/or profit sharing (36%) component to their compensation.

Most Principals do not get paid for overtime. In fact, 69% indicated there is no recognition of overtime while 18% get time off in lieu. While the average standard work week is 38.6 hours, Principals work an average of 44.0 hours per week with 43% reporting they work in excess of 45 hours.

CASH COMPENSATION: PRINCIPAL

Compensation for participating Principals averages almost \$133,900 per year (see **Exhibit 3-7**). This is comprised of approximately \$111,600 in base pay, \$7,200 in bonus or incentives and \$15,100 in profit share. As Principals are generally owners of the business, the base pay may be in the form of a regular draw against profits. The exhibit also shows the regional breakdowns. Regionally, Principals in Alberta/Prairies are at the top of the pay scale at \$157,800, 21% more than any other region.

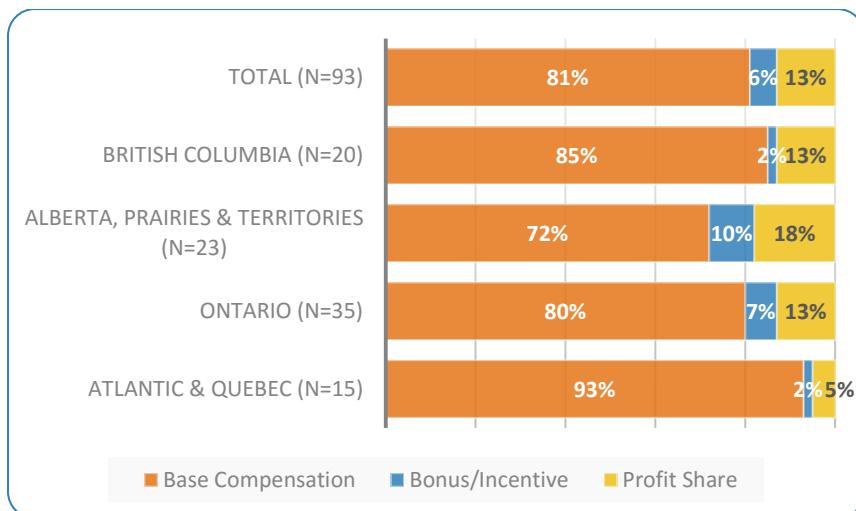
Exhibit 3-7: Cash Compensation by Region



Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

As noted earlier, 28% of Principals have a bonus component to their compensation while 36% have profit share. As seen in **Exhibit 3-8**, the average compensation is comprised of 81% base compensation, 6% bonus, and 13% profit share. These are sector-wide percentages that include zeros for those who do not receive these components.

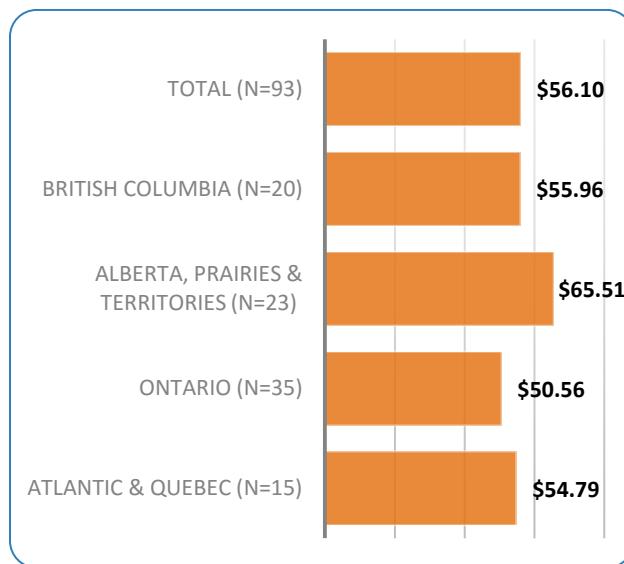
Exhibit 3-8: Additional Cash Compensation Ratio



Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Regionally, Principals in Atlantic/Quebec report the highest percentage of base pay at 93% while those in Alberta have the higher bonus (10%) and profit share (18%). Principals in Ontario also have a higher bonus (7%).

Exhibit 3-9: Base Compensation as an Hourly Wage



Note: Hourly wages do not include additional cash compensation.

As an additional comparison point, **Exhibit 3-9** presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation only. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share. It should also be noted that the hourly rates represent “compensation” rates and not billing rates.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

Differences in hourly rates by level will be similar those for the salaries presented earlier. As seen in the exhibit, the top paying region is Alberta/Prairies (\$65.51/hr).

Exhibit 3-10 presents the quartile ranges for Principals for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

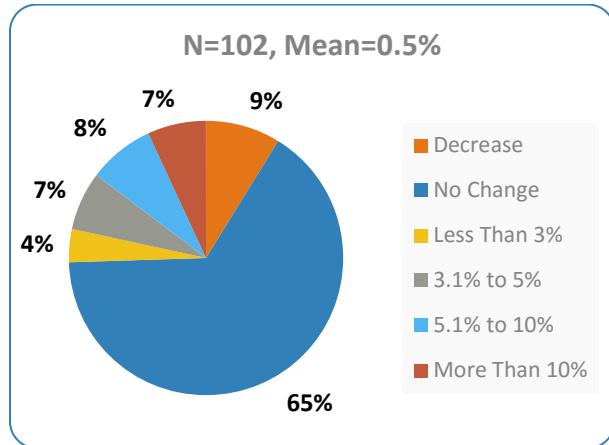
Exhibit 3-10: Compensation Quartiles

	Annual	Hourly
1 st quartile	\$30,000 to \$80,000	\$12.00 to \$38.95
2 nd quartile	\$80,000 to \$114,000	\$38.95 to \$50.00
3 rd quartile	\$114,000 to \$171,500	\$50.00 to \$71.17
4 th quartile	\$171,500 to \$407,000	\$71.17 to \$200.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year. Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: PRINCIPAL

Exhibit 3-11: Changes in Compensation – Past 12 Months



Note: Percentages may not sum to 100% due to rounding.

Almost two-thirds (65%) of Principals indicated that there has been no change in their compensation in the past twelve months (see **Exhibit 3-11**). One-quarter (26%) of Principals received an increase in cash compensation while 9% received a decrease. The average increase for Principals in the past twelve months was 0.5%.

COMPENSATION BENCHMARKS: PRINCIPAL

Exhibit 3-12 provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Gender:** Male Principals earn, on average, 34% more than their female counterparts.
- **Age:** Total compensation increases as age increases.
- **Education:** Those with an undergraduate university degree in landscape architecture earn more than those who don't. However, compensation is higher among those with a general graduate degree than those with a graduate degree in landscape architecture.
- **Size of the Landscape Team:** As the size of the landscape team gets bigger, so too does the average paycheque. The exception is that those working on their own (team of 1), have higher average compensation than those in teams of two to five.
- **Experience:** Experience is linked to compensation. The biggest factor is years of experience in the landscape architecture profession in general.

Exhibit 3-12: Compensation Benchmarks for Principals

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$56.10	\$111,592	\$7,166	\$15,084	\$133,842	5.8%	12.9%	93
Employment Status								
Owner	\$54.32	\$108,563	\$6,927	\$16,359	\$131,849	5.8%	14.1%	83
Full-time Employee	\$70.69	\$135,000	\$11,438	\$5,625	\$152,063	7.5%	4.1%	8
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Employment Status								
Owner	\$54.32	\$108,563	\$6,927	\$16,359	\$131,849	5.8%	14.1%	83
Employee	\$70.92	\$136,733	\$9,150	\$4,500	\$150,383	6.0%	3.3%	10
Gender								
Male	\$58.99	\$116,855	\$7,749	\$17,338	\$141,943	6.3%	14.4%	74
Female	\$46.20	\$93,574	\$5,471	\$6,647	\$105,691	4.4%	7.6%	17
Age								
Under 40	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
40 to 49	\$48.54	\$94,949	\$10,673	\$2,692	\$108,314	8.0%	2.9%	13
50 to 59	\$54.46	\$105,191	\$4,859	\$13,025	\$123,076	4.6%	11.9%	32
60 to 64	\$50.51	\$105,352	\$6,567	\$6,389	\$118,307	5.8%	7.9%	18
65 or Older	\$69.29	\$139,587	\$11,043	\$30,261	\$180,892	7.9%	22.0%	23
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$58.68	\$116,088	\$7,878	\$19,586	\$143,553	6.0%	17.3%	58
Graduate Degree	\$51.59	\$103,164	\$6,317	\$8,893	\$118,374	5.7%	6.7%	30
None	\$52.00	\$110,000	\$5,000	\$0	\$115,000	4.2%	0.0%	4
Highest Level of Education - General								
No Post-Secondary	\$57.96	\$113,792	\$7,242	\$21,189	\$142,223	6.6%	19.4%	37
College	\$59.54	\$112,143	\$20,857	\$45,429	\$178,429	12.0%	29.6%	7
Undergraduate	\$46.94	\$95,000	\$4,606	\$8,630	\$108,236	3.9%	7.6%	33
Graduate	\$69.86	\$142,554	\$2,893	\$1,143	\$146,590	1.6%	1.9%	14
Member Category								
Registered Landscape Architect	\$54.02	\$107,842	\$8,419	\$17,947	\$134,208	6.7%	15.9%	75
Landscape Architect	\$66.02	\$129,878	\$2,059	\$3,341	\$135,278	2.0%	0.8%	17
Intern	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Years Since Designation								
10 or Less	\$50.36	\$102,389	\$8,500	\$5,111	\$116,000	8.2%	5.2%	9
11 to 20	\$52.23	\$99,568	\$7,268	\$12,857	\$119,693	5.8%	11.1%	14
21 to 30	\$57.99	\$111,967	\$5,533	\$6,200	\$123,700	3.8%	5.7%	15
More Than 30	\$53.98	\$110,626	\$10,005	\$27,757	\$148,388	7.9%	24.4%	37
Completed LARE Exams								
Yes	\$49.39	\$97,139	\$7,547	\$7,563	\$112,249	6.1%	6.7%	32
No	\$59.62	\$119,174	\$6,966	\$19,030	\$145,169	5.6%	16.2%	61
Region - Work								
British Columbia	\$55.96	\$110,179	\$2,525	\$14,600	\$127,304	2.1%	13.0%	20
Alberta, Prairies & Territories	\$65.51	\$129,432	\$11,772	\$16,600	\$157,803	9.7%	17.5%	23
Ontario	\$50.56	\$102,902	\$9,006	\$18,086	\$129,994	7.0%	13.4%	35
Atlantic & Quebec	\$54.79	\$106,397	\$2,000	\$6,400	\$114,797	1.9%	4.7%	15
Community Size - Work								
Small City or Smaller	\$44.78	\$89,706	\$2,059	\$4,235	\$96,000	1.7%	3.0%	17
Medium City	\$49.85	\$102,796	\$6,333	\$12,500	\$121,630	5.7%	9.1%	18
Large City	\$61.79	\$119,702	\$6,300	\$17,259	\$143,261	5.6%	19.2%	34
Major City	\$60.75	\$122,201	\$12,635	\$21,625	\$156,462	9.0%	14.0%	24

Exhibit 3-12: Compensation Benchmarks for Principals (cont'd)

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Organization Type								
Sole practitioner	\$57.26	\$115,820	\$1,410	\$6,692	\$123,922	0.9%	4.4%	39
Partnership/corporation	\$54.88	\$108,077	\$11,537	\$21,543	\$141,157	9.5%	19.4%	53
Government	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Total Employees								
1 to 5	\$50.82	\$102,817	\$326	\$9,957	\$113,100	0.3%	9.2%	46
6 to 25	\$55.60	\$111,402	\$17,162	\$21,654	\$150,217	14.3%	19.0%	26
26 to 500	\$65.33	\$126,714	\$8,161	\$23,571	\$158,446	6.7%	17.5%	14
More than 500	\$77.30	\$144,600	\$11,200	\$6,000	\$161,800	7.2%	4.8%	5
Landscape Employees								
One	\$53.94	\$109,815	\$469	\$7,219	\$117,503	0.5%	4.0%	32
2 to 5	\$46.18	\$92,270	\$3,960	\$12,000	\$108,230	3.8%	15.1%	25
6 to 10	\$60.32	\$118,826	\$8,075	\$26,188	\$153,088	7.6%	24.1%	16
More Than 10	\$68.80	\$133,389	\$21,569	\$23,944	\$178,903	15.8%	16.5%	18
Years of Experience in Position								
3 Years or Less	\$47.48	\$94,083	\$1,542	\$833	\$96,458	1.3%	1.7%	12
4 to 10 Years	\$68.11	\$132,004	\$8,337	\$9,038	\$149,379	7.5%	6.7%	26
More Than 10 Years	\$52.31	\$105,763	\$7,840	\$21,051	\$134,654	6.0%	18.3%	55
Years of Experience in Organization								
3 Years or Less	\$44.44	\$90,250	\$1,313	\$1,250	\$92,813	1.3%	2.5%	8
4 to 10 Years	\$64.39	\$125,110	\$7,776	\$8,211	\$141,097	6.7%	5.0%	19
More Than 10 Years	\$55.13	\$110,287	\$7,700	\$18,739	\$136,727	6.1%	16.5%	66
Years of Experience at Seniority Level								
3 Years or Less	\$42.20	\$84,250	\$1,313	\$1,250	\$86,813	1.3%	2.5%	8
4 to 10 Years	\$61.26	\$118,011	\$4,400	\$5,067	\$127,478	3.7%	4.5%	15
More Than 10 Years	\$55.91	\$112,175	\$9,076	\$20,258	\$141,510	7.3%	17.2%	65
Years of Experience in Landscape Architecture								
3 Years or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
4 to 10 Years	\$26.51	\$57,250	\$0	\$0	\$57,250	0.0%	0.0%	4
More Than 10 Years	\$57.63	\$114,414	\$7,540	\$16,124	\$138,078	6.1%	13.8%	87

BENEFITS: PRINCIPAL

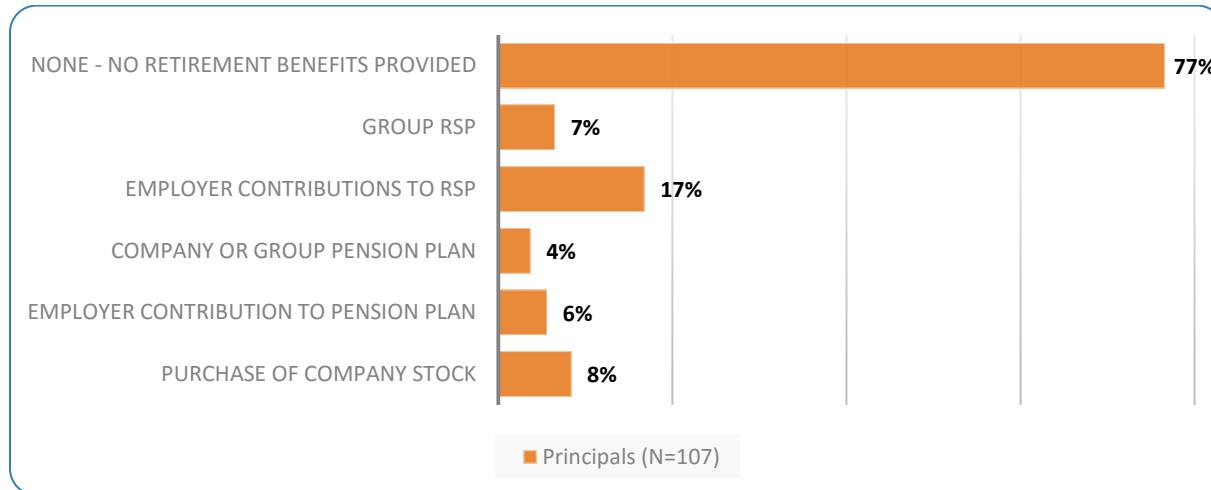
While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile benefits and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Principals. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Just over two in ten (23%) of Principals indicated they receive retirement benefits of some kind (see **Exhibit 3-13**). Employer contributions to an RSP are most common at 17%.

Exhibit 3-13: Retirement Benefits Received

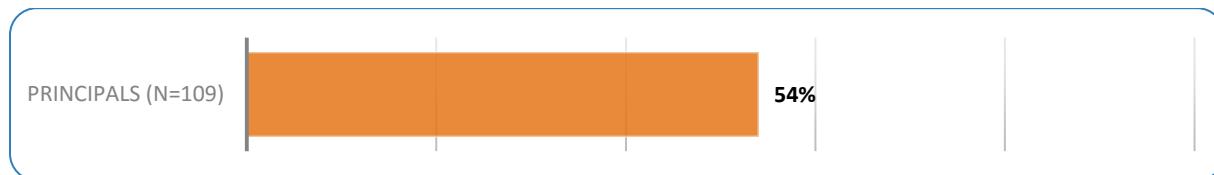


Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

Over one-half (54%) of Principals report receiving some health benefits from their employer (see **Exhibit 3-14**).

Exhibit 3-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Principals are detailed in **Exhibits 3-15**. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

The three most likely benefits to be completely company-funded are extended health care/major medical insurance, travel insurance, and life insurance. On the other hand, prescription drug insurance, dental insurance, and alternative therapy insurance are the three most likely benefits to be co-funded by the company and the Principals.

Exhibit 3-15: Health Benefits

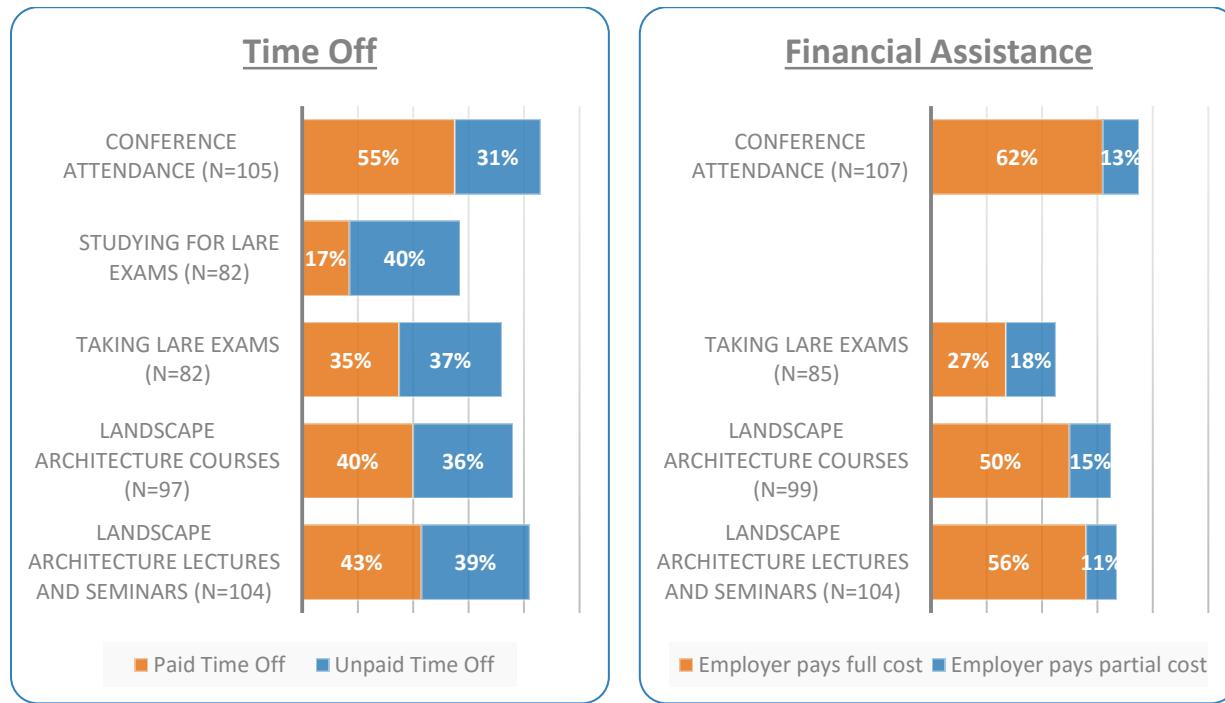
	Principals			
	Employer paid	Shared payment	Employee paid	N
Life insurance	20%	14%	4%	107
Survivor insurance	6%	10%	2%	99
Travel insurance	19%	12%	3%	104
Extended health care/major medical insurance	18%	19%	3%	106
Critical illness insurance	16%	15%	2%	102
Prescription drug insurance	15%	23%	2%	107
Dental insurance	16%	23%	2%	107
Vision insurance	11%	18%	3%	106
Short-term disability insurance	14%	14%	2%	104
Long-term disability insurance	12%	17%	5%	106
Alternative therapy insurance	13%	21%	4%	106
Employee Assistance Program (E.A.P.)	6%	4%	1%	95

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 3-16 illustrates the time off and financial support received by Principals for education. Support is strongest for conference attendance where 55% get paid time off and 62% report that the employer pays the cost. Support is also strong for landscape architecture lectures and seminars (43% paid time off and 56% funded by the employer).

Exhibit 3-16: Education Time Off and Financial Assistance

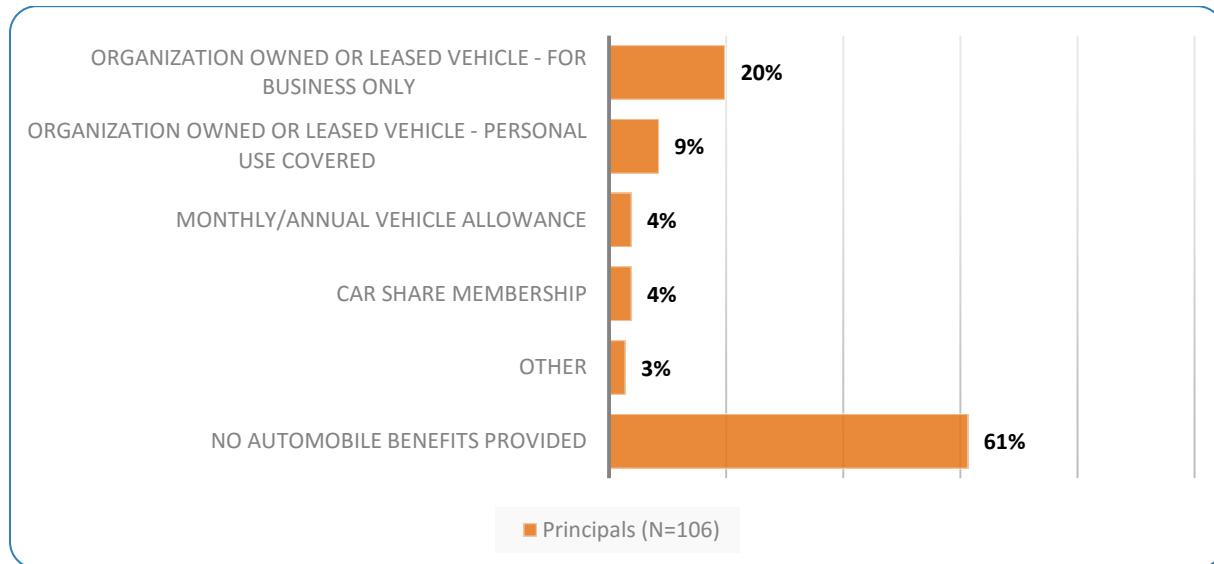


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only 39% of Principals receive automobile benefits (see **Exhibit 3-17**). The most common benefit by a wide margin is organization owned or leased vehicles available for business use (20%).

