

Welcome Greg Austin

### Conversation with The New CGSA President



The Canadian: Education, Fun Networking, and Awards

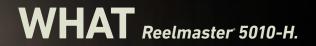


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In Conversation with The New CGSA President

> The Canadian: Education, Fun, Networking, and Awards





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#### 🔺 VIEWPOINT 🔺 GREG AUSTIN



Greg Austin CGSA PRESIDENT

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#### It's an honour and a privilege to provide

my first address as CGSA President. I've served in other leadership roles throughout my lifetime and career, but I have never been in a position of leadership where many of the members of my team extend far beyond my reach. Because of this, there are many of you I don't know or have never met. Our country is vast and expansive, and our association and its 1000+ members, our team, extend with it.

Those who know me well, know I am very direct in my manner and delivery. I often compensate for this by speaking or writing in metaphors, where I can be more expressive, without being so blunt. With that in mind, here is my metaphorical viewpoint and personal perspective.

Looking back to 2011, when I was first elected to the CGSA board of directors, I believe the CGSA viewed itself as a vehicle. Likely, a nice SUV. Pay your dues, hop on board, and drive with us to golf course management success. You have problems? No worries. We have four-wheel drive and AC, so just relax, we'll pull you out, enjoy the ride.

Now, I know it was a lot more complicated than that, but we all must remember that this was a time without smart phones, without social media, and without the world at our fingertips. Hopping on board was THE way to education, and reconnection with colleagues was an annual event that generated enough money to fuel up the SUV for another year. Beside that, we also had extra fuel (investment reserves) that forward-thinking board of directors from years past had stockpiled for us, so there was little to worry about.



Move the time machine ahead to about 2014. It had become clear that if CGSA was a vehicle, it was experiencing some mechanical failures. Enough so, that hopping on board didn't necessarily equal success. It was a good thing we had that reserve fuel storage because it was the only way to keep our gas chugger running. It also became very clear, very quickly, who was on our team and who wasn't. While some friends offered a tow or a push, others laid spike belts and speed bumps in our path to attempt to slow us down or to finish us off for their own benefit.

In what seemed like the blink of an eye, the world had changed. Almost everybody had a supercomputer in their palm. Information was free and literally at hand. Social connection with colleagues was now daily via text and social media, and any news older than 24 hours was old news. The value of an annual event, under the same model with expensive overhead, be came risky and diminished. The reality was that education and reconnection needs of members were being met through a completely different socioeconomic structure.

It was time for a complete overhaul. The SUV needed trading in or parting out, and CGSA board members asked the question, "Who are we and do we need to exist?" In my mind, this was the defining moment of our association during my time on this board. Thankfully, we moved forward with a new focus and direction.

# Are

We have great allies in provincial associations and work to support them to mutually promote our profession. Our events have renewed purpose. They primarily fuel people now, and the people fuel the association. We are scaled down: sleek. efficient. and focused. We are celebrating 2 consecutive years of financial surpluses and reinvesting that into infrastructure that will directly benefit every Canadian golf course superintendent, member or not.

So, what are we? CGSA is a wheel. Our members are the alloy of our metal. They keep us stable and strong. Each provincial ally is a lug that keeps our wheel straight. Without them, we wobble and are unstable. Our physical geography is a challenge we are overcoming. Each province connected to us, each chapter through them, is our national association's direct line to each individual superintendent.

CGSA links each superintendent to Ottawa and federal or national issues. such as lobbying for fair taxation for golf businesses through the We Are Golf/National Allied Golf Associations. With our support, provincial associations act as first responders to provincial and regional issues as they arise. We're all strongest when we're tight, supportive and connected.

Currently, CGSA is taking a leading role by initiating negotiations with other like-minded associations to be more supportive of each other and to work collaboratively for the best interests of the Canadian golf industry. With a goal to reduce duplication, redundancy and unnecessary competition that doesn't benefit all of Canadian golf, we're forging relationships with the National Golf Course Owners Association Canada and the Professional Golf Association of Canada. We're also continuing to receive strong support from Golf Canada. We've initiated discussions and have a lot of work to do, but the process is in motion.

CGSA is a wheel. The alloy of our metal is our membership. They're also the lugs that hold us tight and maintain our stability. A single wheel is difficult to balance. Far reaching stability, industry-wide stability, stability of significance to all stakeholders in Canadian golf, comes from the addition of other wheels.

My vision is that in working with other national associations, we'll have the basis of 4 wheels on which to build a frame. We will create a new, efficient, sustainable vessel to best transport the Canadian golf industry together and unified in one single focused direction. Four associations, four wheels. Who knows, maybe there's room for 18 wheels.

