



NGCOA CANADA

A DECADE OF OPPORTUNITY AND ENTERPRISE

BY JEFF CALDERWOOD

VOICEMAIL, OCTOBER 1991

"Hi Jeff, Mark Seabrook calling, Canadian Golf Club. I've been talking to some of the other golf courses around Ottawa about the possibility of doing some group purchasing. There seems to be some interest and we might be able to get 20 or so clubs in the region to participate. That could really save us a lot with suppliers. I'm wondering if you might be interested in some kind of management contract, so give me a call and we'll talk about the idea."

A simple phone call, a germ of an idea, a man who doesn't mind overalls, and a field ripe for the harvest. The seed was now planted and from this seed, the National Golf Course Owners Association Canada would emerge, officially launching in September 1993, to take its rightful position as the business voice for Canadian golf course operators. Not only would the association come to provide group purchasing benefits, but a long list of other business support services; and the original scope of a few golf courses around Ottawa would become a national vision.

EMAIL, JULY 2003

**(from Mark Seabrook,
past president NGCOA Canada)**

"Congratulations on a great NGCOA Canada board meeting last week in the Yukon. I sometimes just step back and shake my head at what has been accomplished. Nearly 1200 members, chapters all across the country, conferences, magazines, websites, market research, player development programs, consumer golf shows, coupon books, tourism strategies, lobby efforts, 16 staff, multi-million dollar budgets...it's really quite amazing when you stop to think about it!"

And so the NGCOA Canada officially turns ten years old in September 2003. An anniversary worth celebrating for certain, and an appropriate time to reflect back on hurdles overcome, personal contributions from so many, accomplishments of our young association, and the fun we have had along the way.

AIR HENRY



Opportunity is missed by most because it is dressed in overalls and looks like work.

-Thomas J. Edison

An invasion of armies can be resisted, but not an idea whose time has come.

-Victor Hugo

Like any new business venture, the NGCOA Canada headed into its infancy filled with ambitious expectations and optimism. We felt ready to burst out of the starting blocks but, of course, hadn't yet learned to crawl or walk.

Consider that it all began with no members, no member benefits, no money, no staff and no credibility. It was hardly a recipe for a quick path from first crawl to full sprint.

We did, however, have a vision that was clear and the drive to succeed. And there was a definite need in the industry for the services the NGCOA Canada intended to develop, so into the golf industry we crawled with the initial support and faith of a few Ottawa area golf course operators.

DISCOUNTS SPEAK VOLUMES

As per Mark Seabrook's original voicemail, step one was to create a group purchasing program. Sounds easy enough, doesn't it? Right! Why would a supplier choose to reduce prices to participate in our new Golfmax Purchasing Program?

The challenge was to find solutions to that question. Determining some marketing advantages that the NGCOA Canada could offer a supplier in exchange for volume discounts to our golf courses was the first step. The second was to send out a first invitation to a few select suppliers who might consider our proposal.

Well, it didn't take long to elicit a response. One well-known supplier, who should remain anonymous, called immediately to invite me for a tour of their facilities and a discussion about this new Golfmax Purchasing Program. So I left Ottawa and headed to that meeting ready to sign up our first supplier.

After a nice tour by his company manager, I found myself sitting across the desk from the boss

who proceeded to launch into a stern lecture, scolding me about this sinister concept we called Golfmax and vowing to do whatever he could to defeat my efforts. An attempt to clarify the concept for him failed miserably and the dialogue disintegrated from there. So much so that at one point I was referred to as a communist... I surmised right then that this may not be our first Golfmax supplier!