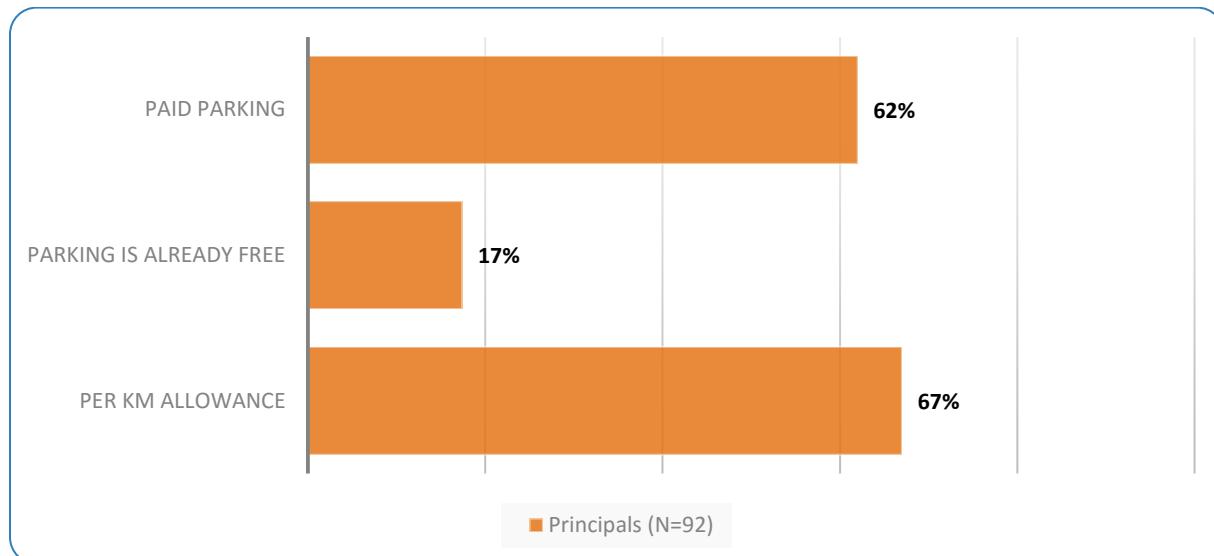
Exhibit 3-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in **Exhibit 3-18**, eight in ten (79%) Principals have free parking at their workplace. This includes 62% whose parking is paid and another 17% where parking is already free. Two-thirds (67%) also receive a per kilometer reimbursement.

Exhibit 3-18: Other Automobile Related Benefits

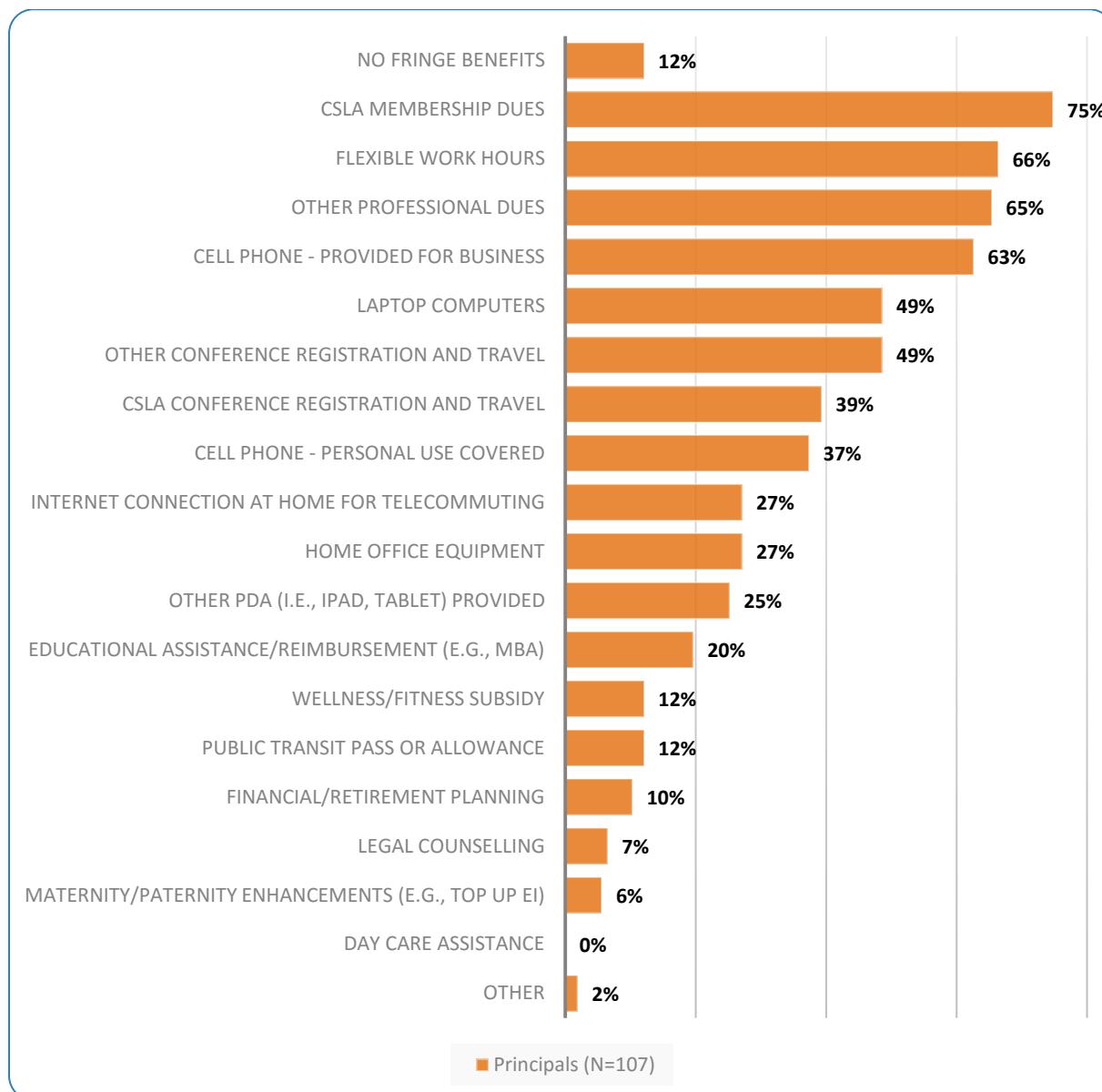


FRINGE BENEFITS

The majority (88%) of Principals receive some form of fringe benefit (see **Exhibit 3-19**). CSLA membership dues are by far the most common benefit with three-quarters (75%) receiving it. Other top-tier benefits received by more than half of all Principals include flexible work hours (66%), other professional dues (65%), and cell phone provided for business (63%).

Tier two benefits are less common but still popular. These include laptop computers (49%), other conference registration and travel (49%), CSLA conference registration and travel (39%), and cell phone - personal use covered (37%).

Exhibit 3-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

4. ASSOCIATE PROFILE

This section discusses the compensation and benefits for the 50 Associates that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: ASSOCIATE

The demographic profile of Associates presented in **Exhibit 4-1** provides an overview of who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Associates.

Key demographics include:

- Over one-third (36%) of participating Associates are from British Columbia while Ontario accounts for another three in ten (30%). Almost seven in ten (68%) are located in large to major communities.
- Associates skew slightly male (56%).
- The average age of Associates is 46.5. Three in ten (31%) belong in the 36 to 45 age group while four in ten (40%) belong to the 46 to 55 age group.

Exhibit 4-1: Demographics

	Associates N=50
Province of Residence	
Alberta	10%
British Columbia	36%
Manitoba	4%
Ontario	30%
Quebec	14%
Saskatchewan	6%
Size of Community - Residence	N=50
Small town (pop < 10K)	2%
Small city (pop. 10K to 100K)	10%
Medium city (pop. 100K to 500K)	20%
Large city (pop. 500K to 1.5M)	34%
Major city (pop. > 1.5M)	34%
Gender	N=50
Male	56%
Female	44%
Age	N=48
26 to 35	13%
36 to 45	31%
46 to 55	40%
56 to 65	15%
66 or Older	2%
<i>Mean</i>	46.5
<i>Median</i>	48

Note: Percentages may not sum to 100% due to rounding.

Exhibit 4-2: Organization Profile

Type of Organization	Associates N=50
Sole practitioner	12%
Partnership/corporation	84%
University or college	2%
Other	2%
Number of Employees - Total	N=48
Two	2%
Three	0%
Four	2%
Five	0%
6 to 10	23%
11 to 25	27%
26 to 50	13%
51 to 75	2%
76 to 100	0%
101 to 500	6%
501 to 1000	2%
Over 1000	23%
<i>Mean</i>	3,062.7
<i>Median</i>	19
Number of Employees - Landscape Architecture	N=46
One	2%
Two	2%
Three	4%
Four	9%
Five	9%
6 to 10	37%
11 to 25	11%
26 to 50	13%
51 to 75	2%
76 to 100	2%
101 to 500	9%
<i>Mean</i>	27.5
<i>Median</i>	9.5

Note: Percentages may not sum to 100% due to rounding.

As seen in **Exhibit 4-2**, partnerships/corporations are the most common employers of Associates accounting for 84%. While the average number of staff is very high at 3,063, the median of 19 represents a better picture of the typical employer of Associates. Similarly, the average landscape team size is 28 while the median team size is 10.

EXPERIENCE PROFILE: ASSOCIATE

Associates are a well-educated group with most (92%) having a university degree in the field of Landscape Architecture and 63% having completed additional post-secondary education outside the profession. Almost nine in ten (88%) are registered Landscape Architects with three-quarters (75%) having registered since 2000. Nearly six in ten (58%) have completed the LARE exam successfully. These results are summarized in **Exhibit 4-3**.

Exhibit 4-3: Qualification Profile

	Associates N=50
Highest Level of Education - Landscape Architecture	
Undergraduate degree	42%
Master's degree	50%
None	8%
Highest Level of Education - Non-Landscape Architecture	N=49
High school graduate or less	14%
Some college, technical school or university	12%
College graduate	10%
University undergraduate degree	49%
Master's degree (e.g., MBA)	14%
Membership Category	N=50
Registered Landscape Architect	88%
Landscape Architect	8%
Intern	4%
Registration Year	N=43
2011 to 2015	26%
2006 to 2010	35%
2001 to 2005	14%
1996 to 2000	12%
1991 to 1995	5%
1986 to 1990	2%
1985 or earlier	7%
<i>Mean (years)</i>	11.4
<i>Median (years)</i>	8
Completed the LARE	N=50
Yes	58%

Note: Percentages may not sum to 100% due to rounding.

The average Associate has been at that level for 8.5 years and has spent 6 years in their current position (see **Exhibit 4-4**). They have extensive experience, having spent an average of 17 years as a Landscape Architect.

Exhibit 4-4: Years of Experience

	Current Position N=50	Current Employer/ Organization N=50	At Seniority Level N=48	In Landscape Architecture N=49
1 Year or Less	14%	2%	10%	0%
1.1 Years to 3 Years	32%	10%	19%	0%
3.1 Years to 5 Years	16%	14%	13%	0%
5.1 Years to 10 Years	28%	48%	33%	29%
10.1 Years to 15 Years	4%	14%	10%	25%
15.1 Years to 20 Years	2%	2%	8%	10%
More Than 20 Years	4%	10%	6%	37%
<i>Mean</i>	5.8	9.5	8.5	17.4
<i>Median</i>	4	8	7	13

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: ASSOCIATE

On average, Associates receive 3.5 weeks in vacation (17 days) and 4.3 personal days. As seen in **Exhibit 4-5**, vacation ranges primarily from 3 weeks to 4 weeks with most (92%) falling in this range. When it comes to personal days, Associates are all over the map with 28% indicating they have less than 5 days, 20% citing 5 days, and 31% citing 6 to 15 days. A further 23% indicated they have no personal days.

Exhibit 4-6: Compensation Structure

Employment Status	Associates N=50	Associates N=49
Owner	12%	13%
Full-time employee	82%	4.5

Exhibit 4-5: Paid Time Off

Number of Paid Vacation Days	Associates N=49
Less than 1 week	2%
1 week	0%
2 weeks	4%
3 weeks	45%
4 weeks	47%
5 weeks	2%
<i>Mean</i>	17.0
<i>Median</i>	15
Number of Paid Personal Days	Associates N=40
None	23%
Less than 5 days	28%
5 days	20%
	18%
	13%
	4.3
	4.5

Note: Percentages may not sum to 100% due to rounding.

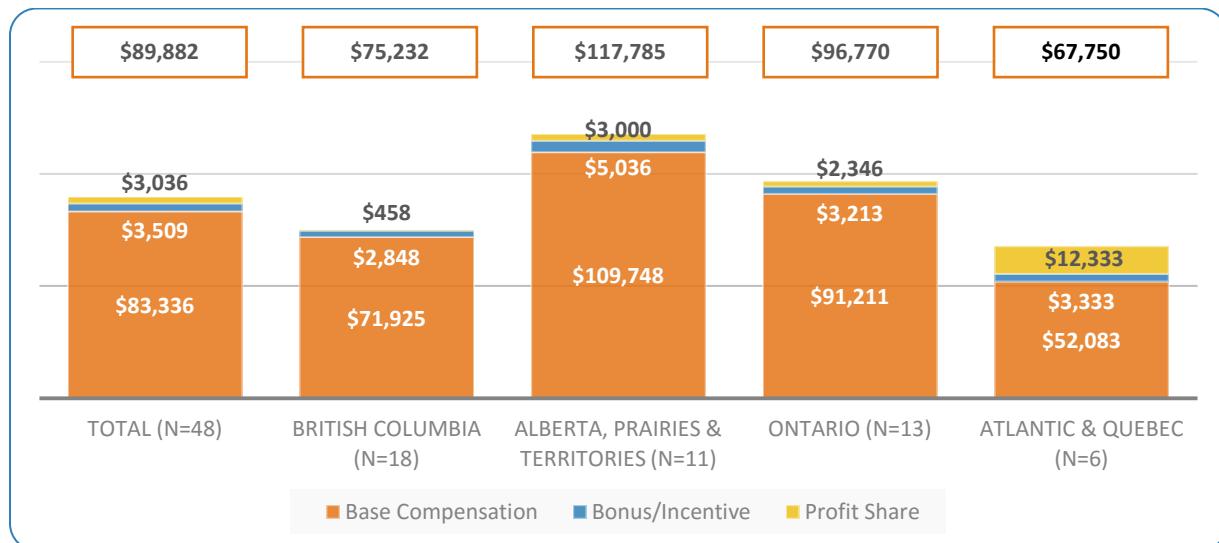
Permanent part-time employee	4%
Contract employee	2%
Pay Structure	N=50
Salary	80%
Hourly	16%
Owner/Contract	4%
Variable Cash Compensation	N=50
Have a performance bonus/incentive plan	58%
Participate in profit sharing	40%
Overtime Policy	N=50
No reward for overtime	48%
Time off in lieu	42%
Paid at regular hourly rate	6%
Paid an enhanced hourly rate	4%
Standard Hours Per Week	N=50
16 to 30 Hours	2%
31 to 35 Hours	6%
35 to 40 Hours	90%
40 to 45 Hours	2%
<i>Mean</i>	38.2
<i>Median</i>	37.5
Average Hours Actually Worked Per Week	N=48
16 to 30 Hours	2%
31 to 35 Hours	4%
35 to 40 Hours	38%
40 to 45 Hours	38%
45 to 50 Hours	17%
More Than 50 Hours	2%
<i>Mean</i>	43.0
<i>Median</i>	42

Note: Percentages may not sum to 100% due to rounding.

A general profile of the Associate position is presented in **Exhibit 4-6** to provide context to the compensation data. Just over eight in ten (82%) are full-time employees and four in five (80%) are salaried. Nearly six in ten (58%) participate in bonus/incentive plans while four in ten (40%) participate in profit sharing. Just over half (52%) have an overtime policy, the most common being time off in lieu (42%). The average standard work week is 38.2 hours, but 57% actually work over 40 hours.

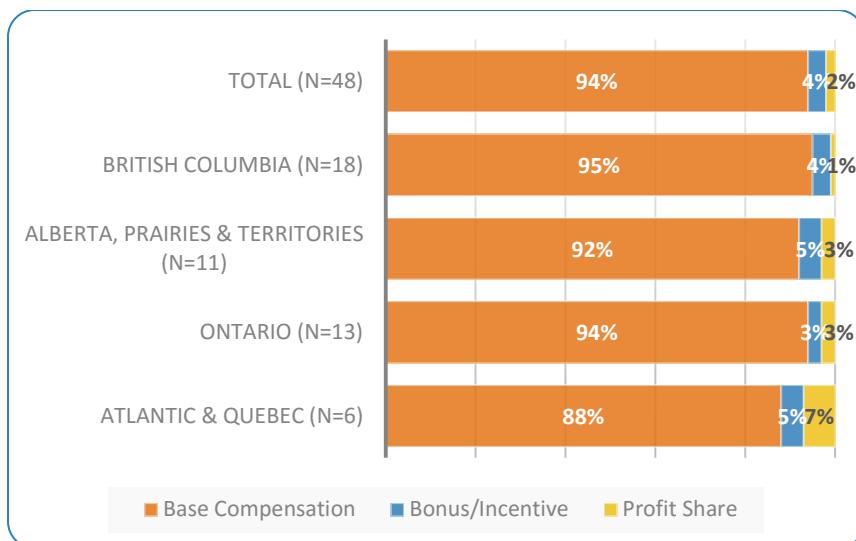
CASH COMPENSATION: ASSOCIATE

Compensation for participating Associates averages almost \$89,800 per year (see **Exhibit 4-7**). This is comprised of approximately \$83,300 in base pay, \$3,500 in bonus or incentives and \$3,000 in profit share. The exhibit also shows the regional breakdowns. Regionally, compensation for Associates is highest in the Alberta/Prairies region at almost \$117,800 per year. Ontario is a distant second at \$96,770.

Exhibit 4-7: Cash Compensation by Region

Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

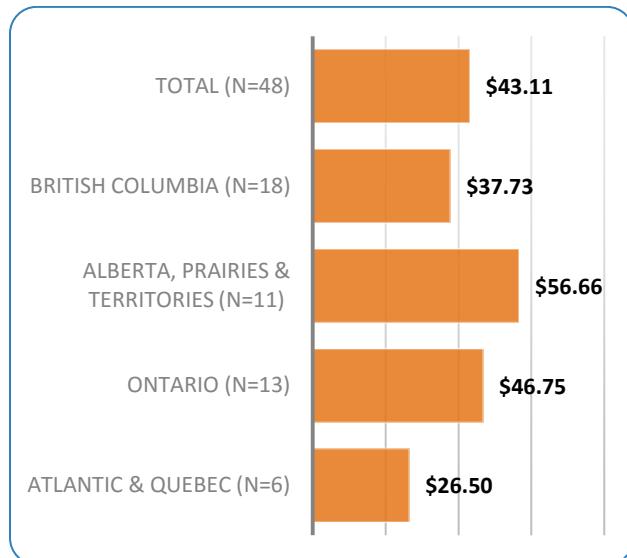
As noted earlier, 58% of Associates have a bonus component to their compensation while 40% have profit share. As seen in **Exhibit 4-8**, the average compensation is comprised of 94% base compensation, 4% bonus, and 2% profit share. These are sector-wide percentages that include zeros for those who do not receive these components.

Exhibit 4-8: Additional Cash Compensation Ratio

Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

The only significant difference among groups is that the average profit share percentage is considerably higher among respondents from the Atlantic/Quebec region (7%).

Exhibit 4-9: Base Compensation as an Hourly Wage



Note: Hourly wages do not include additional cash compensation.

Alberta/Prairies (\$56.66/hr) followed by Ontario (\$46.75/hr)

Exhibit 4-10 presents the quartile ranges for Associates for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

As an additional comparison point, **Exhibit 4-9** presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation only. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

Differences in hourly rates by level will be similar to those for the salaries presented earlier. As seen in the exhibit, the top paying region is

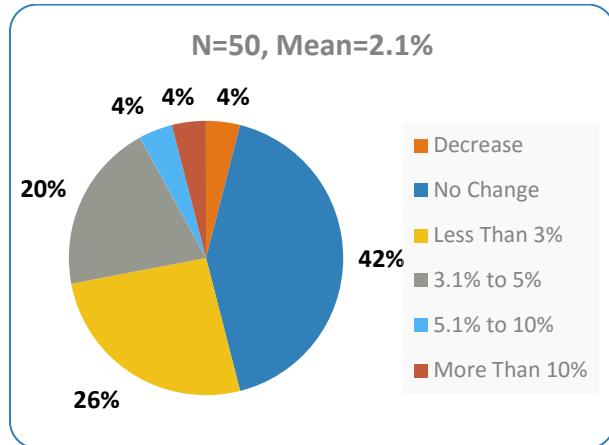
Exhibit 4-10: Compensation Quartiles

	Annual	Hourly
1 st quartile	\$38,500 to \$70,000	\$22.00 to \$34.67
2 nd quartile	\$70,000 to \$84,000	\$34.67 to \$40.00
3 rd quartile	\$84,000 to \$107,000	\$40.00 to \$55.00
4 th quartile	\$107,000 to \$159,000	\$55.00 to \$75.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year. Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: ASSOCIATE

Exhibit 4-11: Changes in Compensation – Past 12 Months



Note: Percentages may not sum to 100% due to rounding.

Over half (54%) of Associates received an increase in cash compensation over the past twelve months (see [Exhibit 4-11](#)). One-quarter (26%) received an increase of less than 3%, two in ten (20%) received an increase of 3.1% to 5%, and 8% received an increase of more than 5.0%. The average increase for Associates in the past twelve months was 2.1%.

COMPENSATION BENCHMARKS: ASSOCIATE

[Exhibit 4-12](#) provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Employment Status:** Associates who are full-time employees earn, on average, 32% more than their owner counterparts.
- **Gender:** Male Associates earn, on average, 12% more than their female counterparts.
- **Age:** While average compensation rises before the age of 50, it does not change significantly after the age of 50.
- **Education:** Those with a university degree in landscape architecture earn more than those who hold a general degree. However, compensation is higher among those with an undergraduate degree than those with a graduate degree.
- **Size of the Landscape Team:** As the size of the landscape team gets bigger, so too does the average paycheque.
- **Experience:** Experience is linked to compensation. The biggest factor is years of experience in the landscape architecture profession in general.