Impossible, you say? Those who know superintendents, know that few things inspire us more than doing what is believed can't be done. Finding solutions to problems is what we do daily. I'm up for the task. CGSA is up for the task. Will you join us? GM

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#### Mountains of Opportunity!

There were indeed Mountains of Opportunity at the Canadian Golf Course Management Conference hosted at Canada's Castle in the Rockies, the beautiful Banff Springs Hotel.

From the exceptional education sessions, to the full trade show, to the spectacular gondola ride up to the main social event at the Summit, the CGSA delivered tremendous value and a successful national conference to be very proud of. If you couldn't attend this year, read about it in more detail in this edition of GreenMaster, and then plan to join hundreds of your colleagues at next year's event. It will likely be the most valuable investment into your career and golf operation that you'll make all year.

The Canadian also included the CGSA's Annual General Meeting. In addition to various other good news, our Board was pleased to present the most successful year-end financial surplus since 2003, enabling the CGSA to reinvest in further developing member benefits for you.

For example, the first announcement in our new fiscal year was the Toro-Golfmax Program adding 2% manufacturer rebates on select pieces of equipment for all CGSA members, plus 1% rebates on any equipment conversions across Toro's entire line, and 1/2% rebates on all used conversions. We also announced that CGSA members now qualify for our Parkland-Golfmax Program, the first national fuel program in Canadian golf, with typical annual savings of \$2,000 per 18 hole operation. Parkland is the parent company of multiple fuel brands such as Ultramar, Bluewave Energy, Columbia Fuels, Island Petroleum, Sparlings and Chevron.

Several other new professional and personal member benefits are also in the works for this year. With the flexibility of selecting from our Ultimate, Premium or Essential member benefit packages, you can now customize your CGSA membership to align with whichever value and price point you prefer.

Our AGM in Banff also represented the close of Kendall Costain's term as CGSA President. On behalf of the entire board, membership and staff, I would like to congratulate him on all of his dedication to the CGSA and the successful year that he led. Personally, it was a great pleasure to work so closely with Kendall and I thank him for his mentorship and the good times we shared.

Our newly elected President, Greg Austin, is now at the helm and the membership should have great confidence in his proven leadership skills. You'll get to know Greg a little more as you read this issue of GreenMaster, but I can tell you how passionate he is about our profession and that he gets things accomplished. You're in good hands once again.

Enjoy this issue of GreenMaster and all the best for a successful 2019 golf season!

#### Respectfully,

Jeff Calderwood, Executive Director Canadian Golf Superintendents Association



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# In Conversation The New



#### "Few people can truly say they're passionate about their work, and I'm one of those fortunate few."

GreenMaster recently sat down with incoming CGSA President, Greg Austin, to learn more about his experience, motivation and vision for the future of the association. Greg is the superintendent at Campbell River Golf Resort on Vancouver Island, British Columbia.

#### GreenMaster(GM): What was your first experience with golf?

Greg Austin (GA): When I was around 9 or 10 years old, my family lived about a 3 wood from a public golf course in Fort Erie, Ontario. That property was my playground. I'd spend the dog days of summer climbing trees and wading into the creek on the course to catch snapping turtles, frogs and snakes. Naturally, it didn't take long for me to learn to sell "experienced" golf balls through the fence at the 3rd tee, and to be at the first tee with a cooler of ice at 4 pm on Wednesdays, Fridays and very early on Saturday mornings.

At that time, on those days, men's league play created opportunity to caddie, and I upped my enterprising game by keeping beers cold in the Styrofoam ice cooler I'd carry in addition to a bag of clubs. There were chuckles and raised eyebrows from golfers when I bartered payment in US cash only. Even then, I was no pushover when it came to business.

I remember the golf pro as stodgy and stoic. He had a very thick Scottish accent and part of the fun was dodging his patrols on the course. I knew he despised me selling golf balls from the creek banks and fence lines, but I was protected from him a lot of the time by my hockey coach, who was also the golf course superintendent. So, if you're reading this, thanks Mr. Bailey!

That was my earliest introduction to golf. There's no doubt that seeds were planted deep within me in those days and I can't imagine a better childhood or a better career.

#### GM: What attracted you to the business side of golf?

GA: I first attended college on a Fine Arts scholarship, and after working for a short period as a graphic artist, stumbled quite blindly into golf course maintenance. I've always been entrepreneurial, athletic, and creative, and I fell in love with the work found in the golf business because it stimulated me in all three of those aspects.