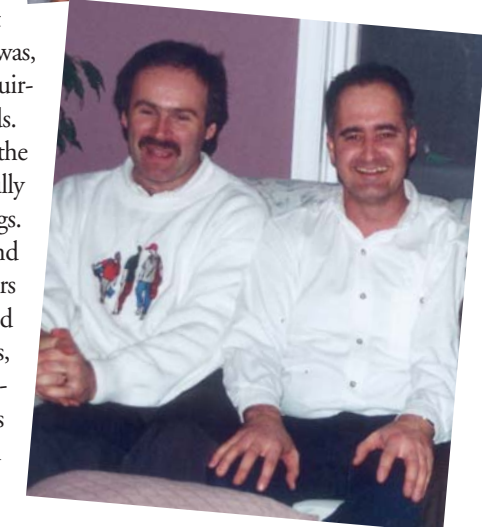
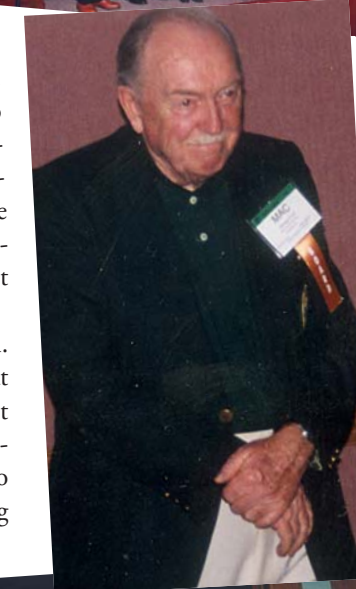
In retrospect, we owe a lot to that gentleman. His lecture motivated me in the opposite way that he intended and also provided enlightenment regarding the needs of the supplier within the delicate win-win relationship that Golfmax needed to create. Ten years later, Golfmax is now managing \$50 million in supplier transactions and has been a great success for the NGCOA Canada.

THE ROOSTER'S CALL

Simultaneous to the creation of Golfmax, we needed to sell memberships in the NGCOA Canada. How hard could that be?

Quite hard, apparently. It was the ultimate chicken and egg syndrome. Suppliers wanted to see a long membership list before agreeing to any volume discounts and golf courses wanted to see a long list of participating Golfmax suppliers before justifying payment of NGCOA Canada membership dues. It was, therefore, an interesting paradox indeed, requiring some persuasive salesmanship at both ends.

Fortunately, 'communism reigned' and the first few Golfmax programs were successfully negotiated, each generating tangible savings. ICG Propane, Nu-Gro Corporation and Spalding were the first on board, and others were soon to follow. The new programs allowed our membership drive to focus on these savings, while also prophesying the vision of an organization meant to provide a unified business voice to golf course owners and operators in Canada.





1992

May 92 - Jeff Calderwood Management Contract

Sep 92 - Golfmax Purchasing Program

Of course, the pre-existence of a few Golfmax suppliers hardly made it an easy sell on the membership side. Golf course owners had never heard of the NGCOA Canada and the typical response was, "There are too many golf associations already ... why would we need another one?"

I distinctly remember the first membership marketing trip undertaken by Mark Seabrook and I. We planned to do group presentations in several cities during a western swing through Vancouver Island, Vancouver, Kelowna, Fairmont Hot Springs, Edmonton and Calgary. In each case, we invited all golf courses in the area to an NGCOA Canada meeting at a local golf club.

The first of these meetings was indicative of the level of the interest we came to expect from that membership mission. After flying from Ottawa to Vancouver, taking the ferry over to the island, and driving a couple of additional hours, Mark and I checked into a hotel around midnight, all psyched up for the big NGCOA Canada meeting the following morning.

The 9:00 AM start came and went and a grand total of two golf courses showed up ...

One was Eagle Crest Golf Club, the host of the meeting, so they pretty much could not avoid us. The other was Crown Isle Golf Club, a new NGCOA member intending to resign because we didn't offer enough benefits to justify their membership dues. Great start to a six-city mem-

1993

Feb 93 - EO Golfer's Discount Book

Aug 93 - Founding Members Donate \$8,000

Sep 93 - NGCOA Canada Official Launch

Sep 93 - Mark Seabrook President

Sep 93 - NGCOA Eastern Ontario Chapter

Sep 93 - NGCOA USA Affiliation

Sep 93 - National Membership Drive

bership drive!