Exhibit 4-12: Compensation Benchmarks for Associates

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$43.11	\$83,336	\$3,509	\$3,036	\$89,882	3.9%	2.3%	48
Employment Status								
Owner	\$27.93	\$56,750	\$327	\$12,333	\$69,410	0.3%	6.7%	6
Full-time Employee	\$45.11	\$86,531	\$4,159	\$1,269	\$91,960	4.7%	1.3%	39
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Employment Status								
Owner	\$27.93	\$56,750	\$327	\$12,333	\$69,410	0.3%	6.7%	6
Employee	\$45.28	\$87,134	\$3,964	\$1,708	\$92,806	4.5%	1.7%	42
Gender								
Male	\$45.45	\$87,538	\$4,181	\$2,667	\$94,386	4.5%	1.2%	27
Female	\$40.10	\$77,933	\$2,645	\$3,512	\$84,090	3.2%	3.8%	21
Age								
Under 40	\$39.53	\$75,431	\$2,960	\$324	\$78,714	3.3%	0.4%	17
40 to 49	\$35.39	\$70,169	\$4,354	\$7,661	\$82,184	5.8%	5.5%	14
50 to 59	\$52.18	\$100,438	\$1,563	\$3,938	\$105,938	1.6%	3.3%	8
60 to 64	\$52.53	\$100,430	\$5,080	\$300	\$105,810	4.8%	0.4%	5
65 or Older	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$45.43	\$88,640	\$3,397	\$5,079	\$97,116	3.3%	3.2%	19
Graduate Degree	\$41.07	\$78,778	\$3,700	\$810	\$83,288	4.6%	1.1%	25
None	\$44.79	\$86,625	\$2,850	\$7,250	\$96,725	3.0%	5.6%	4
Highest Level of Education - General								
No Post-Secondary	\$46.47	\$88,311	\$2,764	\$3,958	\$95,033	2.5%	0.6%	12
College	\$44.62	\$85,800	\$5,750	\$8,000	\$99,550	5.5%	10.0%	4
Undergraduate	\$42.96	\$84,003	\$2,957	\$2,708	\$89,668	3.7%	2.6%	24
Graduate	\$38.15	\$73,018	\$5,902	\$179	\$79,099	6.8%	0.3%	7
Member Category								
Registered Landscape Architect	\$43.08	\$83,372	\$4,011	\$3,435	\$90,817	4.5%	2.6%	42
Landscape Architect	\$48.18	\$91,000	\$0	\$0	\$91,000	0.0%	0.0%	4
Intern	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Years Since Designation								
10 or Less	\$38.97	\$75,179	\$3,885	\$760	\$79,824	4.9%	1.0%	25
11 to 20	\$41.91	\$82,037	\$3,832	\$12,525	\$98,393	4.0%	8.3%	10
21 to 30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
More Than 30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Completed LARE Exams								
Yes	\$41.63	\$80,694	\$4,269	\$1,196	\$86,160	5.2%	1.3%	28
No	\$45.18	\$87,034	\$2,445	\$5,613	\$95,092	2.2%	3.8%	20
Region - Work								
British Columbia	\$37.73	\$71,925	\$2,848	\$458	\$75,232	3.8%	0.6%	18
Alberta, Prairies & Territories	\$56.66	\$109,748	\$5,036	\$3,000	\$117,785	4.6%	2.6%	11
Ontario	\$46.75	\$91,211	\$3,213	\$2,346	\$96,770	3.2%	2.5%	13
Atlantic & Quebec	\$26.50	\$52,083	\$3,333	\$12,333	\$67,750	4.8%	6.7%	6
Community Size - Work								
Small City or Smaller	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Medium City	\$50.84	\$96,188	\$7,286	\$0	\$103,473	6.6%	0.0%	6
Large City	\$44.86	\$86,847	\$3,024	\$2,821	\$92,692	3.4%	2.6%	21
Major City	\$39.27	\$76,485	\$3,222	\$4,395	\$84,102	4.2%	2.8%	19

Exhibit 4-12: Compensation Benchmarks for Associates (cont'd)

	Hourly	Base	Bonus/	Profit	Total	Bonus %	Profit %	N
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			Incentive	Share				
Organization Type								
Sole practitioner	\$37.31	\$72,561	\$5,250	\$5,083	\$82,894	7.2%	5.5%	6
Partnership/corporation	\$43.14	\$83,494	\$3,424	\$2,881	\$89,799	3.6%	2.0%	40
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Total Employees								
1 to 5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
6 to 25	\$34.67	\$67,440	\$1,729	\$4,663	\$73,832	2.3%	3.3%	23
26 to 500	\$43.27	\$83,183	\$6,267	\$722	\$90,172	8.1%	1.0%	9
More than 500	\$59.71	\$114,850	\$6,023	\$2,667	\$123,540	5.2%	2.1%	12
Landscape Employees								
One	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
2 to 5	\$32.31	\$61,368	\$500	\$4,450	\$66,318	0.6%	0.3%	10
6 to 10	\$39.55	\$76,467	\$3,198	\$4,094	\$83,758	4.1%	4.8%	16
More Than 10	\$47.86	\$92,762	\$5,781	\$397	\$98,940	6.2%	0.6%	17
Years of Experience in Position								
3 Years or Less	\$42.80	\$82,062	\$3,240	\$250	\$85,552	3.9%	0.3%	22
4 to 10 Years	\$42.33	\$81,921	\$4,417	\$4,989	\$91,326	4.7%	3.7%	22
More Than 10 Years	\$49.06	\$98,125	\$0	\$7,625	\$105,750	0.0%	6.1%	4
Years of Experience in Organization								
3 Years or Less	\$50.32	\$98,567	\$2,167	\$417	\$101,150	2.6%	0.5%	6
4 to 10 Years	\$39.39	\$75,819	\$3,801	\$2,692	\$82,312	4.1%	1.5%	30
More Than 10 Years	\$48.79	\$94,513	\$3,450	\$5,208	\$103,171	4.1%	5.4%	12
Years of Experience at Seniority Level								
3 Years or Less	\$39.45	\$75,720	\$4,944	\$192	\$80,857	5.9%	0.2%	13
4 to 10 Years	\$43.19	\$82,819	\$3,280	\$2,023	\$88,122	3.8%	2.6%	22
More Than 10 Years	\$46.10	\$90,522	\$2,909	\$6,227	\$99,658	2.7%	2.5%	11
Years of Experience in Landscape Architecture								
3 Years or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
4 to 10 Years	\$36.97	\$70,299	\$1,071	\$500	\$71,871	1.2%	0.7%	14
More Than 10 Years	\$45.50	\$88,362	\$4,650	\$4,205	\$97,216	5.2%	3.1%	33

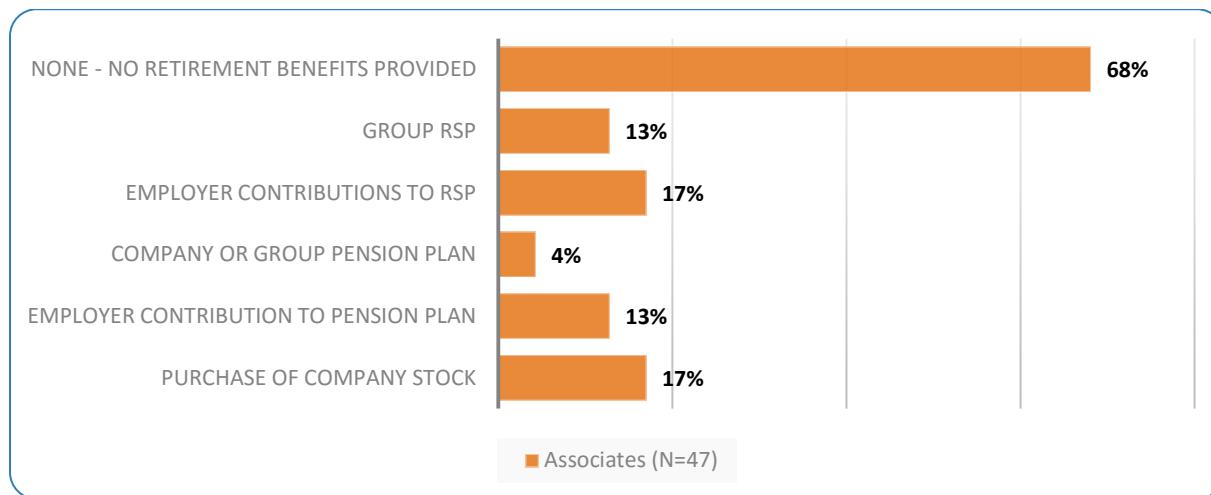
BENEFITS: ASSOCIATE

While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile benefits and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Associates. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Only one-third (32%) of Associates indicated that their employers provide them with at least one retirement benefit (see **Exhibit 4-13**). Employer contributions to a RSP and the option to purchase company stock are most common at 17% each. Offering a Group RSP and employer contribution to a pension plan are each received by 13% of Associates.

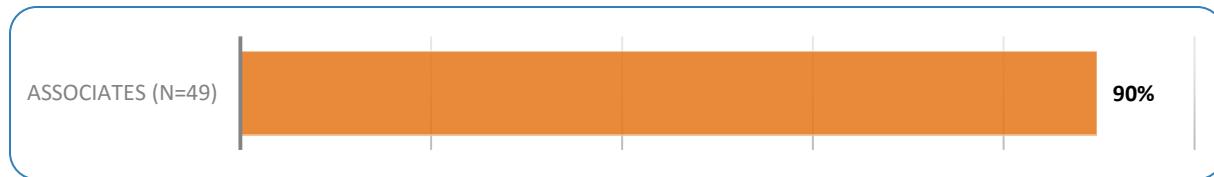
Exhibit 4-13: Retirement Benefits Received

Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

Most (90%) Associates report receiving some health benefits from their employer (see **Exhibit 4-14**).

Exhibit 4-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Associates are detailed in **Exhibits 4-15**. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

Most of the health benefits are more likely to be co-funded by the employer and employee – one-third to two-thirds of benefits are obtained through shared payments.

Exhibit 4-15: Health Benefits

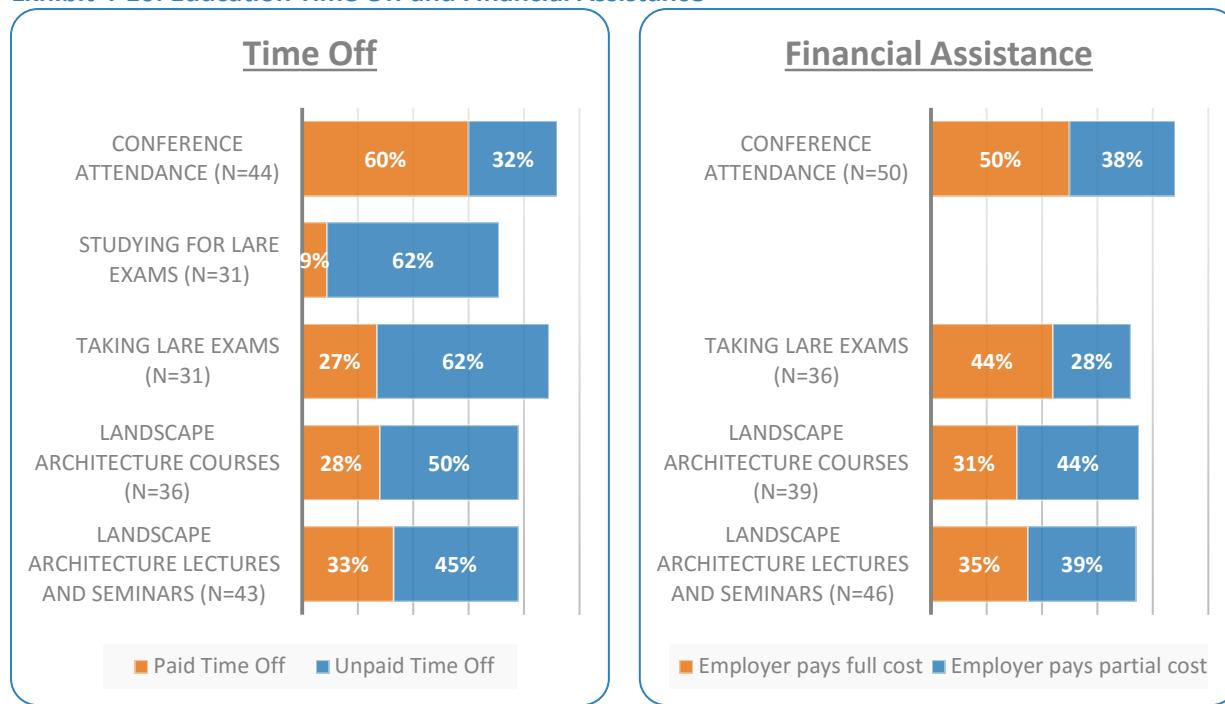
	Associates			
	Employer paid	Shared payment	Employee paid	N
Life insurance	15%	49%	6%	47
Survivor insurance	5%	32%	8%	38
Travel insurance	19%	38%	7%	42
Extended health care/major medical insurance	17%	49%	9%	47
Critical illness insurance	9%	46%	9%	44
Prescription drug insurance	15%	60%	6%	47
Dental insurance	13%	55%	6%	47
Vision insurance	11%	47%	4%	47
Short-term disability insurance	12%	48%	10%	42
Long-term disability insurance	10%	41%	14%	42
Alternative therapy insurance	15%	54%	4%	46
Employee Assistance Program (E.A.P.)	11%	33%	0%	36

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 4-16 illustrates the time off and financial support received by Associates for education. Support is strongest for conference attendance where 60% get paid time off and 50% report that the employer pays the cost.

Exhibit 4-16: Education Time Off and Financial Assistance

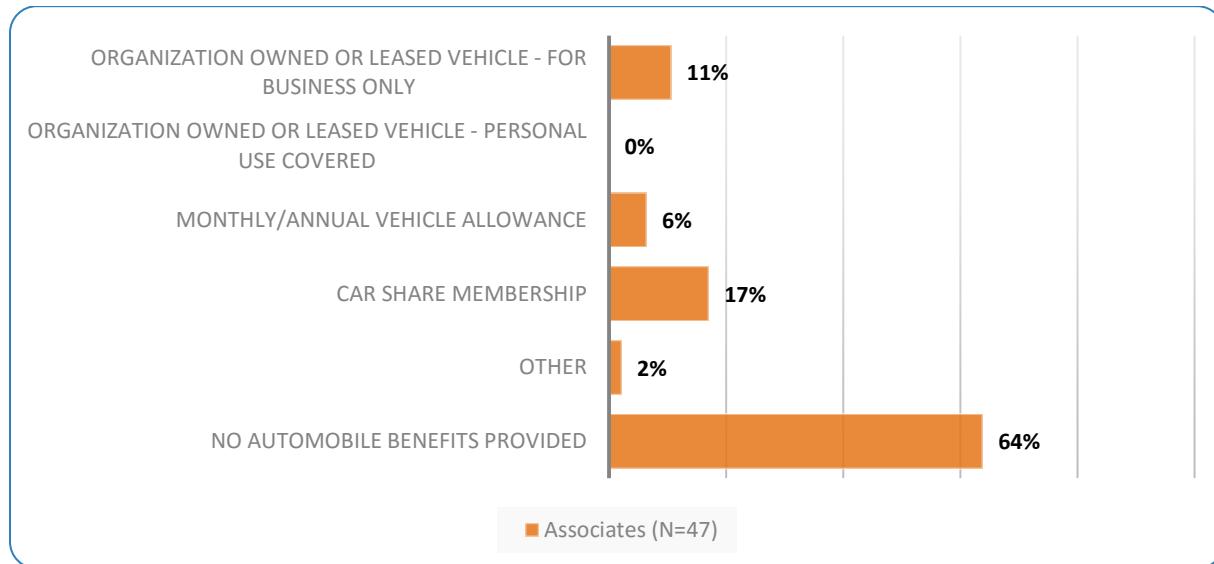


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only 36% of Associates receive automobile benefits (see [Exhibit 4-17](#)). The most common benefit by a wide margin is a car share membership (17%).

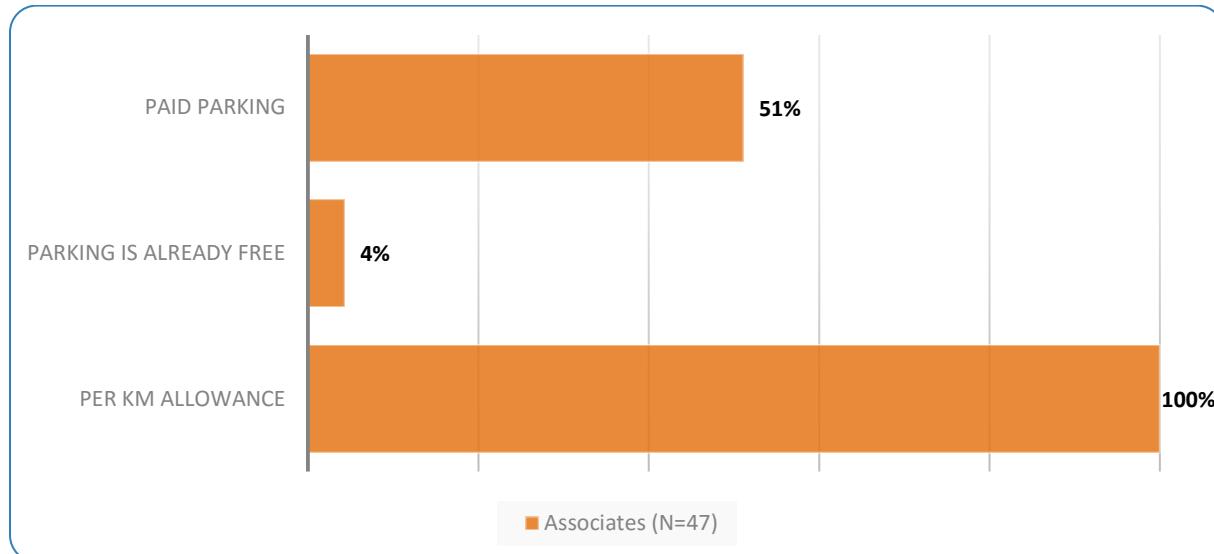
Exhibit 4-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in [Exhibit 4-18](#), over half (55%) of Associates have free parking at the workplace. This includes 51% whose parking is paid and another 4% where parking is already free. All Associates (100%) also receive a per kilometer reimbursement.

Exhibit 4-18: Other Automobile Related Benefits

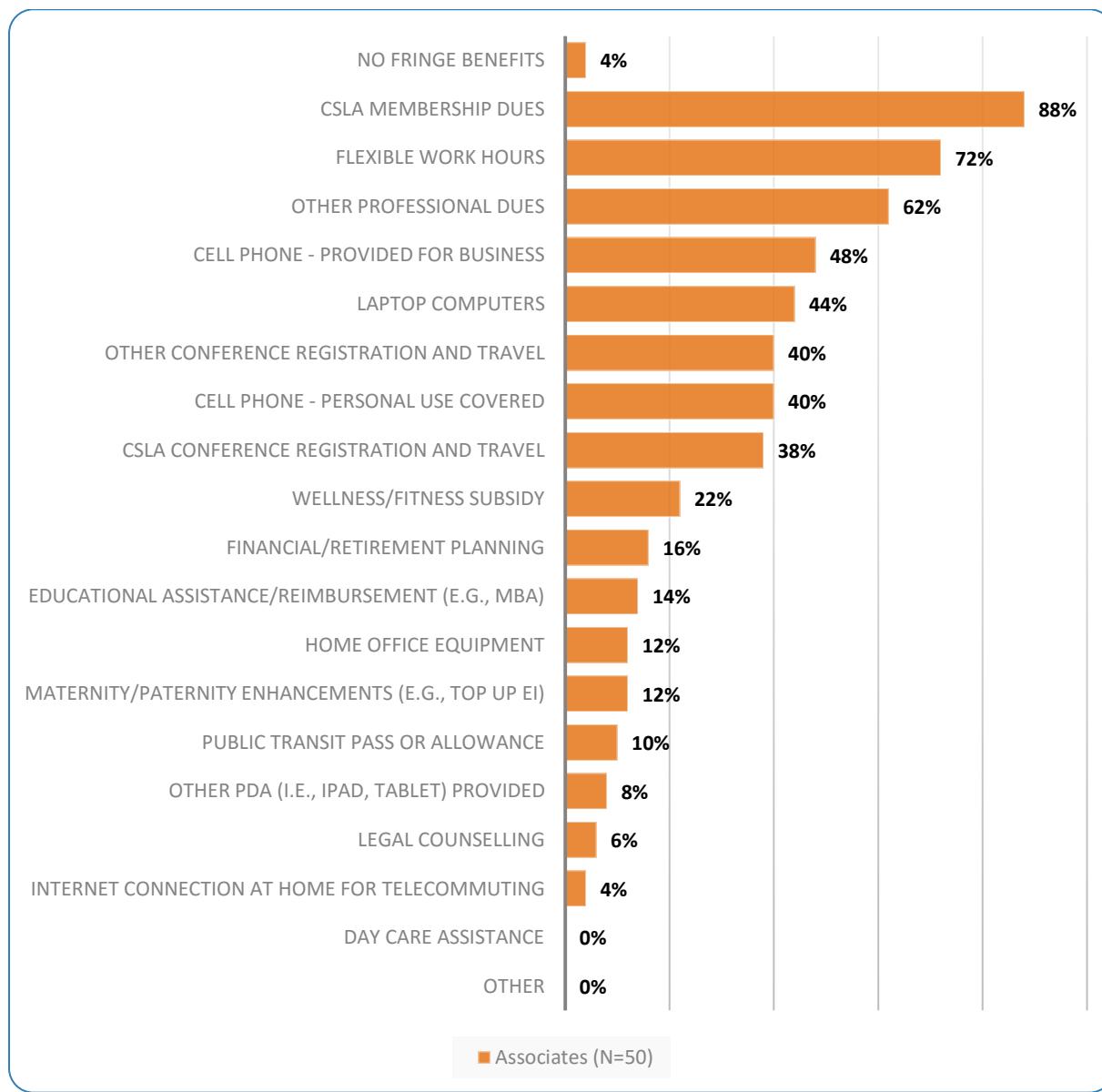


FRINGE BENEFITS

The vast majority (96%) of Associates receive some form of fringe benefits (see **Exhibit 4-19**). CSLA membership dues are by far the most common benefit with nearly nine in ten (88%) receiving it. Other top-tier benefits received by more than half of all Associates include flexible work hours (72%) and other professional dues (62%).

Tier two benefits are less common but still popular. These include cell phone provided for business (48%), laptop computers (44%), other conference registration and travel (40%), cell phone - personal use covered (40%), and CSLA conference registration and travel (38%).

Exhibit 4-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

5. SENIOR LANDSCAPE ARCHITECT PROFILE

This section discusses the compensation and benefits for the 98 Senior Landscape Architects that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: SENIOR LANDSCAPE ARCHITECT

The demographic profile of Senior Landscape Architects presented in **Exhibit 5-1** provides an overview of who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Senior Landscape Architects.

Key demographics include:

- Just under half (48%) of participating Senior Landscape Architects are from Ontario while Alberta, British Columbia and Quebec combine to account for another 44%. Two-thirds (68%) are located in mid to large cities.
- Two-thirds (67%) of Senior Landscape Architects are male.
- The average age of Senior Landscape Architects is 51 with the 46 to 55 and 56 to 65 age groups each accounting for just over one-third (34% and 38%, respectively).

Exhibit 5-1: Demographics

	Senior Landscape Architects N=98
Province of Residence	
Alberta	17%
British Columbia	14%
Manitoba	2%
New Brunswick	1%
Nova Scotia	2%
Prince Edward Island	1%
Ontario	48%
Quebec	13%
Saskatchewan	1%
Size of Community - Residence	N=98
Rural	5%
Small town (pop < 10K)	2%
Small city (pop. 10K to 100K)	10%
Medium city (pop. 100K to 500K)	35%
Large city (pop. 500K to 1.5M)	33%
Major city (pop. > 1.5M)	15%
Gender	N=94
Male	67%
Female	33%
Age	N=94
26 to 35	5%
36 to 45	21%
46 to 55	34%
56 to 65	38%
66 or Older	1%
<i>Mean</i>	51.0
<i>Median</i>	51

Note: Percentages may not sum to 100% due to rounding.