There are few things that come close to the feeling of being in nature, everyday, at sunrise especially. It's indescribable. The factors that drew me to the business are also what

# with CGSA President

keeps me going, including: the physical demands of the work, along with the mental challenges that come with work days that are never the same, and the ability to be creative, with an open platform to express it everyday. Few people can truly say they're passionate about their work, and I'm one of those fortunate few. I know I'm doing exactly what I was designed to do on this earth, in this lifetime.

#### GM: Did you have any mentors? If so, what was the best piece of advice they gave you?

GA: Professionally, I'm proud to have apprenticed horticulture at the Kelowna Golf & Country Club with Craig Lewis, when Craig was the recipient of the CGSA Superintendent of the Year award in 1996. Craig was a great mentor to so many at that time. Up to a dozen of the crew went on to become superintendents or have a career in the golf industry. There have been too many superintendents to list that have been great mentors to me in the last 20 years. I've learned as much from our shared mistakes as I have from our shared successes, so I want to stress the importance of building and maintaining strong relationships in the industry.

I'm very involved with social media and agree it's a great way to exchange information, but it is not the same as connecting with your peers one on one or face to face every once in awhile. Making the effort to connect beyond modern convenience is critical to the success of those in our profession.

Finally, I recently completed a golf course build, from start to finish, in 17 months. I could have never done it without the mentorship of a visionary man and his family. He worked side by side with me, challenged me daily, groomed me continuously,

corrected me tirelessly, 80 hours a week for 17 months, until we both successfully completed what almost all but his family and I believed was impossible.

I learned that every problem has a solution, that most traditional methods have a place (that's not on our work site), that the perception of obstacles is most often the obstacle. I also learned that anything is possible and that we are all far more capable of much more than is first thought. Thank-you Amanda and Dustin Raleigh,



Kris D. Mailman, Kris and Cheryl Mailman. You provide great leadership and inspire many to look beyond horizons.

#### GM: As President, what is your vision for the CGSA?

GA: With 2 successive years of revenue surpluses to build off of, I'd like to add some teeth to the CGSA Vision and Mission. We will be essential to success by promoting and supporting all Canadian superintendents by:

- 1. Creating a centralized system of unified administration, through investment of a CRM that will eliminate current unnecessary costs of separate administrations of each provincial association. In a nutshell, offer centralized administration to eliminate existing duplication and redundancy.
- 2. Unifying the provinces digitally, by tying the new CRM into a modern, updated interactive website that provides a central hub for all provincial associations.
- 3. Building a business case that provides financial merit for points 1 & 2 above.
- 4. Reviewing and updating all environmental and water policies. Beginning the process of reviewing the CGSA Environmental Resource Manual.

#### GM: You have great staff at the CGSA. What makes a good team?

GA: I think good teams come out of groups of people who are motivated to work for each other over motivation to work for themselves. A good coach, or a strong leader may be able to draw that out of a group to make a good team.

This quote comes to mind, "Teamwork is the ability to work toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." - Andrew Carnegie

#### GM: What advice would you give to someone who is thinking about entering this industry or who is newly involved in the industry?

GA: Invest in yourself and it will return to you tenfold. Get involved with your association. Capitalize on education and networking opportunities. There are numerous options for people of all backgrounds and abilities. Find out what your options are and capitalize on them. Use the Live Learning Center. Attend the Fall Field Day and Conference. Build relationships and nurture them. Help people and they'll help you. Your network and your association are your greatest resource.

#### GM: What advice would you give to your younger self?

GA: In 2003, I attended my first CGSA conference. I sat in a session that inspired me to write down my longterm goals for the very first time. I wrote out my 25-year plan that day, and 16 years later (now), I completed everything on my 25-year plan.

With that in mind, my advice to my younger self is, aim higher in everything. Set higher goals. Aim higher than is imaginable or currently believed realistic. Don't allow what others think or say to limit your vision for yourself. Break down big goals into levels of achievement and literally

pause to ask before each opportunity or distraction if it gets you closer to your goal. Say no to those that lead you away and yes to those that lead you toward. Aim higher!

#### GM: Your passion is inspiring to us! Who inspires you?

GA: Firstly, and very personally, few people know it and will be surprised by it, but I am born-again Christian and was baptized for the second time when I was 30 years old. God teaches me lessons daily.

Additionally, I have a large family, full of multiple generations of very beautiful, strong, intelligent, and tough women. My mom, Linda, is tough as nails and backs down from nothing. I'm in awe of the kindness, patience and compassion of my wife, Darlene. My daughters have taught me lessons their entire lives, and those lessons now continue through their beautiful children.