Perseverance eventually overcame the obstacles and as we turn ten years old, our membership is just short of 1200 and is accompanied by a 98% retention rate that is the envy of many other associations.

Communication leads to community; that is, to understanding, intimacy and mutual valuing.
- Rollo May

One of the fundamental principles of the NGCOA Canada from day one has been to create a very inclusive, self-led organization; somewhat of a leadership "by the people, for the people" concept intended to ensure that we properly focus on the needs of the membership at all times. As such, it is a democratically managed organization and relies heavily on the volunteer efforts of a few leaders from within.

That first western trip yielded some

1994

Mar 94 - Golf Business Newsletter

May 94 - NGCOA Southwestern Ontario Chapter

Sep 94 - NGCOA/Golfmax Invitational Tournaments

Oct 94 - SWO Golf Links Book

Nov 94 - NGCOA Central Ontario Chapter

important contacts who would later emerge as NGCOA Canada board members: Mike Riva, Eagle Crest Golf Club; John Nick, Hazelmere Golf Club; and Don Seable, Fairmont Riverside Hot Springs Golf Club would each land on the board and represent what was to become the NGCOA BC Chapter.

In Edmonton, we encountered Glen Bosecke, Raven Crest Golf Club, who served on the board and who is now the NGCOA Canada's Regional Director for Western Canada. Similarly, Ron Ehlert, Elbow Springs Golf Club and Scott Atkinson, Heatherglen Golf Club led the charge in Calgary and served on the board. Scott, of course, would follow Mark Seabrook as president of the NGCOA Canada.

AIR HENRY

Henry Schmitz, owner of Brookfield Golf Club in Cambridge, Ontario, was an integral part of our success in Southwestern Ontario. Henry was one of the first to join the NGCOA Canada outside of the Ottawa group, and when I met him at the NGCOA US Annual Conference in our first year, he offered to set up one of these

1995

Mar 95 - Ottawa Golf & Travel Show

'well-attended' membership presentations at his course. We soon discovered that when Henry offers to get involved, you get the full deal indeed.

Not only did he host the meeting and personally invite all the local golf course owners, but he flew his plane to pick up Mark and I in Ottawa and offered us accommodations at his home. The meeting was a great success, due in large part to Henry's endorsement of the NGCOA Canada, and the result was the formation of the NGCOA Southwestern Ontario Chapter.

Of course, not all Henry's plans work out perfectly. He had also intended to fly us back home but an unusually late snowfall in May grounded that idea. As Henry put it, "There are old pilots and there are bold pilots, but there aren't any old, bold pilots!" The NGCOA Canada's official airline has hence been referred to as Air Henry.

EARLY FROST

Shortly thereafter, an initial NGCOA Canada meeting was held in Toronto at Parkview Golf Club in October 1993. Brian Sambleson, a business associate of mine, coordinated the best-attended meeting of our membership mission, resulting in the attendance of approximately 40 GTA golf clubs.

That presentation went very well, and the momentum of the NGCOA Canada wheel was now truly rolling. This meeting included a contingent of Ottawa area clubs plus Henry Schmitz and a few

FAITHFUL FOURSOMES

The NGCOA Canada of today is forever indebted to two groups of four who had faith in the vision and the viability of this association in its opening days. Each of the following is an original 'Founding Member' of the NGCOA Canada, and donated \$1,000 to support its formation. Each of these inaugural members was asked to comment on the significance of the NGCOA Canada and what it has become in ten short years.



MARK SEABROOK

General Manager, The Canadian Golf & Country Club, Ashton, ON
Founding President, NGCOA Canada

"It is very gratifying from my perspective to see how far the NGCOA Canada has come. I was a frustrated golf course owner, not able to interact with other owners on a business level. Other associations dealt

with turf management, amateur golf, etc, but none really addressed the business of golf. NGCOA Canada has filled a huge void in the industry. I ask myself now what we would do without the association, given the issues that are coming down the pipe, and I thank God we have an association that presents us all with a unified voice."