Exhibit 5-2: Organization Profile

		Senior Landscape Architects N=98
Type of Organization		
Sole practitioner	13%	
Partnership/corporation	44%	
Local government	33%	
Provincial Government	3%	
Federal Government	6%	
Other	1%	
Number of Employees - Total		N=85
One	6%	
Two	2%	
Three	2%	
Four	1%	
Five	0%	
6 to 10	12%	
11 to 25	15%	
26 to 50	6%	
51 to 75	1%	
76 to 100	1%	
101 to 500	17%	
501 to 1000	8%	
Over 1000	28%	
<i>Mean</i>	1,740.1	
<i>Median</i>	200	
Number of Employees - Landscape Architecture		N=93
One	19%	
Two	8%	
Three	8%	
Four	5%	
Five	3%	
6 to 10	23%	
11 to 25	26%	
26 to 50	2%	
51 to 75	1%	
76 to 100	2%	
101 to 500	2%	
501 to 1000	1%	
<i>Mean</i>	21.8	
<i>Median</i>	6	

Note: Percentages may not sum to 100% due to rounding.

As seen in **Exhibit 5-2**, partnerships/corporations are the most common employers of Senior Landscape Architects accounting for 44% with the government not far behind at 42%. While the average number of staff is quite high at 1,740, the median of 200 represents a better picture of the typical employer. The high average is largely due attributable to the government employers. Similarly, the average landscape team size is 22 while the median team size is 6.

EXPERIENCE PROFILE: SENIOR LANDSCAPE ARCHITECT

Senior Landscape Architects are a well-educated group with almost all (98%) having a university degree in the field of Landscape Architecture and 53% having completed additional post-secondary education outside the profession. Nine in ten (90%) are registered Landscape Architects with over half (54%) having registered before 2001. Close to one half (45%) have completed the LARE exam successfully. These results are summarized in **Exhibit 5-3**.

Exhibit 5-3: Qualification Profile

	Senior Landscape Architects
Highest Level of Education - Landscape Architecture	N=95
Undergraduate degree	70%
Master's degree	28%
None	2%
Highest Level of Education - Non-Landscape Architecture	N=95
High school graduate or less	23%
Some college, technical school or university	15%
College graduate	10%
University undergraduate degree	38%
Master's degree (e.g., MBA)	13%
Doctorate/PhD	2%
Membership Category	N=98
Registered Landscape Architect	90%
Landscape Architect	9%
Intern	1%
Registration Year	N=88
2011 to 2015	5%
2006 to 2010	19%
2001 to 2005	23%
1996 to 2000	13%
1991 to 1995	10%
1986 to 1990	9%
1985 or earlier	22%
<i>Mean (years)</i>	18.6
<i>Median (years)</i>	17
Completed the LARE	N=98
Yes	45%

Note: Percentages may not sum to 100% due to rounding.

The average Senior Landscape Architect has been at that level for 16 years and has spent 11 years in their current position (see **Exhibit 5-4**). They have extensive experience, having spent an average of 23 years as a Landscape Architect.

Exhibit 5-4: Years of Experience

	Current Position N=98	Current Employer/ Organization N=98	At Seniority Level N=97	In Landscape Architecture N=98
1 Year or Less	7%	3%	2%	0%
1.1 Years to 3 Years	14%	7%	7%	1%
3.1 Years to 5 Years	13%	10%	4%	0%
5.1 Years to 10 Years	25%	20%	26%	8%
10.1 Years to 15 Years	17%	24%	24%	20%
15.1 Years to 20 Years	7%	13%	9%	16%
More Than 20 Years	16%	22%	28%	54%
<i>Mean</i>	11.4	14.2	16.2	23.1
<i>Median</i>	8	13	13	23

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: SENIOR LANDSCAPE ARCHITECT

On average, Senior Landscape Architects receive 4 weeks in vacation (19.6 days) and 8.2 personal days. As seen in **Exhibit 5-5**, vacation ranges primarily from 3 weeks to 5 weeks with 81% falling in this range. The most common number of personal days is 5 (24%) while 15% have no personal days.

Exhibit 5-6: Compensation Structure

Exhibit 5-5: Paid Time Off

	Senior Landscape Architects N=93
Number of Paid Vacation Days	
Less than 1 week	4%
1 week	0%
2 weeks	4%
3 weeks	26%
4 weeks	36%
5 weeks	19%
6 weeks	10%
More than 6 weeks	1%
<i>Mean</i>	19.6
<i>Median</i>	20
Number of Paid Personal Days	N=75
None	15%
Less than 5 days	16%
5 days	24%
6 to 9 days	13%
10 to 15 days	15%
More than 15 days	17%
<i>Mean</i>	8.2
<i>Median</i>	5

Note: Percentages may not sum to 100% due to rounding.

		Senior Landscape Architects
Employment Status		N=98
Owner		9%
Full-time employee		87%
Permanent part-time employee		2%
Contract employee		2%
Pay Structure		N=98
Salary		78%
Hourly		21%
Owner/Contract		1%
Variable Cash Compensation		N=98
Have a performance bonus/incentive plan		30%
Participate in profit sharing		10%
Overtime Policy		N=98
No reward for overtime		30%
Time off in lieu		47%
Paid at regular hourly rate		11%
Paid an enhanced hourly rate		12%
Standard Hours Per Week		N=98
16 to 30 Hours		3%
31 to 35 Hours		37%
35 to 40 Hours		59%
40 to 45 Hours		0%
45 to 50 Hours		0%
More Than 50 Hours		1%
<i>Mean</i>		37.2
<i>Median</i>		37.5
Average Hours Actually Worked Per Week		N=97
16 to 30 Hours		2%
31 to 35 Hours		20%
35 to 40 Hours		46%
40 to 45 Hours		22%
45 to 50 Hours		7%
More Than 50 Hours		3%
<i>Mean</i>		40.7
<i>Median</i>		40

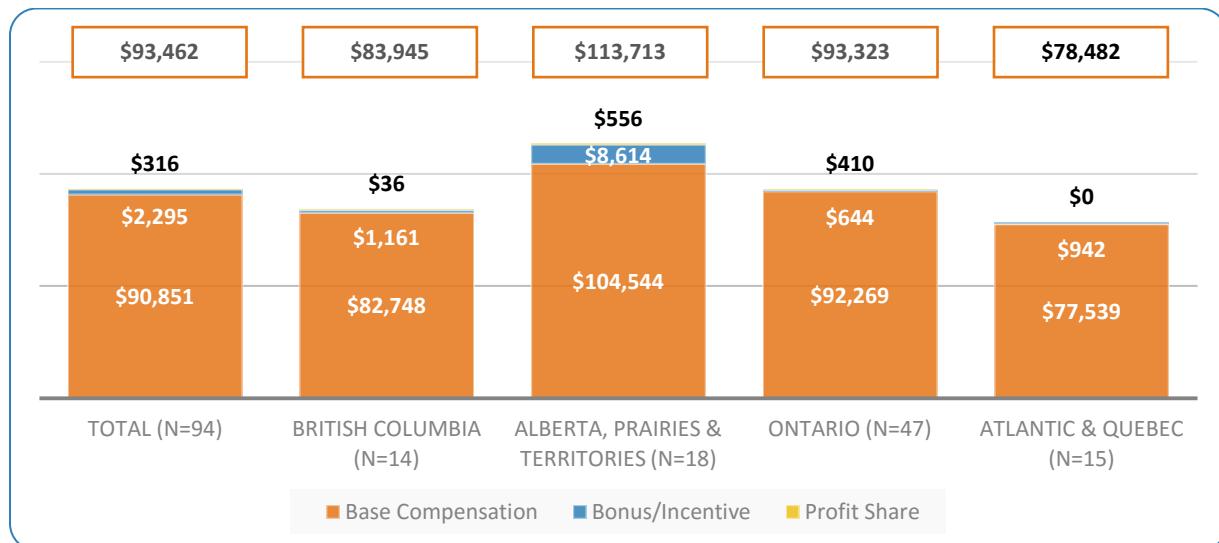
Note: Percentages may not sum to 100% due to rounding.

A general profile of the Senior Landscape Architect position is presented in **Exhibit 5-6** to provide context to the compensation data. Nearly nine in ten (87%) are full-time employees and 78% are salaried. Three in ten (30%) participate in bonus/incentive plans while only one in ten (10%) participate in profit sharing. Seven in ten (70%) have an overtime policy, the most common being time off in lieu (47%). The average standard work week is 37.2 hours, but one-third (32%) actually work over 40 hours.

CASH COMPENSATION: SENIOR LANDSCAPE ARCHITECT

Compensation for participating Senior Landscape Architects averages almost \$93,500 per year (see **Exhibit 5-7**). This is comprised of approximately \$90,850 in base pay, \$2,300 in bonus or incentives and \$300 in profit share. The exhibit also shows the regional breakdowns. Regionally, compensation for Senior Landscape Architects is highest in the Alberta/Prairies region at \$113,700 per year. Ontario is a distant second at \$93,300.

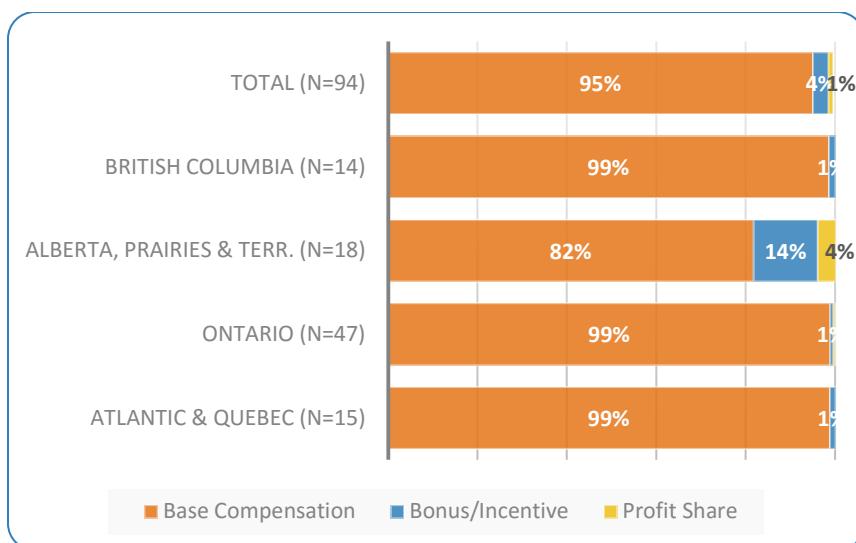
Exhibit 5-7: Cash Compensation by Region



Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

As noted earlier, 30% of Senior Landscape Architects have a bonus component to their compensation while 10% have profit share. As seen in **Exhibit 5-8**, the average compensation is comprised of 95% base compensation, 4% bonus, and 1% profit share. These are sector-wide percentages that include zeros for those who do not receive these components.

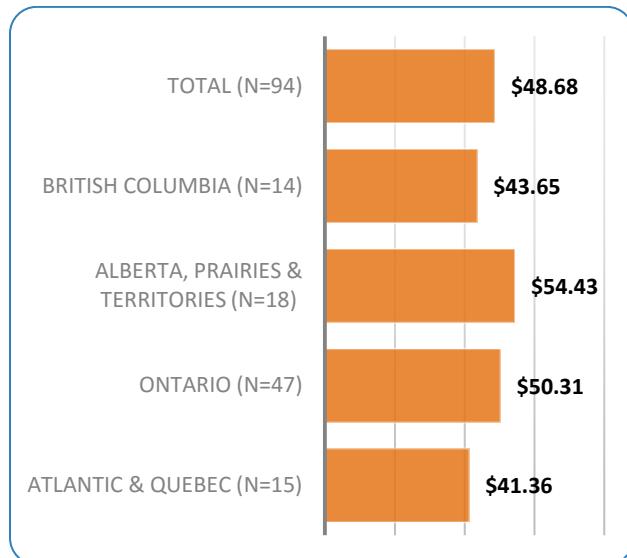
Exhibit 5-8: Additional Cash Compensation Ratio



Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

The only significant difference in the groups is that the average bonus and profit share percentages are considerably higher in the top paying region, Alberta/Prairies (14% bonus; 4% profit share).

Exhibit 5-9: Base Compensation as an Hourly Wage



Note: Hourly wages do not include additional cash compensation.

Alberta/Prairies (\$54.43/hr) followed by Ontario (\$50.31/hr).

Exhibit 5-10 presents the quartile ranges for Senior Landscape Architects for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

As an additional comparison point, **Exhibit 5-9** presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

Differences in hourly rates by level will be similar to those for the salaries presented earlier. As seen in the exhibit, the top paying region is

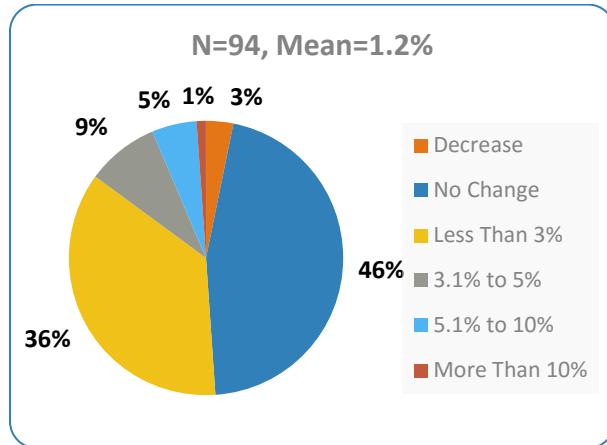
Exhibit 5-10: Compensation Quartiles

	Annual	Hourly
1 st quartile	\$41,500 to \$74,500	\$22.00 to \$38.25
2 nd quartile	\$74,500 to \$90,500	\$38.25 to \$48.86
3 rd quartile	\$90,500 to \$109,500	\$48.86 to \$58.81
4 th quartile	\$109,500 to \$175,500	\$58.81 to \$85.20

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year. Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: SENIOR LANDSCAPE ARCHITECT

Exhibit 5-11: Changes in Compensation – Past 12 Months



Half (51%) of Senior Landscape Architects received an increase in cash compensation over the past twelve months (see [Exhibit 5-11](#)). Over one-third (36%) received an increase of less than 3%. The average increase for Senior Landscape Architects in the past twelve months was 1.2%.

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION BENCHMARKS: SENIOR LANDSCAPE ARCHITECT

[Exhibit 5-12](#) provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Gender:** Male Senior Landscape Architects earn, on average, 17% more than their female counterparts.
- **Age:** While average compensation is lower before the age of 40, it does not change significantly after the age of 40.
- **Education:** Compensation is higher among those with an undergraduate degree than those with a graduate degree.
- **Size of the Landscape Team:** As the size of the landscape team gets bigger, so too does the average paycheque. The exception is that those working on their own (team of 1), have higher average compensation than those in teams of two to five.
- **Experience:** Experience is linked to compensation. The biggest factor is years of experience in the landscape architecture profession in general.

Exhibit 5-12: Compensation Benchmarks for Senior Landscape Architects

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$48.68	\$90,851	\$2,295	\$316	\$93,462	3.5%	1.0%	94
Employment Status								
Owner	\$46.01	\$90,363	\$2,500	\$0	\$92,863	1.8%	0.0%	8
Full-time Employee	\$48.60	\$89,905	\$2,387	\$252	\$92,543	3.8%	1.0%	82
Other	\$55.62	\$111,235	\$0	\$2,273	\$113,508	0.0%	1.8%	4
Employment Status								
Owner	\$46.01	\$90,363	\$2,500	\$0	\$92,863	1.8%	0.0%	8
Employee	\$48.93	\$90,897	\$2,276	\$346	\$93,518	3.6%	1.1%	86
Gender								
Male	\$51.06	\$95,518	\$3,171	\$256	\$98,945	3.4%	0.2%	59
Female	\$45.38	\$84,032	\$439	\$150	\$84,621	0.5%	0.2%	31
Age								
Under 40	\$37.21	\$71,333	\$1,023	\$45	\$72,402	1.2%	0.1%	11
40 to 49	\$49.47	\$93,494	\$2,393	\$0	\$95,887	2.3%	0.0%	31
50 to 59	\$50.39	\$92,671	\$3,283	\$376	\$96,331	4.1%	0.4%	27
60 to 64	\$51.31	\$93,818	\$2,036	\$1,123	\$96,978	7.4%	4.6%	17
65 or Older	\$51.38	\$94,000	\$1,750	\$0	\$95,750	1.6%	0.0%	4
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$49.66	\$92,289	\$3,159	\$315	\$95,763	4.9%	1.3%	64
Graduate Degree	\$46.42	\$87,743	\$542	\$20	\$88,305	0.6%	0.0%	25
None	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Highest Level of Education - General								
No Post-Secondary	\$47.62	\$89,621	\$3,323	\$485	\$93,428	6.8%	2.4%	33
College	\$51.94	\$93,826	\$2,626	\$0	\$96,453	2.3%	0.0%	9
Undergraduate	\$50.01	\$92,725	\$1,234	\$382	\$94,340	1.2%	0.3%	36
Graduate	\$44.73	\$85,000	\$1,643	\$0	\$86,643	2.0%	0.0%	14
Member Category								
Registered Landscape Architect	\$49.37	\$92,262	\$2,547	\$354	\$95,163	3.9%	1.1%	84
Landscape Architect	\$44.05	\$81,111	\$0	\$0	\$81,111	0.0%	0.0%	9
Intern	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Years Since Designation								
10 or Less	\$39.52	\$76,689	\$950	\$25	\$77,664	1.2%	0.0%	20
11 to 20	\$54.78	\$101,863	\$2,590	\$200	\$104,653	2.4%	0.3%	30
21 to 30	\$46.49	\$85,429	\$2,529	\$588	\$88,546	7.8%	4.2%	17
More Than 30	\$54.31	\$100,475	\$4,368	\$779	\$105,622	5.7%	0.7%	17
Completed LARE Exams								
Yes	\$46.75	\$87,207	\$2,850	\$148	\$90,205	3.4%	0.2%	44
No	\$50.38	\$94,058	\$1,806	\$465	\$96,329	3.5%	1.7%	50
Region - Work								
British Columbia	\$43.65	\$82,748	\$1,161	\$36	\$83,945	1.4%	0.0%	14
Alberta, Prairies & Territories	\$54.43	\$104,544	\$8,614	\$556	\$113,713	14.3%	4.0%	18
Ontario	\$50.31	\$92,269	\$644	\$410	\$93,323	0.7%	0.4%	47
Atlantic & Quebec	\$41.36	\$77,539	\$942	\$0	\$78,482	1.2%	0.0%	15
Community Size - Work								
Small City or Smaller	\$46.21	\$85,623	\$385	\$0	\$86,008	0.5%	0.0%	13
Medium City	\$48.07	\$88,664	\$1,570	\$784	\$91,018	4.5%	2.7%	32
Large City	\$50.61	\$95,524	\$3,889	\$133	\$99,546	4.2%	0.1%	35
Major City	\$47.55	\$89,023	\$1,741	\$0	\$90,764	2.0%	0.0%	14

Exhibit 5-12: Compensation Benchmarks for Senior Landscape Architects (cont'd)

	Hourly	Base	Bonus/	Profit	Total	Bonus	Profit %	N
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	Incentive	Share	%					
Organization Type								
Sole practitioner	\$39.75	\$75,592	\$2,417	\$0	\$78,008	2.3%	0.0%	12
Partnership/corporation	\$45.64	\$89,179	\$3,873	\$708	\$93,761	6.5%	2.2%	42
Government	\$54.65	\$97,395	\$616	\$0	\$98,011	0.6%	0.0%	39
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Total Employees								
1 to 5	\$41.41	\$80,322	\$556	\$0	\$80,878	0.3%	0.0%	9
6 to 25	\$39.64	\$77,312	\$2,499	\$709	\$80,520	2.7%	0.7%	22
26 to 500	\$49.67	\$92,835	\$3,460	\$0	\$96,294	4.8%	0.0%	20
More than 500	\$53.26	\$97,390	\$2,518	\$323	\$100,231	5.2%	2.3%	31
Landscape Employees								
One	\$49.05	\$92,020	\$750	\$260	\$93,030	0.6%	0.3%	16
2 to 5	\$42.50	\$78,998	\$779	\$0	\$79,777	1.0%	0.0%	21
6 to 10	\$48.78	\$89,634	\$3,869	\$286	\$93,789	5.3%	0.4%	21
More Than 10	\$51.10	\$96,756	\$2,812	\$632	\$100,199	5.6%	2.6%	31
Years of Experience in Position								
3 Years or Less	\$47.48	\$88,393	\$1,296	\$0	\$89,689	1.5%	0.0%	21
4 to 10 Years	\$48.03	\$90,775	\$3,790	\$186	\$94,751	4.4%	0.2%	35
More Than 10 Years	\$49.94	\$92,280	\$1,469	\$612	\$94,361	3.8%	2.2%	38
Years of Experience in Organization								
3 Years or Less	\$45.76	\$89,481	\$1,400	\$0	\$90,881	1.6%	0.0%	10
4 to 10 Years	\$44.25	\$84,099	\$4,338	\$17	\$88,454	5.1%	0.0%	29
More Than 10 Years	\$51.55	\$94,661	\$1,380	\$532	\$96,573	3.0%	1.6%	55
Years of Experience at Seniority Level								
3 Years or Less	\$37.81	\$71,342	\$1,833	\$0	\$73,176	2.2%	0.0%	9
4 to 10 Years	\$49.85	\$94,127	\$2,415	\$232	\$96,775	2.3%	0.3%	28
More Than 10 Years	\$50.08	\$92,782	\$2,349	\$415	\$95,546	4.3%	1.5%	56
Years of Experience in Landscape Architecture								
3 Years or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
4 to 10 Years	\$36.10	\$68,826	\$969	\$63	\$69,857	1.5%	0.1%	8
More Than 10 Years	\$49.95	\$93,028	\$2,388	\$344	\$95,760	3.6%	1.1%	85

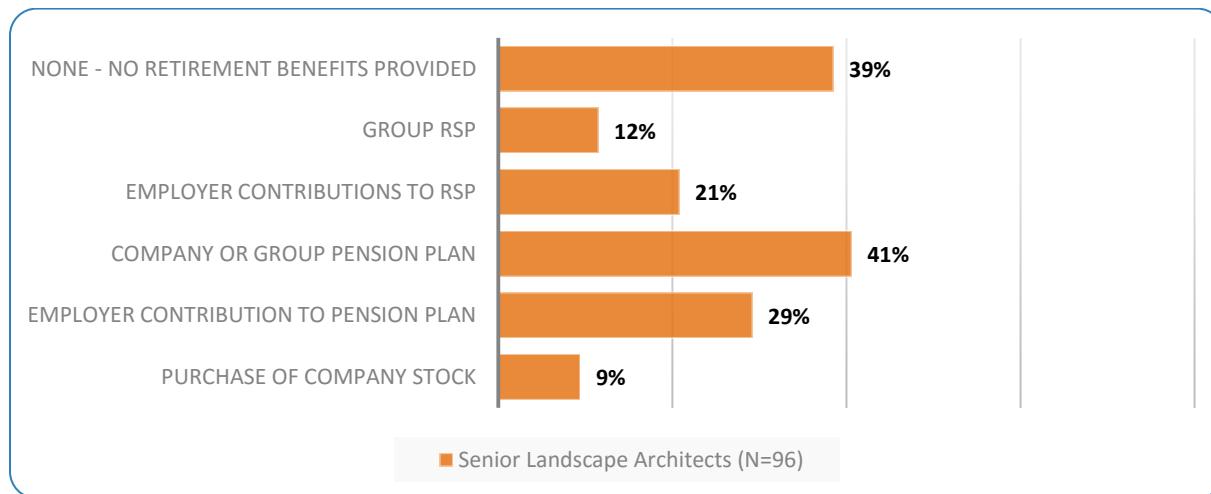
BENEFITS: SENIOR LANDSCAPE ARCHITECT

While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile benefits and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Senior Landscape Architects. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Sixty-one percent (61%) of Senior Landscape Architects indicated that their employers provide them with at least one retirement benefit (see **Exhibit 5-13**). Company or group pension plans are most common at 41% with only 29% receiving a contribution to the plan from their employer. One-fifth (21%) receive an RSP contribution from their employer while only 9% have the option to purchase company stock.

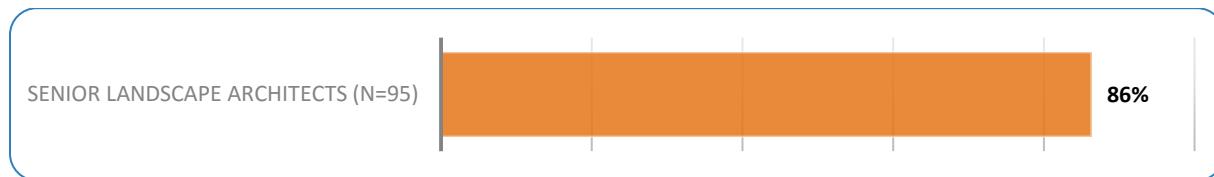
Exhibit 5-13: Retirement Benefits Received

Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

The majority (86%) of Senior Landscape Architects report receiving some health benefits from their employer (see **Exhibit 5-14**).

Exhibit 5-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Senior Landscape Architects are detailed in **Exhibits 5-15**. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

Interestingly, all the benefits tested are reasonably common (58% to 74% receiving). The most likely to be completely employer-funded are Employee Assistance Programs (E.A.P.) and short-term disability insurance. On the other hand, alternative therapy insurance, vision insurance, prescription drug insurance, dental insurance, and extended health care/major medical insurance are more likely to be co-funded by the employer and employee.

Exhibit 5-15: Health Benefits

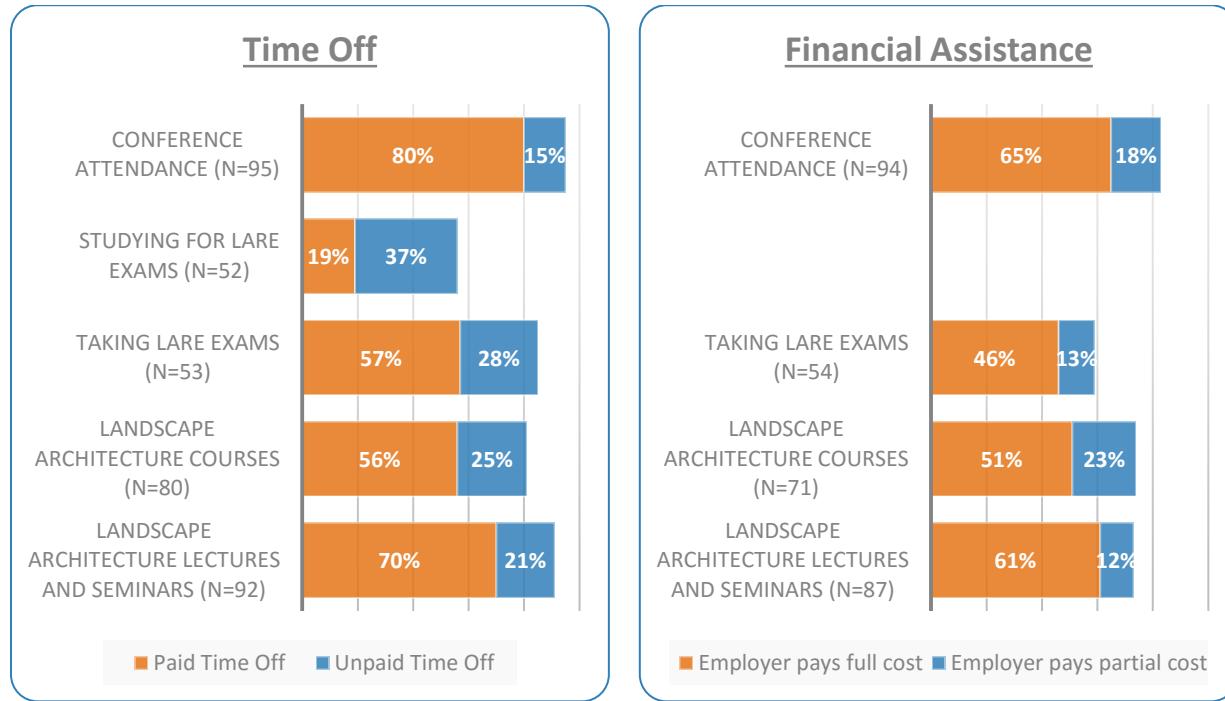
	Senior Landscape Architects			
	Employer paid	Shared payment	Employee paid	N
Life insurance	33%	33%	9%	91
Survivor insurance	33%	29%	3%	80
Travel insurance	26%	33%	5%	87
Extended health care/major medical insurance	28%	42%	6%	88
Critical illness insurance	28%	35%	4%	82
Prescription drug insurance	29%	45%	5%	94
Dental insurance	29%	44%	3%	94
Vision insurance	25%	46%	4%	94
Short-term disability insurance	36%	33%	4%	92
Long-term disability insurance	33%	34%	6%	91
Alternative therapy insurance	27%	46%	4%	93
Employee Assistance Program (E.A.P.)	39%	19%	3%	79

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 5-16 illustrates the time off and financial support received by Senior Landscape Architects for education. Support is strongest for conference attendance where 80% get paid time off and 65% report that the employer pays the cost. Support is also strong for landscape architecture lectures and seminars (70% paid time off and 61% funded by the employer).

Exhibit 5-16: Education Time Off and Financial Assistance

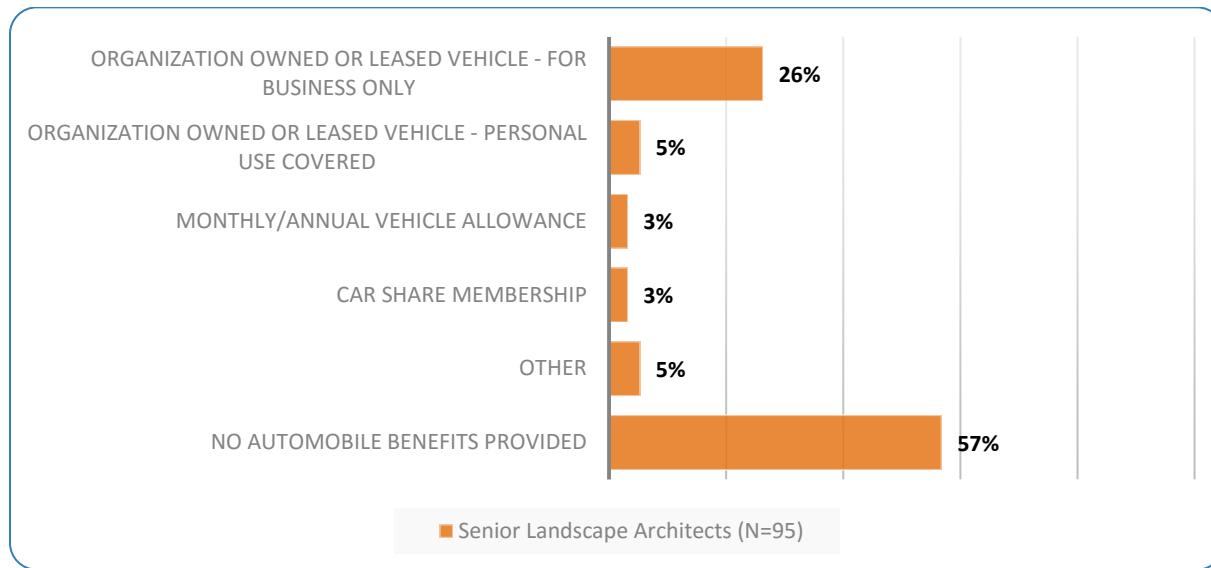


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only 43% of Senior Landscape Architects receive automobile benefits (see **Exhibit 5-17**). The most common benefit by a wide margin is organization owned or leased vehicles available for business use (26%).

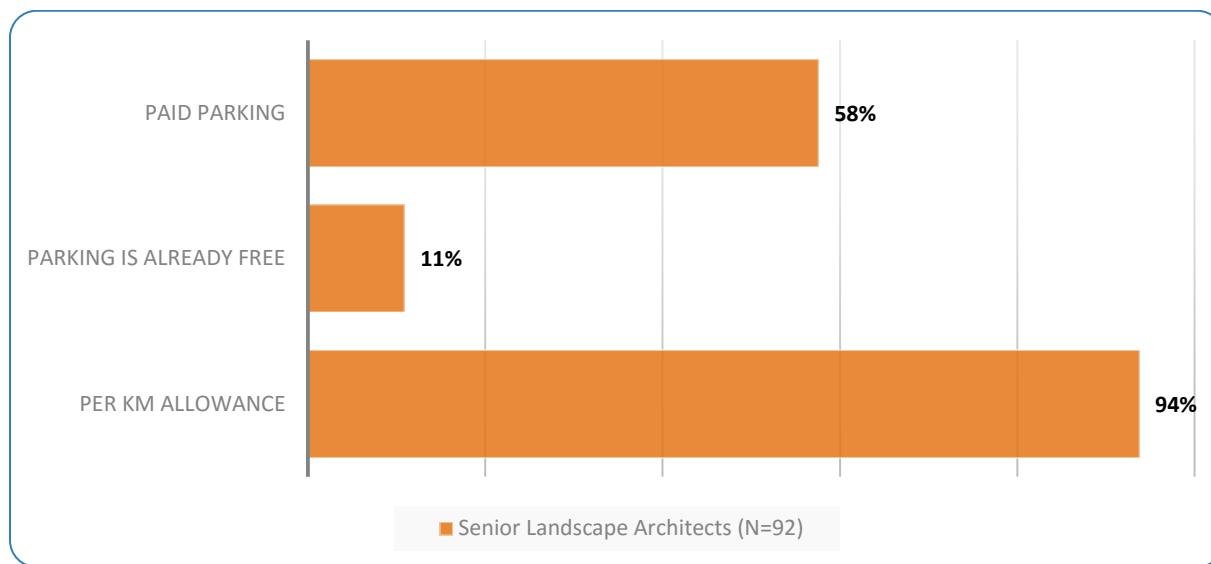
Exhibit 5-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in **Exhibit 5-18**, seven in ten (69%) Senior Landscape Architects have free parking at their workplace. This includes 58% whose parking is paid and another 11% where parking is already free. Most (94%) also receive a per kilometer reimbursement.

Exhibit 5-18: Other Automobile Related Benefits

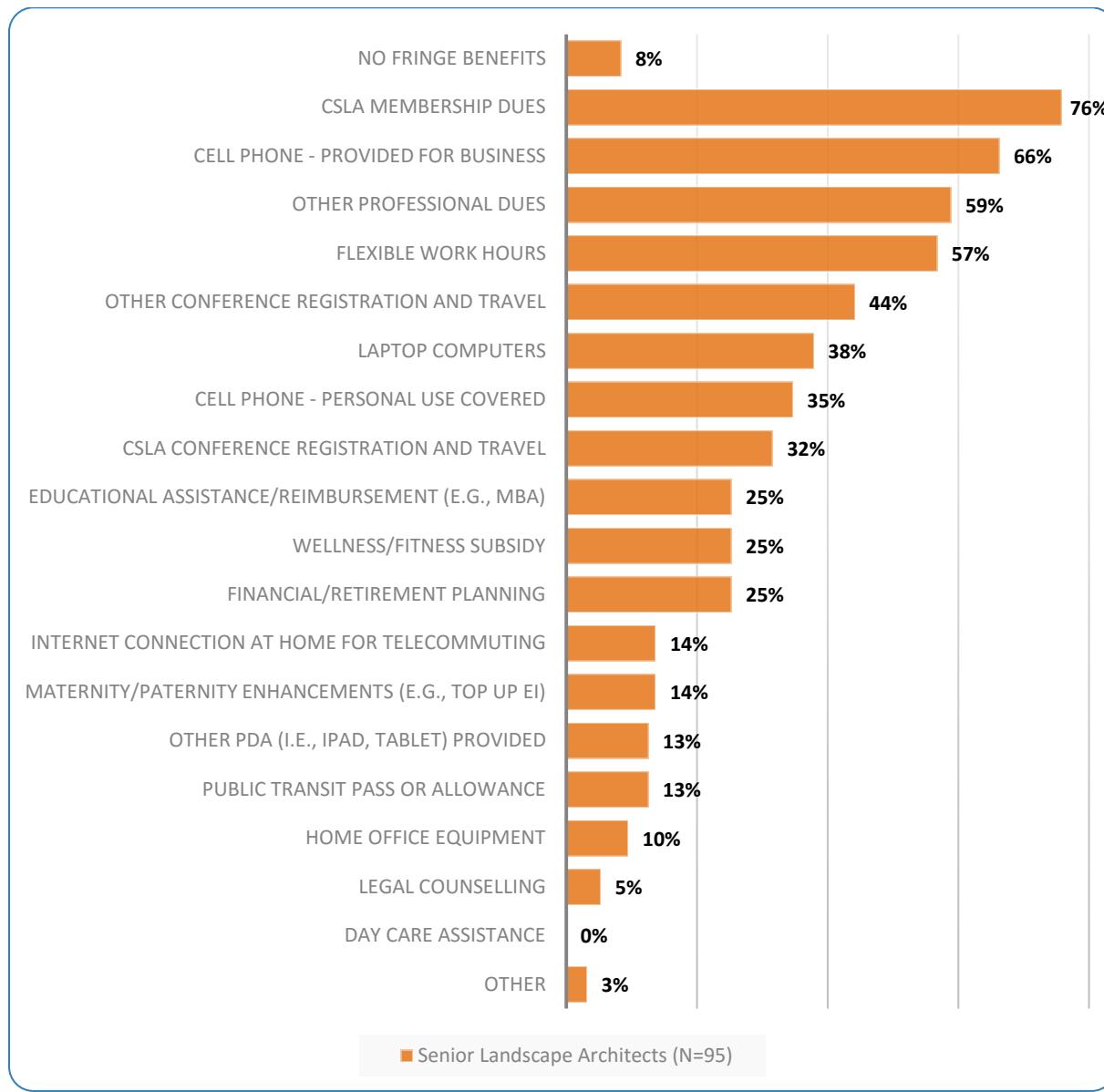


FRINGE BENEFITS

The vast majority (92%) of Senior Landscape Architects receive some form of fringe benefit (see **Exhibit 5-19**). CSLA membership dues are by far the most common benefit with three-quarters (76%) receiving it. Other top-tier benefits received by more than half of all Senior Landscape Architects include cell phone provided for business (66%), other professional dues (59%), and flexible work hours (57%).

Tier two benefits are less common but still popular. These include other conference registration and travel (44%), laptop computers (38%), cell phone - personal use covered (35%), and CSLA conference registration and travel (32%).

Exhibit 5-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

6. LANDSCAPE ARCHITECT PROFILE

This section discusses the compensation and benefits for the 171 Landscape Architects that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: LANDSCAPE ARCHITECT

The demographic profile of Landscape Architects presented in **Exhibit 6-1** provides an overview of those who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Landscape Architects.

Key demographics include:

- One-third (34%) of participating Landscape Architects are from Ontario while British Columbia and Quebec combine to account for another 41%. Three-quarters (74%) are located in mid, large or major cities.
- Just under half (48%) of Landscape Architects are male.
- The average age of Landscape Architects is 46 with the 36 to 45 (37%) and 46 to 65 (44%) age groups each accounting for roughly two-fifths.

Exhibit 6-1: Demographics

	Landscape Architects N=171
Province of Residence	
Alberta	6%
British Columbia	23%
Manitoba	9%
New Brunswick	1%
Newfoundland & Labrador	2%
Nova Scotia	4%
Nunavut	1%
Ontario	34%
Quebec	18%
Saskatchewan	3%
Size of Community - Residence	N=171
Rural	2%
Small town (pop < 10K)	7%
Small city (pop. 10K to 100K)	18%
Medium city (pop. 100K to 500K)	18%
Large city (pop. 500K to 1.5M)	31%
Major city (pop. > 1.5M)	25%
Gender	N=169
Male	48%
Female	52%
Age	N=162
Under 25	1%
26 to 35	16%
36 to 45	37%
46 to 55	22%
56 to 65	22%
66 or Older	3%
<i>Mean</i>	46.2
<i>Median</i>	45

Note: Percentages may not sum to 100% due to rounding.

Exhibit 6-2: Organization Profile

Type of Organization	Architects N=171
Sole practitioner	12%
Partnership/corporation	29%
Local government	53%
Provincial Government	5%
Federal Government	1%
University or college	1%
Other	1%
Number of Employees – Total	N=125
One	8%
Two	1%
Three	1%
Four	4%
Five	0%
6 to 10	5%
11 to 25	15%
26 to 50	6%
51 to 75	1%
76 to 100	0%
101 to 500	22%
501 to 1000	9%
Over 1000	29%
Mean	3,276.7
Median	300
Number of Employees - Landscape Architecture	N=142
One	16%
Two	8%
Three	9%
Four	8%
Five	7%
6 to 10	25%
11 to 25	23%
26 to 50	3%
51 to 75	0%
76 to 100	1%
101 to 500	1%
Mean	11.9
Median	6

As seen in **Exhibit 6-2**, the government is the most common employers of Landscape Architects at 59% with partnership/corporation ranking second at 29%. While the average number of staff is quite high at 3,277, the median of 300 represents a better picture of the typical employer. The high average is largely due attributable to the government employers. Similarly, the average landscape team size is 12 while the median team size is 6.

Note: Percentages may not sum to 100% due to rounding.

EXPERIENCE PROFILE: LANDSCAPE ARCHITECT

Landscape Architects are a well-educated group with almost all (97%) having a university degree in the field of Landscape Architecture and 55% having completed additional post-secondary education outside the profession. Over three-quarters (77%) are registered Landscape Architects with two-thirds (67%) having registered after 2000. Nearly half (45%) have completed the LARE exam successfully. These results are summarized in **Exhibit 6-3**.

Exhibit 6-3: Qualification Profile

	Landscape Architects
Highest Level of Education - Landscape Architecture	N=170
Undergraduate degree	58%
Master's degree	39%
None	3%
Highest Level of Education - Non-Landscape Architecture	N=166
High school graduate or less	17%
Some college, technical school or university	13%
College graduate	15%
University undergraduate degree	46%
Master's degree (e.g., MBA)	8%
Doctorate/PhD	1%
Membership Category	N=171
Registered Landscape Architect	77%
Landscape Architect	20%
Intern	4%
Registration Year	N=128
2011 to 2015	30%
2006 to 2010	24%
2001 to 2005	13%
1996 to 2000	7%
1991 to 1995	10%
1986 to 1990	8%
1985 or earlier	9%
<i>Mean (years)</i>	13.0
<i>Median (years)</i>	10
Completed the LARE	N=171
Yes	45%

Note: Percentages may not sum to 100% due to rounding.

The average Landscape Architect has been at that level for 12 years and has spent 7 years in their current position (see **Exhibit 6-4**). They have extensive experience, having spent an average of 17 years as a Landscape Architect.

Exhibit 6-4: Years of Experience

	Current Position N=171	Current Employer/ Organization N=171	At Seniority Level N=163	In Landscape Architecture N=166
1 Year or Less	12%	5%	3%	0%
1.1 Years to 3 Years	25%	19%	13%	2%
3.1 Years to 5 Years	17%	16%	14%	6%
5.1 Years to 10 Years	28%	27%	28%	27%
10.1 Years to 15 Years	11%	14%	16%	19%
15.1 Years to 20 Years	5%	7%	10%	14%
More Than 20 Years	3%	13%	17%	33%
<i>Mean</i>	6.8	9.6	11.9	16.8
<i>Median</i>	5	7	10	15

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: LANDSCAPE ARCHITECT

On average, Landscape Architects receive 3.5 weeks in vacation (18 days) and 7.5 personal days. As seen in **Exhibit 6-5**, vacation ranges primarily from 3 weeks to 4 weeks with three-quarters (67%) falling in this range. Of note, one-fifth (21%) do not have personal days.

Exhibit 6-5: Paid Time Off

Number of Paid Vacation Days	Landscape Architects N=161
Less than 1 week	1%
1 week	2%
2 weeks	11%
3 weeks	40%
4 weeks	27%
5 weeks	12%

Exhibit 6-6: Compensation Structure

Number of Paid Personal Days	Landscape Architects N=130
None	21%
Less than 5 days	14%
5 days	15%
6 to 9 days	18%
10 to 15 days	19%
More than 15 days	14%

Note: Percentages may not sum to 100% due to rounding.

A general profile of the Landscape Architect position is presented in **Exhibit 6-6** to provide context to the compensation data. Over eight in ten (85%) are full-time employees and seven in ten (70%) are salaried. Less than one-fifth (18%) participate in bonus/incentive plans while only 6% participate in profit sharing. Over three-quarters (77%) have an overtime policy, the most common being time off in lieu (47%). The average standard work week is 35.8 hours, but 28% actually work over 40 hours.

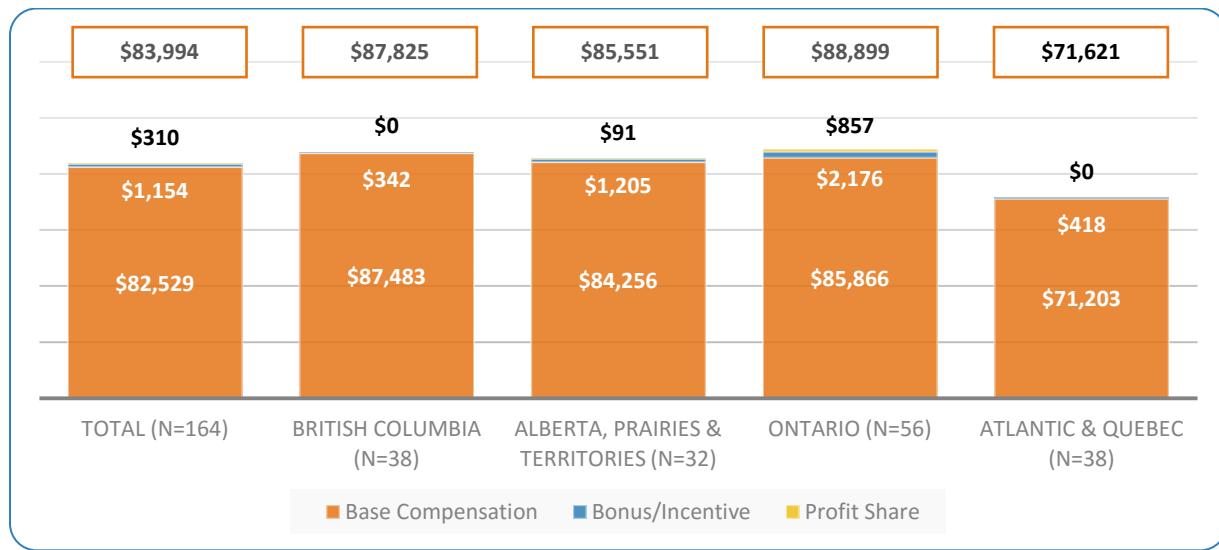
Architects	
Employment Status	N=171
Owner	4%
Full-time employee	85%
Permanent part-time employee	6%
Casual part-time employee	1%
Contract employee	3%
Pay Structure	N=171
Salary	70%
Hourly	29%
Owner/Contract	1%
Variable Cash Compensation	N=171
Have a performance bonus/incentive plan	18%
Participate in profit sharing	6%
Overtime Policy	N=171
No reward for overtime	23%
Time off in lieu	47%
Paid at regular hourly rate	11%
Paid an enhanced hourly rate	19%
Standard Hours Per Week	N=169
15 Hours or Less	2%
16 to 30 Hours	5%
31 to 35 Hours	49%
35 to 40 Hours	41%
40 to 45 Hours	1%
45 to 50 Hours	1%
More Than 50 Hours	1%
<i>Mean</i>	35.8
<i>Median</i>	35.0
Average Hours Actually Worked Per Week	N=166
15 Hours or Less	2%
16 to 30 Hours	5%
31 to 35 Hours	23%
35 to 40 Hours	42%
40 to 45 Hours	21%
45 to 50 Hours	4%
More Than 50 Hours	3%
<i>Mean</i>	38.7
<i>Median</i>	39

Note: Percentages may not sum to 100% due to rounding.