BILL BROWN

Owner, Mont Cascades Golf Club, Cantley, QC

"It was one of the smartest \$1,000 I ever spent. I am extremely proud of our achievements, considering our humble beginnings and some of the doubts about whether or not it would fly. I think that it is unbelievable, the growth that we have managed. One could SAY that it is beyond our expectations, but really,

most of us from the onset had an inkling of what we could do and a vision of what it could be."



FRANK CHIARELLI

Owner, Riverbend Golf & Country Club, Richmond, ON

"I don't know how we operated in this business for so long without this association. In ten short years the scope of its services has become so broad that it is difficult to keep abreast of all of it. This is not a negative comment, but what it does show is that, literally, there is something of interest in the association for

absolutely everyone."



DON FERNE

Owner, Manderley on the Green, North Gower, ON

"We began ten years ago with such modest goals. Uniform dress codes, addressing liquor on the golf course. Once we got together we realized that with a common voice there was so much more we could accomplish. By working together as opposed to separately, we had a very powerful voice, as well as the ability to give back to the game of golf. To see this idea grow to include half the golf courses in Canada is very gratifying and it is something we are all extremely proud of."



1996

Mar 96 - CO Golf Access Book

May 96 - Golfmax.ca Website

1997

Jan 97 - Golf Business Canada Magazine

Jun 97 - "Trash Golf" TV Beer Ads Cancelled

1998

Feb 98 - CCRA Approved F&B Golf Entertainment Deduction

Mar 98 - NGCOA Alberta Chapter

Mar 98 - Golfmax Demo Days

Sep 98 - NGCOA British Columbia Chapter

Oct 98 - Licensed Beverage Carts Approved, Ontario

1999

Jan 99 - Scott Atkinson President

Apr 99 - NGCOA Manitoba Chapter

Jul 99 - Membership Hits 500



Golfmax suppliers for additional support. At the conclusion of the meeting, Mac Frost from Spring Lakes Golf Club approached me and stated, "I really believe in what you are doing and I would like to be the first in the room to join." Mac went on to become the president of what would become the NGCOA Central Ontario Chapter and to serve on our NGCOA Canada board.

Dalton Hicks, Cardinal Golf Club and Larry Ungerman, Royal Woodbine Golf Club also attended that first Toronto meeting and both later became board members and chapter presidents. Larry is the third and current president of the NGCOA Canada.

Friendship is born at that moment when one person says to another: "What! You, too? Thought I was the only one."
-C.S. Lewis

The NGCOA Canada was built from the ground up on the belief that conversation and community can accomplish much more for the health of the industry than can adversity and competition. Over the period of NGCOA Canada's infancy and throughout the ten years of its operation, there have been many more regional meetings throughout Canada - too numerous to mention. Nor may we note the individual contributions of so many leaders who have championed the

NGCOA Canada mission over the years.

I would, however, be remiss if I didn't draw special attention to the original group of Ottawa area golf courses who put their faith in the NGCOA Canada at the very beginning.

This group became the NGCOA Eastern Ontario/Outaouais Chapter, which was not solely our first chapter but was also the financial resource to support the NGCOA Canada during its difficult start-up period. From revenues generated through the Chapter's golf coupon book, they lent \$19,000 to the national operating budget - an interest free ten-year loan.

In addition, eight individual Ottawa area golf course owners each donated \$1,000 grants to become the founding members of the NGCOA Canada, topping up the Chapter's \$19,000 loan. From this modest amount of seed money, all NGCOA Canada success has ensued, including the multi-million dollar operating budgets of today. Each of these founders must be thanked.

...And I must begin with Mark Seabrook, whose \$1,000 was accompanied by a convincing "sales pitch" to persuade the others of the importance of such financing for the good of all golf course operators throughout Canada. Throughout the NGCOA Canada's development, Mark has been a driving force, offering vision and leadership backed by selfless time and effort.

Good communication is as stimulating as black coffee, and just as hard to sleep after.
-Anne Morrow Lindbergh

The Golfmax Purchasing Program was launched; the membership base was expanding; strong leadership was being provided by key NGCOA golf courses across Canada; and a basic financial foundation was now in place. It was now time to introduce additional member benefits one by one.

The objective in each instance was always to provide business support for NGCOA Canada members, consistent with our Mission Statement, and to do so with a secondary focus on augmenting the association's finances through non-dues revenue streams.

THE PRINTED PROSE

Information dissemination is a priority for most associations, and naturally leads to the publication of updates, news and supporting documents for members. In the case of the NGCOA Canada, the first item produced was the Golf Business Newsletter, a modest publication designed to communicate NGCOA Canada business affairs to the membership. It was funded by ad sales to the short list of Golfmax suppliers we had at the time.

As the association grew, the possibility of taking our newsletter to the next level became a reality, and Golf Business Canada magazine was introduced. The inaugural issue, in January 1997, featured articles on golf course valuation, using the World Wide Web to help your business, the impact of licensed beverage carts on course, along with a guest column penned by golf writer Lorne Rubenstein; and was an immediate success.

Funded by a much more comprehensive advertising sales strategy, the magazine was profitable from the onset and delivered unique and detailed editorial content. In addition, Golf Business Canada substantially raised the profile and credibility of the NGCOA Canada such that our membership drives, Golfmax program and all other activities benefited concurrently.

Since then, we have added our Profit Links (Tableau des Meneurs) newsletter and

FAITHFUL FOURSOMES



DEBORA GIFFIN

Owner, Calabogie & Pakenham Highlands Golf Courses, Calabogie/Pakenham, ON
"Although ten years have now passed, I vividly remember our small but keen group of course owners meeting over coffee at the Canadian Golf & Country Club - A group who quickly foresaw the potential of a unified voice of owners. Shortly after this meeting, the call was made from Mark to Jeff Calderwood and the rest is history. The formation of the NGCOA Canada has provided an otherwise formidable opportunity to network with fellow owners, golf industry suppliers and, equally important, the opportunity to establish strong friendships. From the first baby steps to the giant strides of today, it has been an especially rewarding experience both financially and emotionally. Cheers to the Next Ten Years!!!"



CLAYTON MCCREDIE

Owner (Deceased, November 1996), Norway Bay Golf Club, Bristol, QC - Comments by Jeff Calderwood

"Clayton never missed a meeting until his health declined and believed strongly in the vision we had. His \$1,000 investment was clearly for the future benefit of his family who would succeed him, and for all other golf course operators. His quiet confidence and wisdom were inspirational to me personally and the NGCOA Canada owes him much gratitude for all his support. Our success today is exactly what Clayton dreamed of and I am proud to have seen his vision become reality. Thank you Clayton."



GIB PATTERSON

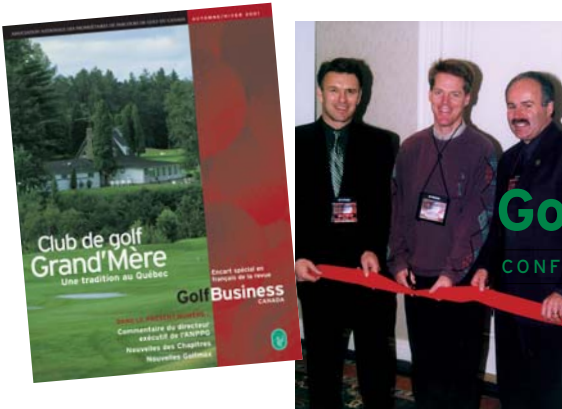
Owner, Emerald Links Golf & Country Club, Cloverdale Links Golf & Country Club, Innes Road and Airport Golfand Driving Ranges, Ottawa region, ON
"Because this association was the right thing at the right time - along with the right people with a vision to the future, the NGCOA Canada has become a force to be reckoned with. I recall when we all first met and

we all wanted a better picture of our industry. Issues like vandalism, no-shows and others, meant the association needed to be there in order to unify the troops. There needed to be someone on our side and representing our interests. Now if an issue, like taxation, arises, we have an official voice. I also want to say that we obviously got the right people in place to do this job; the people who were able to paint a picture of the future, and turn it into reality."