CASH COMPENSATION: LANDSCAPE ARCHITECT

Compensation for participating Landscape Architects averages almost \$84,000 per year (see [Exhibit 6-7](#)). This is comprised of approximately \$82,500 in base pay, \$1,200 in bonus or incentives and \$300 in profit share. The exhibit also shows the regional breakdowns. Regionally, compensation for Landscape Architects is highest in Ontario (\$88,900) and British Columbia (\$87,800). Alberta/Prairies is a close third (\$85,600).

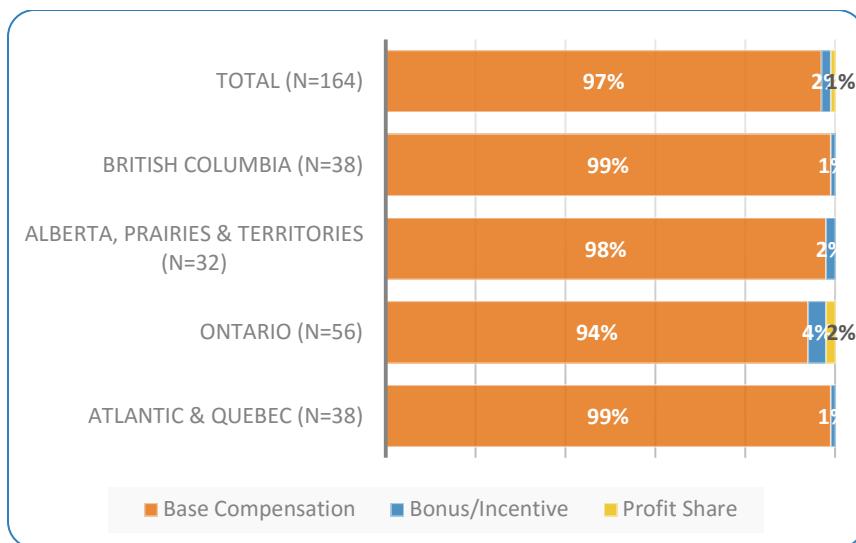
Exhibit 6-7: Cash Compensation by Region



Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

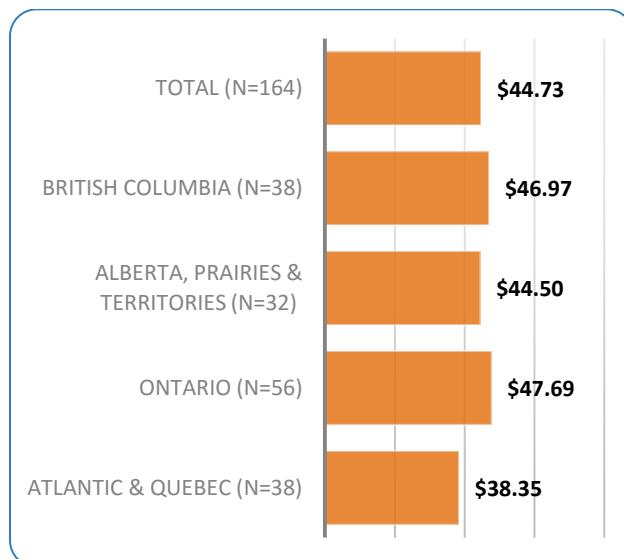
As noted earlier, 18% of Landscape Architects have a bonus component to their compensation while 6% have profit share. As seen in [Exhibit 6-8](#), the average compensation is comprised of 97% base compensation, 2% bonus, and 1% profit share. These are sector-wide percentages that include zeros for those who do not receive these components.

Exhibit 6-8: Additional Cash Compensation Ratio



Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Exhibit 6-9: Base Compensation as an Hourly Wage



Note: Hourly wages do not include additional cash compensation.

Differences in hourly rates by level will be similar to those for the salaries presented earlier. As seen in the exhibit, the top paying regions are Ontario (\$47.69/hr) and British Columbia (\$46.97/hr).

Exhibit 6-10 presents the quartile ranges for Landscape Architects for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

As an additional comparison point, **Exhibit 6-9** presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

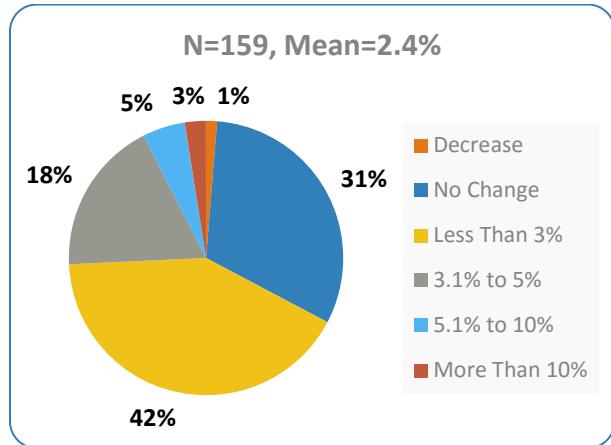
Exhibit 6-10: Compensation Quartiles

	Annual	Hourly
1 st quartile	\$24,000 to \$62,500	\$12.00 to \$32.00
2 nd quartile	\$62,500 to \$82,500	\$32.00 to \$44.52
3 rd quartile	\$82,500 to \$95,500	\$44.52 to \$51.94
4 th quartile	\$95,500 to \$290,000	\$51.94 to \$145.00

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year. Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: LANDSCAPE ARCHITECT

Exhibit 6-11: Changes in Compensation – Past 12 Months



Two-thirds (68%) of Landscape Architects received an increase in cash compensation over the past twelve months (see [Exhibit 6-11](#)). Just over four in ten (42%) received an increase of less than 3%. The average increase for Landscape Architects in the past twelve months was 2.4%.

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION BENCHMARKS: LANDSCAPE ARCHITECT

[Exhibit 6-12](#) provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Gender:** Male Landscape Architects earn, on average, 9% more than their female counterparts.
- **Age:** Income increases as age increases.
- **Education:** Those with an undergraduate university degree in landscape architecture earn more than those with a general undergraduate degree.
- **Experience:** Experience is linked to compensation. The biggest factor is years of experience in the landscape architecture profession in general.

Exhibit 6-12: Compensation Benchmarks for Landscape Architects

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$44.73	\$82,529	\$1,154	\$310	\$83,993	2.0%	0.7%	164
Employment Status								
Owner	\$31.67	\$62,000	\$0	\$8,000	\$70,000	0.0%	16.7%	6
Full-time Employee	\$45.87	\$83,931	\$1,146	\$8	\$85,085	1.8%	0.0%	142
Other	\$39.55	\$77,787	\$1,656	\$113	\$79,556	3.8%	0.5%	16
Employment Status								
Owner	\$31.67	\$62,000	\$0	\$8,000	\$70,000	0.0%	16.7%	6
Employee	\$45.23	\$83,309	\$1,198	\$18	\$84,525	2.0%	0.1%	158
Gender								
Male	\$47.48	\$86,978	\$357	\$600	\$87,934	0.5%	1.3%	80
Female	\$42.33	\$78,633	\$1,876	\$35	\$80,544	3.3%	0.1%	83
Age								
Under 40	\$32.97	\$62,677	\$1,324	\$0	\$64,001	2.5%	0.0%	48
40 to 49	\$45.56	\$83,773	\$83	\$21	\$83,877	0.1%	0.0%	52
50 to 59	\$53.17	\$95,315	\$656	\$46	\$96,017	0.6%	0.2%	39
60 to 64	\$59.13	\$113,074	\$0	\$0	\$113,074	0.0%	0.0%	12
65 or Older	\$51.28	\$94,250	\$500	\$8,000	\$102,750	0.5%	16.7%	6
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$46.54	\$85,638	\$1,527	\$511	\$87,676	2.4%	1.1%	94
Graduate Degree	\$42.57	\$78,716	\$714	\$45	\$79,475	1.5%	0.2%	64
None	\$42.62	\$79,786	\$0	\$0	\$79,786	0.0%	0.0%	5
Highest Level of Education - General								
No Post-Secondary	\$44.58	\$81,740	\$2,192	\$23	\$83,955	3.8%	0.0%	48
College	\$45.75	\$86,397	\$671	\$0	\$87,067	1.0%	0.0%	24
Undergraduate	\$44.57	\$82,178	\$930	\$692	\$83,800	1.5%	1.5%	72
Graduate	\$43.93	\$80,066	\$67	\$0	\$80,133	0.1%	0.0%	15
Member Category								
Registered Landscape Architect	\$45.22	\$83,312	\$1,318	\$398	\$85,028	2.2%	0.9%	128
Landscape Architect	\$40.80	\$75,046	\$644	\$0	\$75,690	1.1%	0.0%	30
Intern	\$54.11	\$103,244	\$200	\$0	\$103,444	0.4%	0.0%	6
Years Since Designation								
10 or Less	\$37.19	\$69,030	\$944	\$16	\$69,990	1.7%	0.0%	67
11 to 20	\$51.18	\$93,732	\$3,506	\$0	\$97,239	6.3%	0.0%	24
21 to 30	\$57.08	\$103,477	\$929	\$78	\$104,484	0.7%	0.4%	23
More Than 30	\$58.52	\$109,132	\$0	\$0	\$109,132	0.0%	0.0%	11
Completed LARE Exams								
Yes	\$42.82	\$78,981	\$673	\$40	\$79,693	1.3%	0.1%	73
No	\$46.27	\$85,376	\$1,540	\$527	\$87,443	2.5%	1.1%	91
Region - Work								
British Columbia	\$46.97	\$87,483	\$342	\$0	\$87,825	0.5%	0.0%	38
Alberta, Prairies & Territories	\$44.50	\$84,256	\$1,205	\$91	\$85,551	1.6%	0.3%	32
Ontario	\$47.69	\$85,866	\$2,176	\$857	\$88,899	4.0%	1.8%	56
Atlantic & Quebec	\$38.35	\$71,203	\$418	\$0	\$71,621	0.6%	0.0%	38
Community Size - Work								
Small City or Smaller	\$44.70	\$83,144	\$0	\$67	\$83,211	0.0%	0.3%	27
Medium City	\$45.99	\$84,361	\$631	\$960	\$85,952	1.0%	2.0%	50
Large City	\$46.75	\$86,510	\$500	\$22	\$87,032	0.7%	0.0%	50
Major City	\$40.34	\$74,225	\$3,587	\$0	\$77,811	6.4%	0.0%	37

Exhibit 6-12: Compensation Benchmarks for Landscape Architects (cont'd)

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Organization Type								
Sole practitioner	\$29.88	\$58,014	\$431	\$2,824	\$61,269	0.8%	5.9%	17
Partnership/corporation	\$32.54	\$62,618	\$1,580	\$62	\$64,260	2.8%	0.2%	47
Government	\$53.00	\$95,923	\$1,099	\$0	\$97,022	1.8%	0.0%	98
Total Employees								
1 to 5	\$30.50	\$59,992	\$650	\$3,200	\$63,842	1.2%	6.7%	15
6 to 25	\$34.20	\$64,972	\$1,654	\$75	\$66,701	3.7%	0.3%	24
26 to 500	\$46.91	\$87,710	\$817	\$31	\$88,558	0.9%	0.1%	35
More than 500	\$50.54	\$92,287	\$398	\$0	\$92,685	0.5%	0.0%	47
Landscape Employees								
One	\$43.91	\$83,686	\$307	\$2,286	\$86,278	0.5%	4.8%	21
2 to 5	\$43.32	\$80,493	\$210	\$0	\$80,703	0.4%	0.0%	42
6 to 10	\$46.22	\$83,480	\$511	\$51	\$84,043	0.7%	0.2%	35
More Than 10	\$43.57	\$81,159	\$1,578	\$29	\$82,766	2.7%	0.1%	38
Years of Experience in Position								
3 Years or Less	\$42.80	\$80,080	\$2,561	\$0	\$82,641	4.5%	0.0%	60
4 to 10 Years	\$43.57	\$80,015	\$374	\$673	\$81,061	0.5%	1.4%	73
More Than 10 Years	\$51.22	\$93,190	\$268	\$58	\$93,516	0.3%	0.3%	31
Years of Experience in Organization								
3 Years or Less	\$38.17	\$70,743	\$3,513	\$0	\$74,256	6.2%	0.0%	38
4 to 10 Years	\$41.48	\$77,037	\$464	\$701	\$78,202	0.8%	1.5%	70
More Than 10 Years	\$53.25	\$97,392	\$416	\$32	\$97,840	0.5%	0.1%	56
Years of Experience at Seniority Level								
3 Years or Less	\$41.10	\$76,982	\$1,670	\$0	\$78,652	3.5%	0.0%	24
4 to 10 Years	\$40.31	\$74,492	\$610	\$16	\$75,118	0.9%	0.0%	67
More Than 10 Years	\$51.01	\$93,098	\$1,641	\$755	\$95,493	2.6%	1.6%	66
Years of Experience in Landscape Architecture								
3 Years or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
4 to 10 Years	\$33.73	\$63,958	\$1,162	\$21	\$65,141	2.3%	0.0%	53
More Than 10 Years	\$49.92	\$90,675	\$1,205	\$479	\$92,359	1.9%	1.0%	104

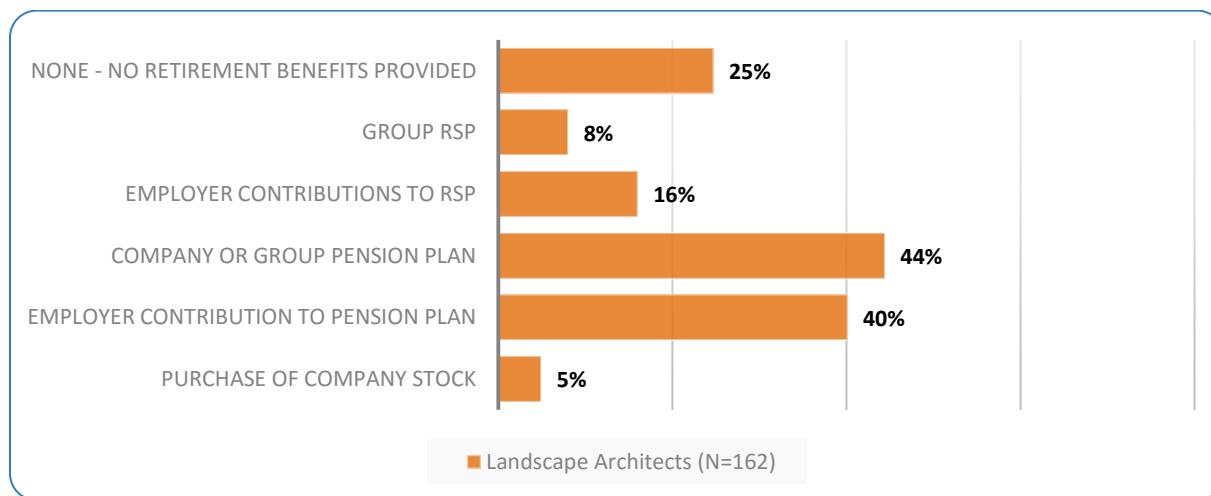
BENEFITS: LANDSCAPE ARCHITECT

While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile benefits and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Landscape Architects. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Three-quarters (75%) of Landscape Architects indicated that their employers provide them with at least one retirement benefit (see **Exhibit 6-13**). Company or group pension plans are most common at 44% with 40% receiving a contribution to the plan from their employer. Sixteen percent (16%) receive an RSP contribution from their employer, 8% receive a Group RSP while only 5% have the option to purchase company stock.

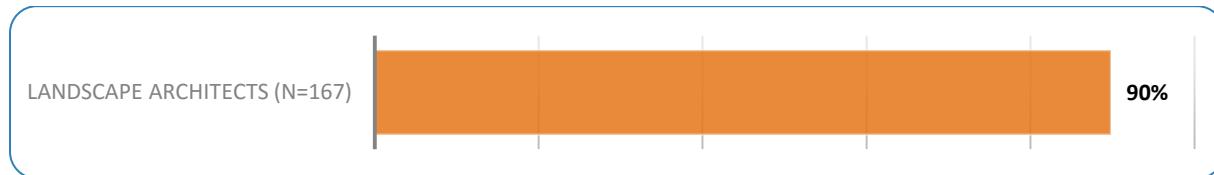
Exhibit 6-13: Retirement Benefits Received

Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

The vast majority (90%) of Landscape Architects report receiving some health benefits from their employer (see **Exhibit 6-14**).

Exhibit 6-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Landscape Architects are detailed in **Exhibits 6-15**. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

Interestingly, all the benefits tested are reasonably common in general (64% to 87% receiving). The most likely to be completely employer-funded are Employee Assistance Programs (E.A.P.). On the other hand, alternative therapy insurance, prescription drug insurance, dental insurance, extended health care/major medical insurance, vision insurance, and life insurance are more likely to be co-funded by the employer and employee.

Exhibit 6-15: Health Benefits

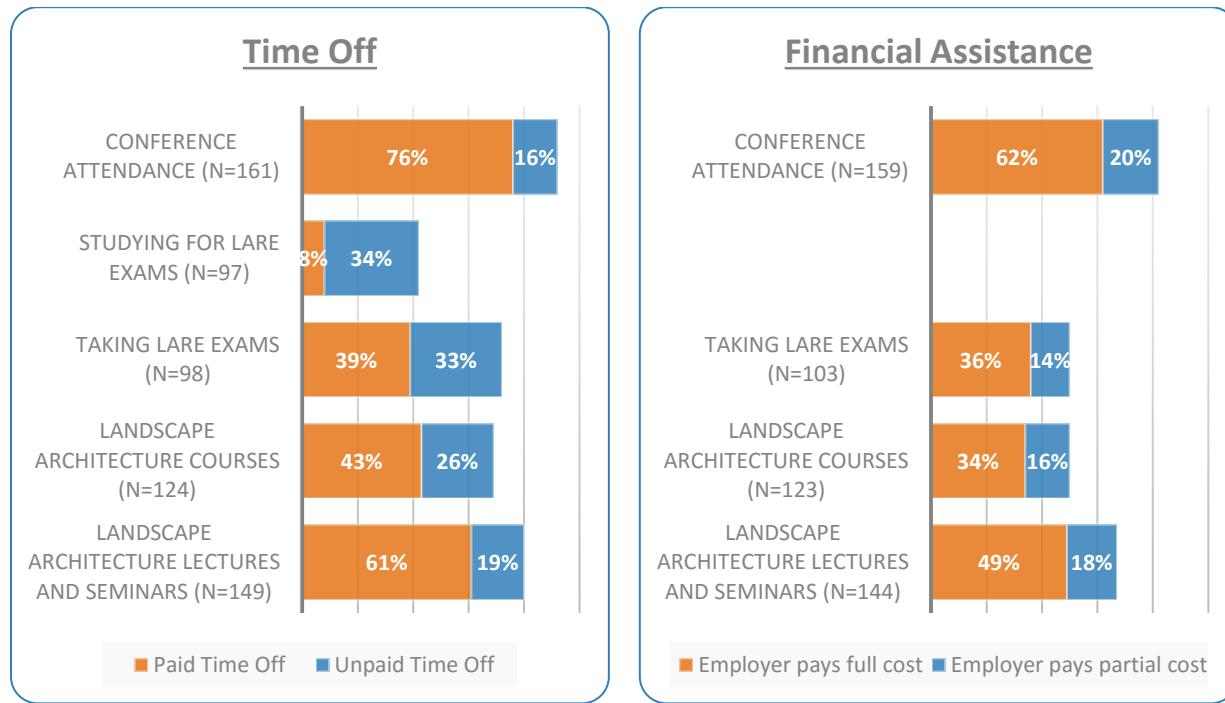
	Landscape Architects			
	Employer paid	Shared payment	Employee paid	N
Life insurance	29%	42%	9%	155
Survivor insurance	25%	34%	8%	134
Travel insurance	25%	32%	7%	150
Extended health care/major medical insurance	34%	47%	5%	155
Critical illness insurance	25%	39%	9%	142
Prescription drug insurance	30%	50%	7%	162
Dental insurance	29%	49%	5%	162
Vision insurance	28%	45%	4%	162
Short-term disability insurance	34%	37%	4%	152
Long-term disability insurance	32%	38%	10%	152
Alternative therapy insurance	28%	51%	7%	159
Employee Assistance Program (E.A.P.)	47%	28%	2%	129

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 6-16 illustrates the time off and financial support received by Landscape Architects for education. Support is strongest for conference attendance where 76% get paid time off and 62% report that the employer pays the cost. Support is also strong for landscape architecture lectures and seminars (61% paid time off and 49% funded by the employer).

Exhibit 6-16: Education Time Off and Financial Assistance

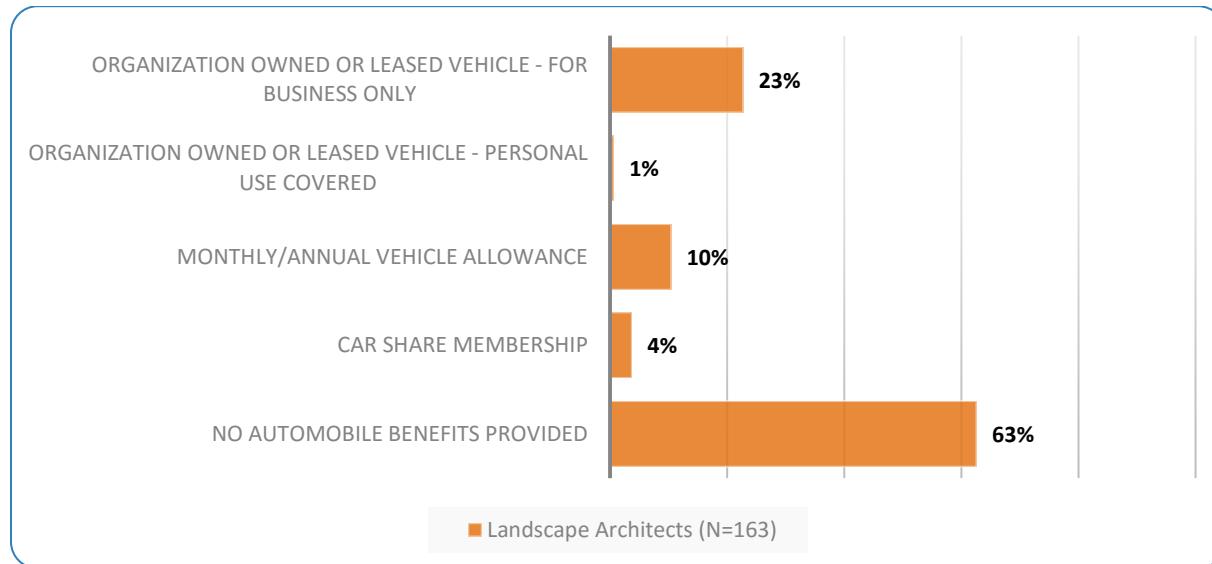


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only 37% of Landscape Architects receive automobile benefits (see **Exhibit 6-17**). The most common benefit by a wide margin is organization owned or leased vehicles available for business use (23%).