TOM WELCH

President, Metcalfe Golf & Country Club, Metcalfe, ON
"The organization was long overdue, and the nature of the business was that we often did not communicate. Other associations in place were already ahead of the game, in that sense. The NGCOA Canada has been a big improvement to the industry, lobbying for property taxation changes, pesticide issues and the general sharing of ideas is of supreme value to each one of us. The association has grown even faster than I thought possible. Hopefully the voice we have in the industry now and in the future can make the difference I think it can and already has."



GolfBusiness CANADA

CONFERENCE & TRADE SHOW

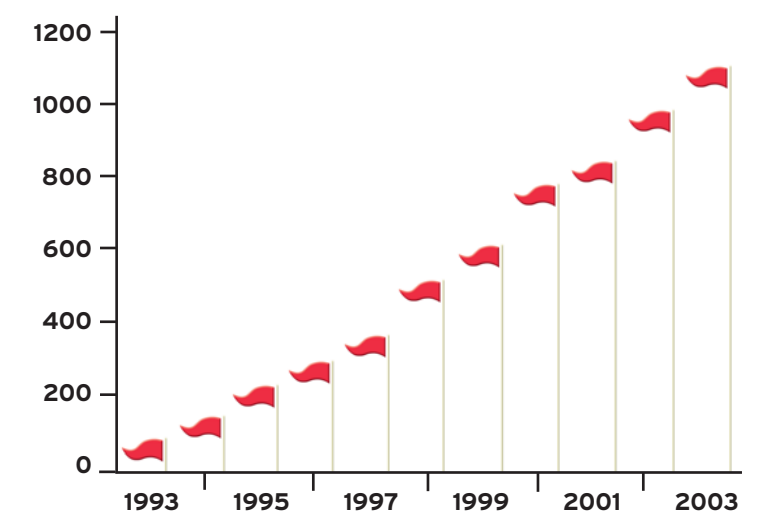


MISSION STATEMENT

"The NGCOA Canada is a not-for-profit trade association dedicated to providing business support, presenting ONE unified voice and creating an effective networking environment for its members to enable them to operate more profitable and efficient golf facilities."



MEMBERSHIP GROWTH



2000

- May 00 - Licensed Beverage Carts Approved, BC
- Sep 00 - NGCOA Atlantic Chapter

2001

- Mar 01 - NGCOA Quebec Chapter
- Oct 01 - Property Tax Strategy, Ontario
- Nov 01 - Golf Business Canada Conference & Trade Show

2002

- Jan 02 - Pesticide By-Law Strategy
- Jun 02 - NGCOA Saskatchewan Chapter
- Aug 02 - Membership Hits 1000
- Aug 02 - ProfitLinks/Tableau des Meneurs Newsletter
- Nov 02 - Larry Ungerman President
- Nov 02 - Night Of 1000 Dinners Fundraiser
- Dec 02 - Ngcoa.ca Website

2003

- Mar 03 - Halifax Golf & Travel Show
- Mar 03 - NGCOA Canada Membership Directory
- Apr 03 - Water Cooler Advisory
- Jun 03 - \$50 Million Total Golfmax Purchasing
- Jul 03 - Take-A-Kid-To-The-Course-Week
- Aug 03 - Compensation & Benefits Survey
- Sep 03 - 16th Staff Position Hired
- Sep 03 - Membership Now 1165
- Sep 03 - NGCOA Canada Turns Ten!

NGCOA Canada Membership Directory to compliment the magazine, and special reports, such as our recently published Compensation & Benefits Report, add further value for golf course operators, and will continue to grow in number.

COLLEAGUE CAMARADERIE

Member business meetings have been another key development area for the NGCOA Canada. From the beginning, Chapter Meetings were promoted with a regional focus on networking and educational value. Guest speakers, roundtable discussions and association strategy sessions have made these meetings even more rewarding for attendees.

The most recent Southwestern Ontario chapter meeting, for instance, included presentations on property assessment; water industry standards, the West Nile Virus, and on Turf Tech Online, a Nu-Gro Corporation program that streamlines each course's individual turf care and management program. This was above and beyond association business.

With clear memory of those first few meetings when attendance was very near zero, it is rewarding to witness roughly 25 regional meetings per year across Canada, knowing also that attendance can reach as high as 200 each session.

BIG BUSINESS

...And with the rapid growth in membership, our business meeting agenda hit the 'big time' with the introduction of our

Golf Business Canada Conference & Trade Show in 2001.

Following a very successful inaugural Conference in Toronto, replete with some of the top experts, architects and personalities in the golf field, the second year at Banff Springs Hotel was an even bigger hit. This year's business binge at the Westin Ottawa promises continued growth in this very rewarding and substantial NGCOA Canada project.

Offering a tremendous combination of educational sessions, exhibitors, entertainment and networking opportunities, the Golf Business Canada Conference & Trade Show is the highlight of our NGCOA Canada calendar of events. This year's conference will also include the NGCOA Canada's 10th Anniversary Party!

POLITICKING PROWESS

An association in its infancy does not hold much clout with the powers that be. Although part of its mandate, the NGCOA Canada advocacy efforts were understandably non-existent in the early days. The association lacked both strength in numbers and the credibility necessary to mount an effective lobby voice.

Presently, however, the NGCOA Canada soapbox is getting a lot more notice than in the past. It seems we now have the attention of the right people in

order to make a real difference when golf course operators need a strong voice to represent their business interests. Advocacy is now an integral service provided by the association in support of all NGCOA Canada members.

Recent examples of such lobbying include; the cancellation of TV beer commercials depicting golf unreasonably, CCRA's approval of F&B business entertainment tax deductions, the challenge to municipally-owned golf courses to avoid unfair competition, opposition to RCGA golf course ownership, open admission for members into CPGA merchandise shows, defense of golf's responsible use of pesticides in proposed municipal by-laws banning their application, and the battle over property tax current value assessment methodologies.

MORE 'CREAM & SUGAR'

The total list of member services over ten years could fill ten pages of Golf Business Canada. A select few of the most notable

- benefits and initiatives are:
- The www.golfmax.ca consumer site for golfers
 - www.ngcoa.ca, the official website for the NGCOA Canada
 - Take-A-Kid-To-The-Course-Week national player development program
 - Heath advisories and position statements such as the Water Cooler Advisory
 - Regional coupon publications - Central Ontario's Golf Access, Southwestern Ontario's Golf Links, the Eastern Ontario/Outaouais chapter's Red Book, NGCOA Golf Calendars in Western Canada
 - Tourism strategies and partnerships
 - Golfmax Tournaments and Demo Days
 - Ottawa Golf & Travel Show and the Halifax Golf & Travel Show



No harm's done to history by making it something someone would want to read.
-David McCullough

Just in case it sounds like the first ten years were nothing more than a continuous grind, allow me to clarify that the successful recipe that is the NGCOA Canada most certainly contains ingredients that include fun and humour, and have contributed to many 'half-baked' stories and anecdotes along the way.

For example... The Canadian Reception at the NGCOA USA Conference in Monterey, CA, presented our attending members with a great surprise. We had invited Clint Eastwood to the party and, much to everyone's shock, he actually showed up. The next day, Bonnie Dalman of Netley Creek Golf Club near Winnipeg was having dinner at my table. Without realizing what she was saying, Bonnie exclaimed, "Having Clint at the party really made my day!"