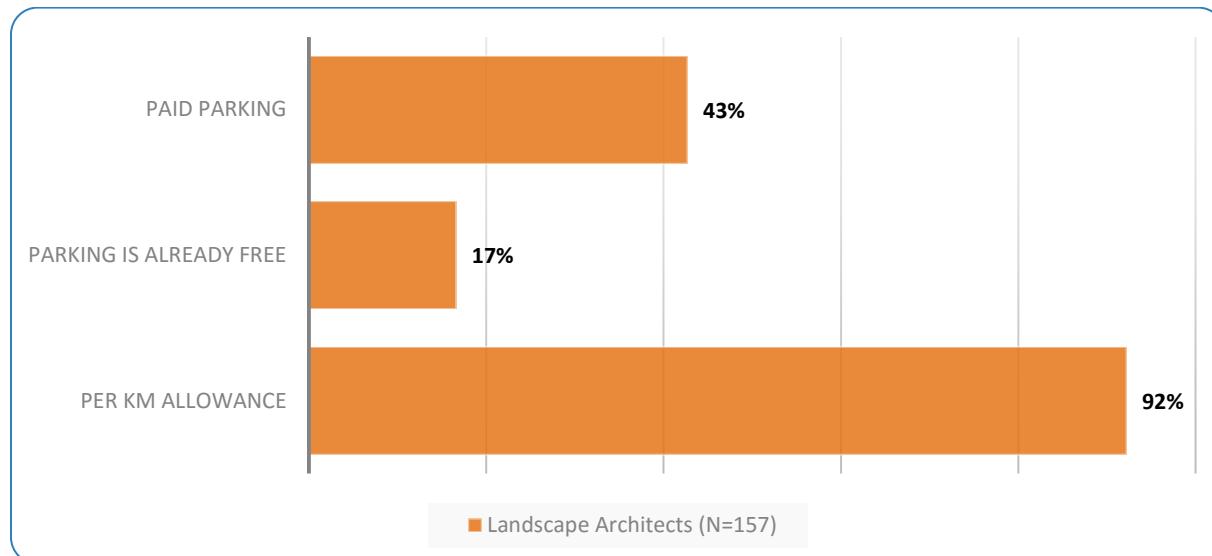
Exhibit 6-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in **Exhibit 6-18**, six in ten (60%) Landscape Architects have free parking at the workplace. This includes 43% whose parking is paid and another 17% where parking is already free. Most (92%) also receive a per kilometer reimbursement.

Exhibit 6-18: Other Automobile Related Benefits

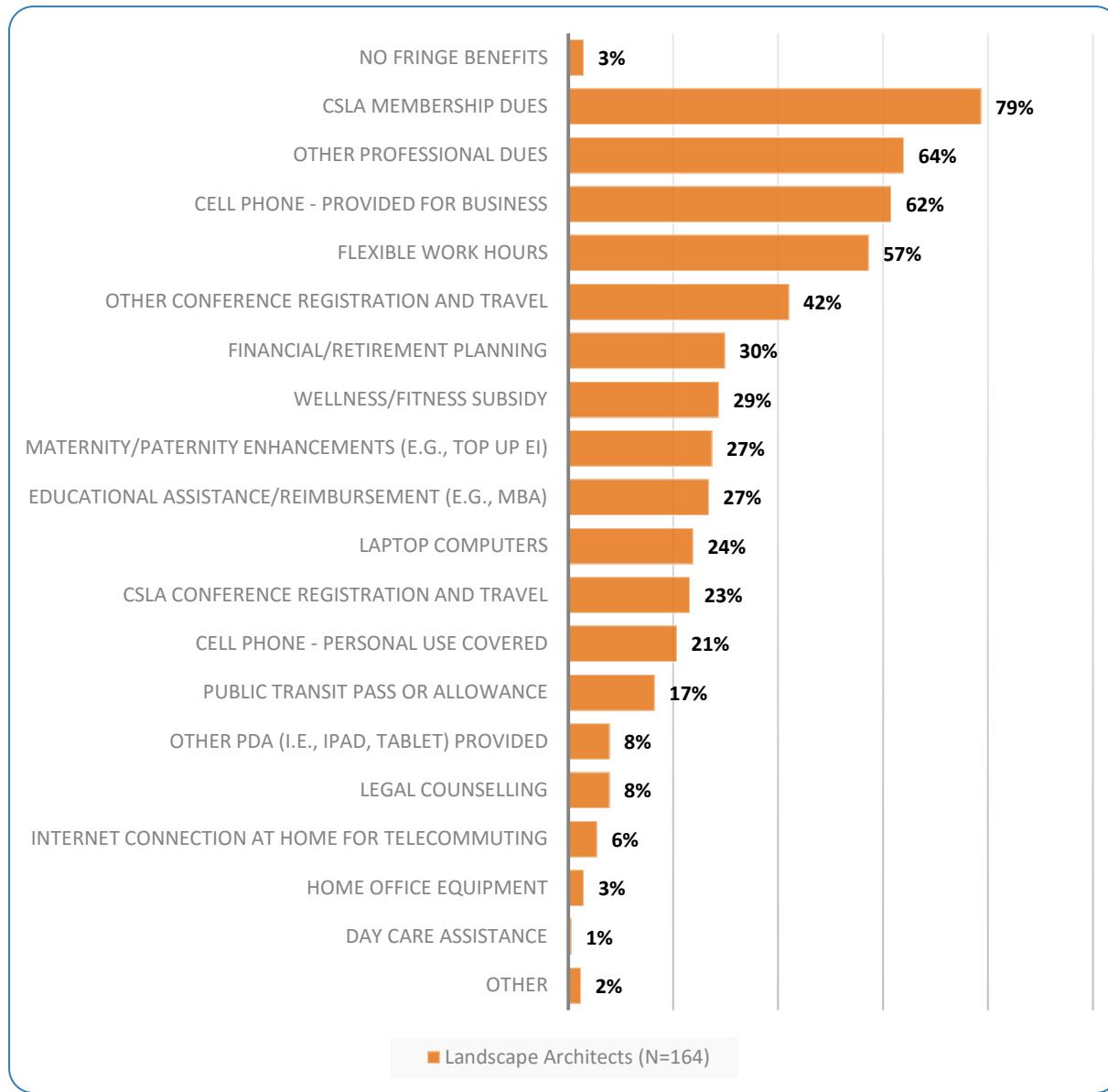


FRINGE BENEFITS

The vast majority (97%) of Landscape Architects receive some form of fringe benefit (see **Exhibit 6-19**). CSLA membership dues are by far the most common benefit with eight in ten (79%) receiving it. Other top-tier benefits received by more than half of all Landscape Architects include other professional dues (64%), cell phone provided for business (62%), and flexible work hours (57%).

Tier two benefits are less common but still popular. There is only one tier two benefit – other conference registration and travel (42%).

Exhibit 6-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

7. LANDSCAPE INTERN PROFILE

This section discusses the compensation and benefits for the 48 Landscape Interns that participated in the study. It begins by presenting the profile of employees at this level, continues on to discuss compensation, before concluding with a look at the benefits received.

DEMOGRAPHIC PROFILE: LANDSCAPE INTERN

The demographic profile of Landscape Interns presented in **Exhibit 7-1** provides an overview of who participated in the survey. The demographics are used later in this section to break out compensation benchmarks for Landscape Interns.

Key demographics include:

- Seven in ten (71%) of participating Landscape Interns are from British Columbia. Eight in ten (81%) are located in large or major cities.
- Almost two-thirds (65%) of Landscape Interns are female.
- The average age of Landscape Interns is 34 with 70% falling into the 26 to 35 age group and a further 23% belonging to the 36 to 45 age group.

Exhibit 7-1: Demographics

	Landscape Interns N=48
Province of Residence	
British Columbia	71%
Manitoba	25%
Ontario	2%
Saskatchewan	2%
Size of Community - Residence	N=48
Rural	2%
Medium city (pop. 100K to 500K)	17%
Large city (pop. 500K to 1.5M)	50%
Major city (pop. > 1.5M)	31%
Gender	N=48
Male	35%
Female	65%
Age	N=47
Under 25	2%
26 to 35	70%
36 to 45	23%
46 to 55	4%
<i>Mean</i>	33.9
<i>Median</i>	32

Note: Percentages may not sum to 100% due to rounding.

Exhibit 7-2: Organization Profile

		Landscape Interns
Type of Organization	N=48	
Sole practitioner	25%	
Partnership/corporation	65%	
Local government	8%	
Provincial Government	2%	
Number of Employees - Total	N=43	
One	2%	
Two	2%	
Three	5%	
Four	0%	
Five	5%	
6 to 10	19%	
11 to 25	23%	
26 to 50	30%	
51 to 75	0%	
76 to 100	0%	
101 to 500	9%	
501 to 1,000	2%	
Over 1,000	2%	
Mean	116.1	
Median	17	
Number of Employees - Landscape Architecture	N=45	
One	4%	
Two	7%	
Three	16%	
Four	13%	
Five	4%	
6 to 10	22%	
11 to 25	20%	
26 to 50	13%	
Mean	11.0	
Median	7	

Note: Percentages may not sum to 100% due to rounding.

As seen in **Exhibit 7-2**, partnerships/corporations are the most common employers of Landscape Interns accounting for 65%. Sole proprietors are the second most common employers, accounting for 25%. While the average number of staff is on the high side at 116, the median of 17 represents a better picture of the typical employer. Similarly, the average landscape team size is 11 while the median team size is 7.

EXPERIENCE PROFILE: LANDSCAPE INTERN

Landscape Interns are a well-educated group with almost all (95%) having a university degree in the field of Landscape Architecture and two thirds (68%) having completed additional post-secondary education outside the profession. By definition, nearly all (96%) are Interns. Just over one in ten (13%) have completed the LARE exam successfully. These results are summarized in **Exhibit 7-3**.

Exhibit 7-3: Qualification Profile

	Landscape Interns
Highest Level of Education - Landscape Architecture	N=47
Undergraduate degree	23%
Master's degree	72%
None	4%
Highest Level of Education - Non-Landscape Architecture	N=47
High school graduate or less	17%
Some college, technical school or university	9%
College graduate	6%
University undergraduate degree	62%
Master's degree (e.g., MBA)	6%
Membership Category	N=48
Registered Landscape Architect	4%
Intern	96%
Registration Year	N=2
2011 to 2015	N/A
2006 to 2010	N/A
2001 to 2005	N/A
1996 to 2000	N/A
1991 to 1995	N/A
1986 to 1990	N/A
1985 or earlier	N/A
<i>Mean (years)</i>	N/A
<i>Median (years)</i>	N/A
Completed the LARE	N=48
Yes	13%

Notes: Percentages may not sum to 100% due to rounding.

N/A: Not Available due to small sample size.

The average Landscape Intern has been at that level for 3.5 years and has spent 3 years in their current position (see **Exhibit 7-4**). They are relatively new to the profession, having spent an average of 4 years as a Landscape Architect.

Exhibit 7-4: Years of Experience

	Current Position N=48	Current Employer/ Organization N=48	At Seniority Level N=45	In Landscape Architecture N=47
1 Year or Less	29%	27%	20%	19%
1.1 Years to 3 Years	40%	38%	44%	34%
3.1 Years to 5 Years	19%	19%	18%	26%
5.1 Years to 10 Years	10%	15%	13%	13%
10.1 Years to 15 Years	2%	2%	4%	9%
<i>Mean</i>	3.0	3.2	3.5	4.2
<i>Median</i>	3	3	3	3

Note: Percentages may not sum to 100% due to rounding.

COMPENSATION PROFILE: LANDSCAPE INTERN

On average, Landscape Interns receive 2.5 weeks in vacation (12.6 days) and 5.0 personal days. As seen in **Exhibit 7-5**, vacation ranges primarily from 2 weeks to 3 weeks with 87% falling in this range. The most common number of personal days is less than 5 at 39% while 16% have no personal days.

Exhibit 7-5: Paid Time Off

Number of Paid Vacation Days	Landscape Interns N=44
Less than 1 week	5%
1 week	0%
2 weeks	46%
3 weeks	41%
4 weeks	7%
5 weeks	2%
<i>Mean</i>	12.6
<i>Median</i>	12.5

Number of Paid Personal Days	N=31
0 days	16%
1 to 5 days	39%
6 to 9 days	10%
10 to 15 days	16%
More than 15 days	16%
<i>Mean</i>	5.0
<i>Median</i>	4.0

Notes: Percentages may not sum to 100% due to rounding.

Exhibit 7-6: Compensation Structure

Employment Status	Landscape Interns N=48
Full-time employee	88%
Permanent part-time employee	6%
Casual part-time employee	2%
<i>Mean</i>	5.0
<i>Median</i>	4.0

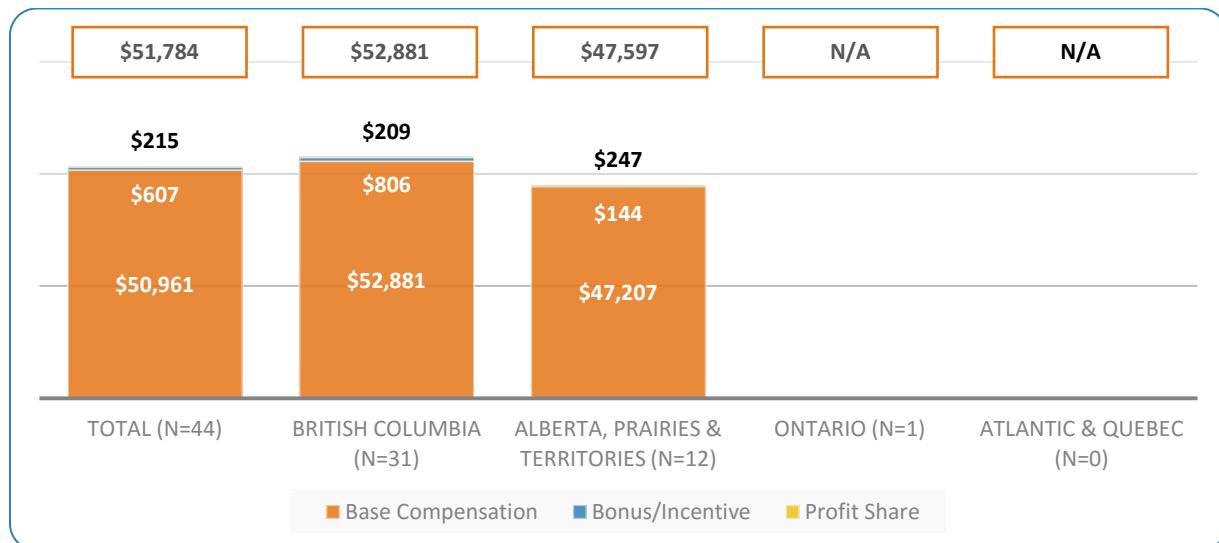
Contract employee	4%	A general profile of the Landscape Intern position is presented in Exhibit 7-6 to provide context to the compensation data. Almost nine in ten (88%) are full-time employees and 63% are salaried. Forty-four percent (44%) participate in bonus/incentive plans while only 13% participate in profit sharing. Nearly nine in ten (87%) have an overtime policy, the most common being time off in lieu (50%). The average standard work week is 38.4 hours, but 37% actually work over 40 hours.
Pay Structure	N=48	
Salary	63%	
Hourly	35%	
Owner/Contract	2%	
Variable Cash Compensation	N=48	
Have a performance bonus/incentive plan	44%	
Participate in profit sharing	13%	
Overtime Policy	N=48	
No reward for overtime	13%	
Time off in lieu	50%	
Paid at regular hourly rate	25%	
Paid an enhanced hourly rate	13%	
Standard Hours Per Week	N=48	
16 to 30 Hours	8%	
31 to 35 Hours	10%	
35 to 40 Hours	77%	
40 to 45 Hours	0%	
45 to 50 Hours	0%	
More Than 50 Hours	4%	
<i>Mean</i>	38.4	
<i>Median</i>	37.5	
Average Hours Actually Worked Per Week	N=48	
15 Hours or Less	2%	
16 to 30 Hours	8%	
31 to 35 Hours	8%	
35 to 40 Hours	44%	
40 to 45 Hours	31%	
45 to 50 Hours	0%	
More Than 50 Hours	6%	
<i>Mean</i>	39.8	
<i>Median</i>	40	

Note: Percentages may not sum to 100% due to rounding.

CASH COMPENSATION: LANDSCAPE INTERN

Compensation for participating Landscape Interns averages almost \$51,800 per year (see [Exhibit 7-7](#)). This is comprised of approximately \$51,000 in base pay, \$600 in bonus or incentives and \$200 in profit share. The exhibit also shows regional breakdowns. Compensation for Landscape Interns is highest in British Columbia at \$52,900.

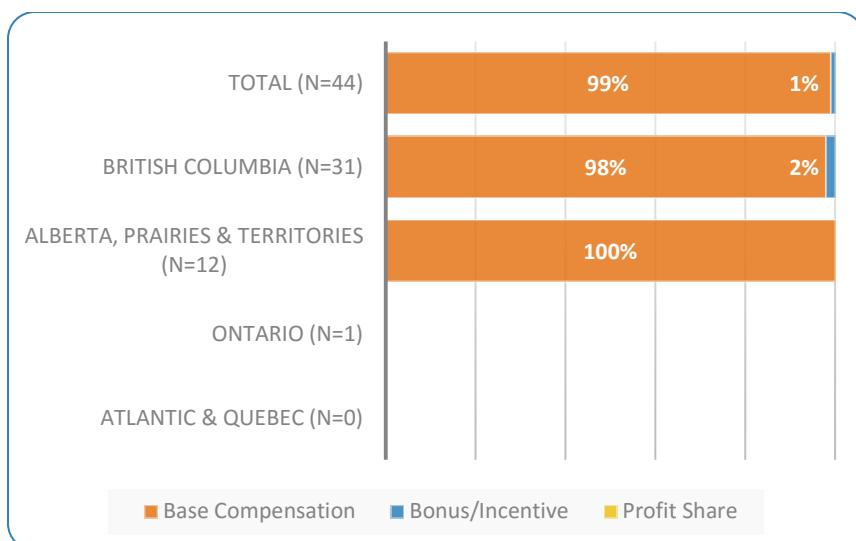
Exhibit 7-7: Cash Compensation by Region



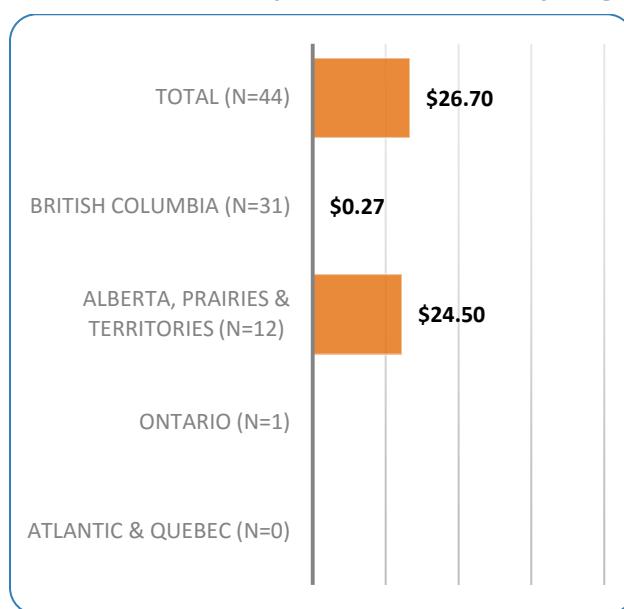
Note: Base Compensation plus Bonus/Incentive plus Profit Share may not exactly equal Total Compensation due to rounding.

As noted earlier, 44% of Landscape Interns have a bonus component to their compensation while 13% have profit share. As seen in [Exhibit 7-8](#), the average compensation is comprised of 99% base compensation and 1% bonus. These are sector-wide percentages that include zeros for those who do not receive these components.

Exhibit 7-8: Additional Cash Compensation Ratio



Notes: Additional cash compensation ratio is calculated on a case-by-case basis. Results represent the average of the individual respondent ratios. Calculating based on the aggregate compensation will yield a different answer that does not represent the average variable pay level.

Exhibit 7-9: Base Compensation as an Hourly Wage

Note: Hourly wages do not include additional cash compensation.

As an additional comparison point, **Exhibit 7-9** presents base compensation on an hourly basis. The hourly rate represents the hourly equivalent to base compensation. The salary equivalent can be calculated by multiplying the hourly rate by the standard weekly full-time hours over a 50-week year (assuming 10 statutory holidays). The hourly rate does not include bonus or incentive pay or profit share.

The hourly rate can be used to determine or compare compensation for those working part-time or on a contract basis.

Differences in hourly rates by level will be similar to those for the salaries presented earlier. As seen in the exhibit, the top paying region is British Columbia (\$27.16/hr).

Exhibit 7-10 presents the quartile ranges for Landscape Interns for both annualized and hourly compensation. By dividing respondents into four equal groups (25% in each group), quartiles provide an understanding of the distribution of compensation. Note that the first and fourth quartiles include the extreme lows and highs within the sector.

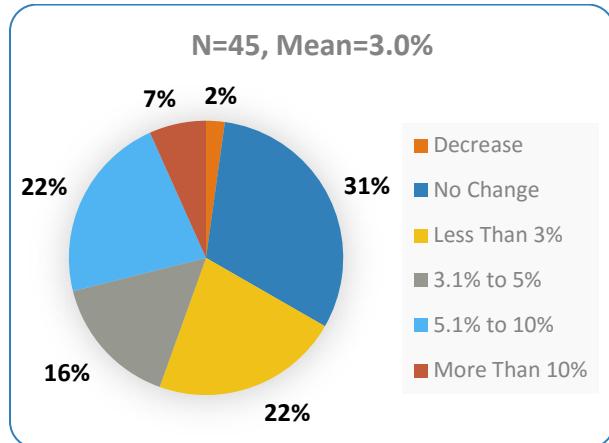
Exhibit 7-10: Compensation Quartiles

	Annual	Hourly
1 st quartile	\$25,000 to \$43,500	\$12.50 to \$23.00
2 nd quartile	\$43,500 to \$50,000	\$23.00 to \$26.19
3 rd quartile	\$50,000 to \$59,500	\$26.19 to \$30.00
4 th quartile	\$59,500 to \$80,000	\$30.00 to \$43.40

Notes: Part-time and contract wages have been converted to annualized equivalents based on 40 hours per week for 50 weeks per year. Annual amounts were converted to hourly rates based on reported standard hours per week and a 50-week work year. Hourly wages do not include additional cash compensation.

CHANGES IN COMPENSATION: LANDSCAPE INTERN

Exhibit 7-11: Changes in Compensation – Past 12 Months



Note: Percentages may not sum to 100% due to rounding.

Two-thirds (67%) of Landscape Interns received an increase in cash compensation over the past twelve months (see [Exhibit 7-11](#)). For some Landscape Interns, the increase was sizeable; one-fifth (22%) received an increase of 5.1% to 10% and 7% received an increase of more than 10%. The average increase for Landscape Interns in the past twelve months was 3.0%.

COMPENSATION BENCHMARKS: LANDSCAPE INTERN

[Exhibit 7-12](#) provides a detailed breakdown of cash compensation for a number of different segments. Readers can use these breakdowns to identify a set of compensation benchmarks for comparison from organizations more like their own. Some highlights include:

- **Gender:** There is no significant difference in the income levels of Landscape Interns by gender.
- **Age:** Landscape Interns who are 40 to 49 earn, on average, 23% more than Landscape Interns who are under 40.
- **LARE Exam:** Landscape Interns who have completed the LARE Exams earn, on average, 21% more than those who have not.
- **Experience:** Experience is linked to compensation. The biggest factor is years of experience in the landscape architecture profession in general.

Exhibit 7-12: Compensation Benchmarks for Landscape Interns

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Total	\$26.70	\$50,961	\$607	\$215	\$51,784	1.2%	0.4%	44
Employment Status								
Owner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Full-time Employee	\$26.89	\$51,041	\$703	\$249	\$51,993	1.4%	0.4%	38
Other	\$25.54	\$50,455	\$0	\$0	\$50,455	0.0%	0.0%	6
Employment Status								
Owner	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Employee	\$26.70	\$50,961	\$607	\$215	\$51,784	1.2%	0.4%	44
Gender								
Male	\$26.06	\$49,924	\$400	\$630	\$50,954	0.7%	1.1%	15
Female	\$27.03	\$51,498	\$715	\$0	\$52,213	1.5%	0.0%	29
Age								
Under 40	\$25.98	\$49,743	\$742	\$263	\$50,747	1.5%	0.4%	36
40 to 49	\$33.37	\$62,658	\$0	\$0	\$62,658	0.0%	0.0%	6
50 to 59	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
60 to 64	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
65 or Older	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Highest Level of Education - Landscape Architecture								
Undergraduate Degree	\$26.44	\$51,760	\$1,273	\$269	\$53,301	2.4%	0.5%	11
Graduate Degree	\$26.65	\$50,224	\$410	\$9	\$50,644	0.9%	0.0%	31
None	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Highest Level of Education - General								
No Post-Secondary	\$26.22	\$50,707	\$810	\$247	\$51,764	1.6%	0.4%	12
College	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Undergraduate	\$27.70	\$51,705	\$423	\$11	\$52,139	0.9%	0.0%	26
Graduate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Member Category								
Registered Landscape Architect	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Landscape Architect	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Intern	\$26.31	\$50,388	\$493	\$225	\$51,107	1.0%	0.4%	42
Years Since Designation								
10 or Less	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
11 to 20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
21 to 30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
More Than 30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Completed LARE Exams								
Yes	\$31.36	\$59,400	\$0	\$1,832	\$61,232	0.0%	3.1%	5
No	\$26.11	\$49,880	\$685	\$7	\$50,572	1.4%	0.0%	39
Region - Work								
British Columbia	\$27.16	\$51,865	\$806	\$209	\$52,881	1.6%	0.3%	31
Alberta, Prairies & Territories	\$24.50	\$47,207	\$144	\$247	\$47,597	0.3%	0.4%	12
Ontario	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Atlantic & Quebec	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
Community Size - Work								
Small City or Smaller	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3
Medium City	\$27.19	\$51,778	\$0	\$689	\$52,467	0.0%	1.1%	9
Large City	\$25.77	\$49,624	\$96	\$164	\$49,884	0.2%	0.3%	18
Major City	\$25.78	\$48,563	\$1,786	\$21	\$50,369	3.6%	0.0%	14

Exhibit 7-12: Compensation Benchmarks for Landscape Interns (cont'd)

	Hourly	Base	Bonus/ Incentive	Profit Share	Total	Bonus %	Profit %	N
Organization Type								
Sole practitioner	\$25.18	\$51,125	\$144	\$517	\$51,785	0.3%	0.8%	12
Partnership/corporation	\$26.04	\$49,208	\$926	\$120	\$50,255	1.9%	0.2%	27
Government	\$33.91	\$60,036	\$0	\$0	\$60,036	0.0%	0.0%	5
Total Employees								
1 to 5	\$27.58	\$57,250	\$0	\$1,033	\$58,283	0.0%	1.7%	6
6 to 25	\$24.39	\$46,977	\$983	\$18	\$47,978	2.0%	0.0%	16
26 to 500	\$27.36	\$50,888	\$733	\$197	\$51,819	1.5%	0.4%	15
More than 500	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Landscape Employees								
One	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
2 to 5	\$27.27	\$52,290	\$118	\$365	\$52,772	0.3%	0.6%	17
6 to 10	\$27.56	\$51,938	\$173	\$29	\$52,139	0.4%	0.1%	10
More Than 10	\$26.02	\$48,779	\$1,769	\$228	\$50,776	3.5%	0.4%	13
Years of Experience in Position								
3 Years or Less	\$25.19	\$47,962	\$167	\$315	\$48,444	0.4%	0.5%	30
4 to 10 Years	\$29.86	\$57,342	\$1,671	\$0	\$59,013	3.2%	0.0%	13
More Than 10 Years	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Years of Experience in Organization								
3 Years or Less	\$24.84	\$47,209	\$179	\$10	\$47,398	0.4%	0.0%	28
4 to 10 Years	\$29.90	\$57,497	\$1,448	\$611	\$59,556	2.8%	1.0%	15
More Than 10 Years	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Years of Experience at Seniority Level								
3 Years or Less	\$24.89	\$47,346	\$111	\$350	\$47,808	0.2%	0.6%	27
4 to 10 Years	\$29.18	\$56,150	\$1,825	\$0	\$57,975	3.6%	0.0%	13
More Than 10 Years	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Years of Experience in Landscape Architecture								
3 Years or Less	\$23.58	\$45,032	\$217	\$141	\$45,390	0.5%	0.3%	23
4 to 10 Years	\$29.16	\$55,681	\$1,278	\$365	\$57,324	2.5%	0.6%	17
More Than 10 Years	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3

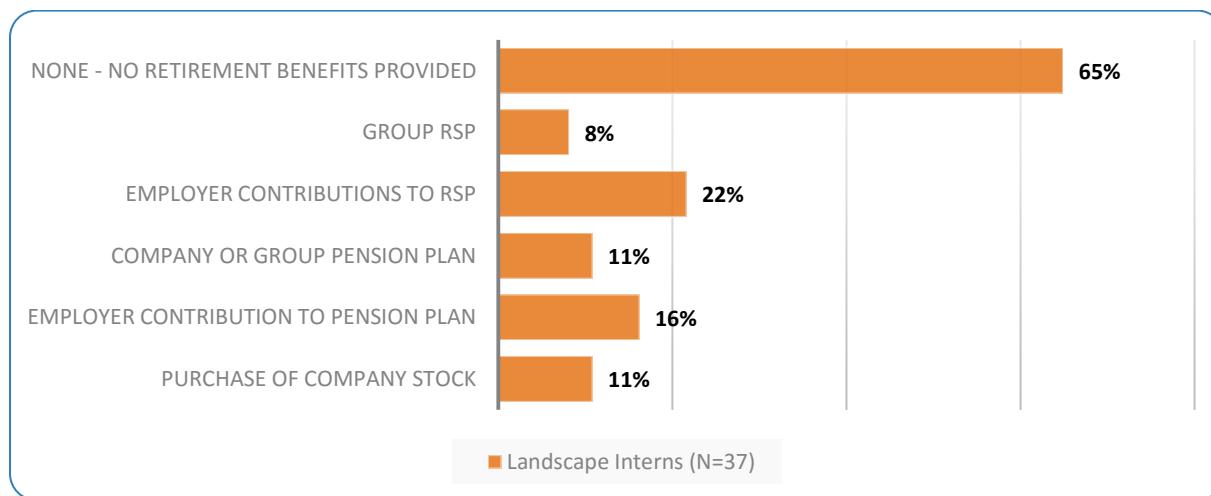
BENEFITS: LANDSCAPE INTERN

While most employees consider cash earnings the primary measure of compensation, it is usually just one part of the compensation package. Benefits also contribute significantly to the overall compensation picture and can include health and insurance plans, pensions and RRSP contributions, automobile benefits and perquisites (fringe benefits).

Following is a summary of the employment benefits received by participating Landscape Interns. The value of benefits was not measured in the **2015 Canadian Landscape Architect Compensation & Benefits Study**.

RETIREMENT BENEFITS

Thirty-five percent (35%) of Landscape Interns indicated that their employers provide them with at least one retirement benefit (see **Exhibit 7-13**). RSP contribution from their employer is the most common benefit, with 22% of Landscape Interns receiving the benefit. Sixteen percent (16%) receive a contribution to a pension plan from their employer. Group RSP, company or group pension plan, and purchase of company stock are received by 8% to 11% of Landscape Interns.

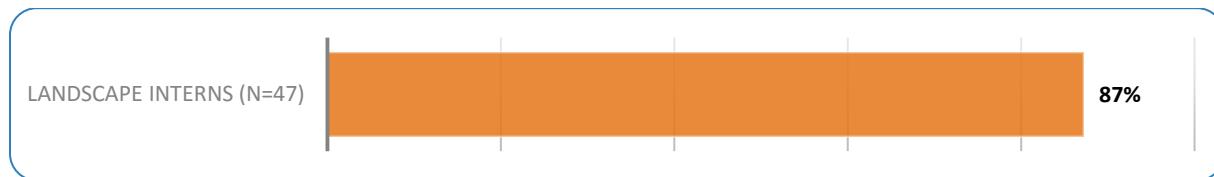
Exhibit 7-13: Retirement Benefits Received

Note: Percentages sum to more than 100% due to multiple responses.

HEALTH BENEFITS

The majority (87%) of Landscape Interns report receive some health benefits from their employer (see **Exhibit 7-14**).

Exhibit 7-14: Health Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.

The health benefits provided to Landscape Interns are detailed in **Exhibits 7-15**. Please note that the cost of these benefits may be paid by employers, paid by the employee or shared between the two parties. While employee-paid benefits are included in the results, these benefits do not add monetary value to the overall compensation package, although they may represent savings to employees who would otherwise have to cover these costs personally.

Interestingly, all the benefits tested are reasonably common (52% to 81% receiving). The most likely to be completely employer-funded are travel insurance, short-term disability insurance, and long-term disability insurance. On the other hand, dental insurance, alternative therapy insurance, extended health care/major medical insurance, prescription drug insurance, and short-term disability insurance are more likely to be co-funded by the employer and employee.

Exhibit 7-15: Health Benefits

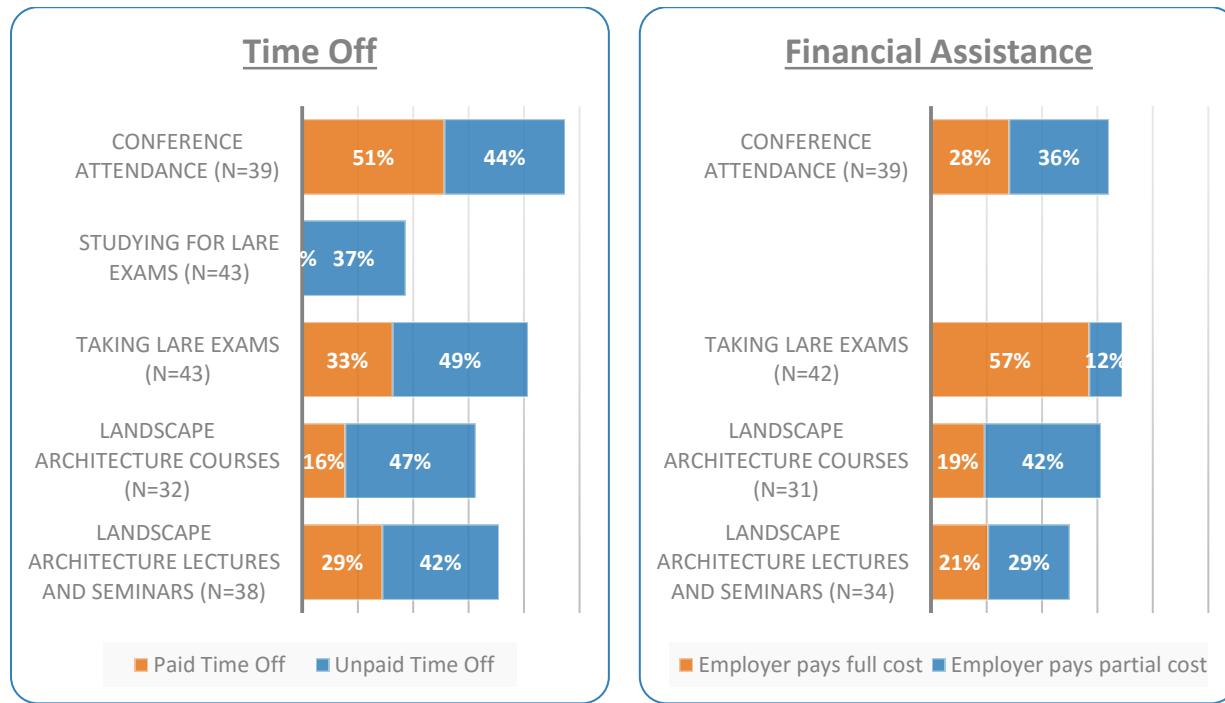
	Landscape Interns			
	Employer paid	Shared payment	Employee paid	N
Life insurance	29%	42%	5%	41
Survivor insurance	28%	34%	0%	32
Travel insurance	32%	27%	7%	41
Extended health care/major medical insurance	20%	49%	7%	45
Critical illness insurance	19%	42%	3%	36
Prescription drug insurance	26%	48%	4%	46
Dental insurance	17%	57%	7%	46
Vision insurance	11%	42%	4%	45
Short-term disability insurance	32%	45%	0%	38
Long-term disability insurance	30%	41%	3%	37
Alternative therapy insurance	21%	50%	2%	42
Employee Assistance Program (E.A.P.)	28%	24%	0%	25

Note: Percentages may not sum to 100% due to rounding.

EDUCATION BENEFITS

Exhibit 7-16 illustrates the time off and financial support received by Landscape Interns for education. Support is strongest for conference attendance where 51% get paid time off and 28% report that the employer pays the cost. Support is also strong for taking LARE exams (33% paid time off and 57% funded by the employer).

Exhibit 7-16: Education Time Off and Financial Assistance

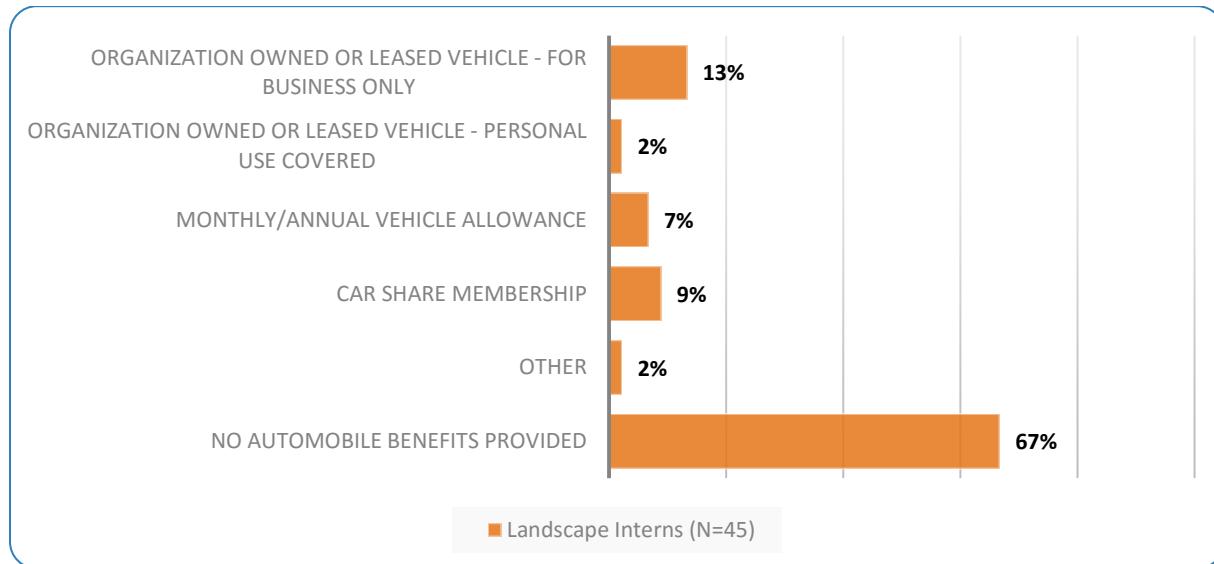


Note: Includes only those for whom the question was applicable.

AUTOMOBILE BENEFITS

Only one-third (33%) of Landscape Interns receive automobile benefits (see **Exhibit 7-17**). The most common benefit is organization owned or leased vehicles available for business use (13%).

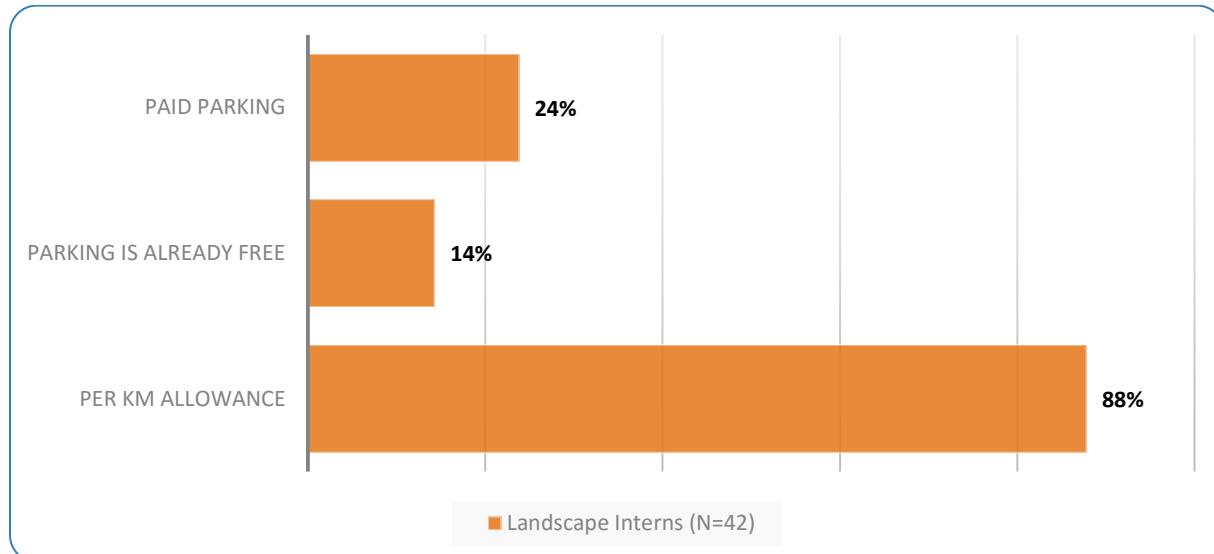
Exhibit 7-17: Automobile Benefits Received



Note: Percentages may not add to 100% due to rounding.

As seen in **Exhibit 7-18**, 38% of Landscape Interns have free parking at the workplace. This includes 24% whose parking is paid and another 14% where parking is already free. The majority (88%) also receive a per kilometer reimbursement.

Exhibit 7-18: Other Automobile Related Benefits



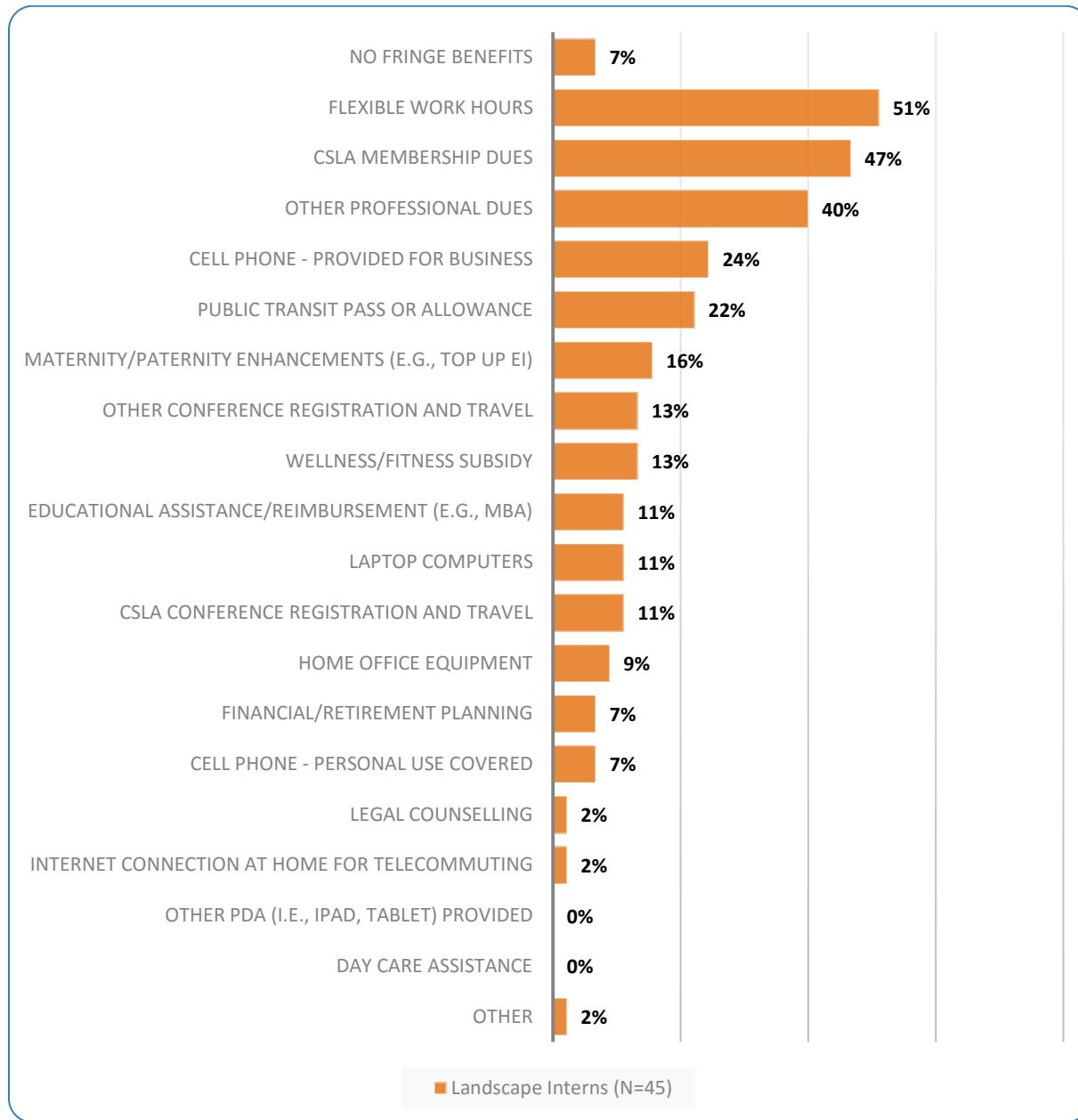
FRINGE BENEFITS

The vast majority (93%) of Landscape Interns receive some form of fringe benefit (see [Exhibit 7-19](#)).

Flexible work hours are the most common benefit with half (51%) receiving it.

Tier two benefits are less common but still popular. These include CSLA membership dues (47%) and other professional dues (40%).

Exhibit 7-19: Fringe Benefits Received



Note: Percentages sum to more than 100% due to multiple responses.