The staff and members do occasionally play golf, too, and one particular day at Bay Hill Golf Club in Orlando was particularly memorable. Our NGCOA Canada foursome was a guest of Arnold Palmer for the day, and he was playing a couple of holes behind us. Jim McLaughlin, who was Chair of our inaugural Golf Business Canada Conference in 2001, blasted his tee shot on #18 over the trees onto #16 tee. When he got to his ball, there was the King himself, forced to wait while Jim played from Arnie's tee, back through the trees and towards our own green. Jim's knees were shaking on that swing, and so was Arnie's head!

On a more inspirational note, the NGCOA Canada was able to elevate one 16-year-old's experience from playing golf in a pasture of goats with a beat-up 7-piece

set of rental clubs in Newfoundland to meeting and getting pointers from Tiger Woods. In the summer of 2000 Justin Butt, along with two other teens, Helen Jung and Dominique Claxton, were sent to participate in the Tiger Woods Foundation Clinics, and this summer the association, with help from our Golfmax partners Ontrak and Coca-Cola, will again be sending three juniors to these events!

And most recently, we were able to have Mike Weir drop in to spend some time with our NGCOA Canada staff, only a few days after he had finished third in the US Open and, of course, had won the Masters the month previous. Go Mike Go! And we, at the NGCOA Canada, thought we were having a good year!

Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.
-Albert Schweitzer

Throughout the first ten years, the NGCOA Canada has turned some heads with the things it has already accomplished. To put our speedy evolution into perspective, it is also worth noting that we had only one full time staff position (guess who?) until February 1998, and then doubled in size...to two. The foundation required to turn the association's crawl into a walk had been established by that point and so things began to evolve quickly.

You might say that this 'child' was gifted and even skipped the walking, deeming it unnecessary, because in less than five years we have added 15 full time staff, plus various contract positions as required to keep pace with the torrid growth of the NGCOA Canada. And trust me, we are getting tremendous productivity from all them. This is a high-powered team with a deep commitment to the NGCOA Canada vision.


The best thing about the future is that it only comes one day at a time.
-Abraham Lincoln

Looking ahead, where might the NGCOA Canada be after twenty years? I will concede that it is anyone's guess, but all indications point to maintaining a very important position in the industry for the mutual benefit of all NGCOA Canada members, and the Canadian golf business industry as a whole. I would submit that virtually every golf facility will be a member by then and the list of member services will continue to expand at a similar pace to what we have experienced thus far.


The need for such business support will only increase, as golf course operations continue to be rendered more complex due to increased competition and legal, tax, environmental and technology issues, to name just a few. No individual or management company can effectively deal with all these obstacles alone, and so the NGCOA Canada support will be essential.

The issues faced by the NGCOA Canada in the next ten years will certainly differ from those of the start up association ten years previous, but the modern tasks will likely be no less daunting. No matter how large the assignment, however, I would expect our competent board and staff will don their overalls, get down to work and meet those challenges head on with a similar success rate as we have achieved to date.

It has been a great ten years. Happy Anniversary, NGCOA Canada!



JEFF CALDERWOOD
 Jeff Calderwood is executive director of the NGCOA Canada and has worked for the association from its inception. He can be reached at the head office in Ottawa at (613) 226-3616 or jcalderwood@golfmax.ca.



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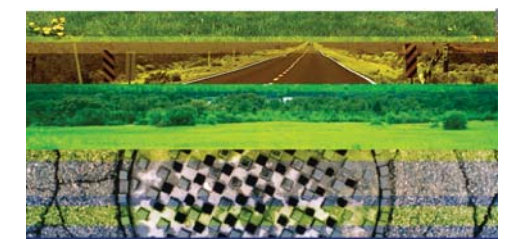
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