Lastly, my father, Paul, a man of few words, sacrificed time at war when he could have easily declined and declared himself Canadian. He survived the war and returned home, only to sacrifice 30 more years of his personal and professional life to bring abandoned, broken, physically and mentally disabled people into my parents home. He committed himself to care for them 24/7 for decades, in many cases when nobody else would. He extended that care to adopt two of them as my brother and only sister.

My parents have easily been the greatest models of integrity and humanity in my life. Obviously, I'm very proud of my family.

GreenMaster would like to thank Greg for sharing his experience in the golf industry and vision for the CGSA. We look forward to the next year! GM

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## Celebrating Successful



#### MOUNTAINS OF OPPORTUNITY

Fairmont Banff Springs Hotel - Banff, AB March 4 - 7, 2019









# Another Conference!



Mountains of Opportunity was the theme of this year's Canadian Golf Course Management Conference, held March 4 - 7 at the Fairmont Banff Springs Conference Centre, and that is exactly what it delivered.

#### **450+ ATTENDEES**

More than 450 delegates and exhibitors from across Canada, the United States and internationally received a top-notch experience in the spectacular setting of Banff, Alberta. From the specialized learning workshops supported by The Toro Company to the outstanding education sessions and exceptional social events, The Canadian did not disappoint.

#### TOP OF THE LINE EDUCATION SESSIONS

Exclusively sponsored by Syngenta, the education programs focused on leadership, business and human resources management along with some key turf sessions. The sessions kicked off with a Keynote address "Communicating with Confidence, Clarity and Credibility: Are you Undermining Your Success?" by Laura Katen, President of Katen Consulting.

Other sessions focused on new trends in putting green surface management, how to control thatch, being a leader, new rules of golf and health and safety topics.

Equipment technicians had the opportunity to visit the maintenance facility at the Fairmont Banff Springs Golf Club as well as learning "Tips, Tricks and Cool Tech" and "Professionalism", from Uplands Golf Club's Wade Borthwick.

Other sessions included "Improve Your Equipment Management Decision Through the Use of Facts and Data" presented by Bill Januszewski, Fleet and Purchasing Manager at Capilano Golf & Country Club. Derwin Parker, Health and Safety Manager at the Glencoe Club explored hazardous issues that are found around maintenance shops and offered controls to prevent such issues. Club Car's Patrick Steinkuhl presented information on EFI Engines and a special round table session was held for equipment technicians.



#### WE PLAYED HARD TOO

The Welcome to Alberta event kicked off the phenomenal social program this year. All registrants and exhibitors were welcomed to Alberta at the Banff Ave Brewing Company, sponsored by the Alberta Golf Superintendents Association and supported by Bayer Canada.

To launch the trade show, BrettYoung sponsored the opening SociALL that gave delegates the opportunity to view the trade show and silent auction and to meet with suppliers and learn about new products. In depth sessions were provided by Syngenta, Bayer and Belchim Crop Protection Canada during the industry presentations.

The silent auction was a hot spot during the event being visited by numerous attendees. Thank you to all of the silent auction donors including; The Toro Company; Vinylguard Golf; FMC; PGA of Canada; Early's Farm & Garden Centre; Turf Prophit; Rain Bird; BrettYoung; AGSA; The Bison Restaurant; BCGSA; Wallah Signs; Fairmont Banff Springs; Turf Health Products; Bayer; Venngo; CGSA; Professional Gardener; Clark's Supply & Service Ltd.; Allturf; Nutrien Solutions; DDP; Bernhard and Western Rootzone.

Far above the Fairmont, the Sunset Gondola reception provided an incredible setting for our attendees. Graciously sponsored by John Deere, CGSA members were recognized for their 25 years of membership – from left to right Jeff Calderwood, CGSA Executive Director presenting; Reid Solodan, AGS, Superintendent, Canmore Golf & Curling Club; Pat Moir, Superintendent, Hillsdale Golf and Country Club; Doug Leavins, Superintendent, Chinook Golf Course; Heath Koch, Superintendent, Red Door Golf and Country Club; Graeme Douglas, Manager, St. Eugene Golf & Casino Resort, and presenter CGSA Past President Kendall Costain, MS.

Martin Deerline Golf and Target Specialty Products, participants enjoyed an unforgettable evening atop the mountains, dining on the excellent selection of food and treated to wonderful networking.

Assistant Superintendents and students were also treated to a networking evening sponsored by Keso, and their partners Precision Laboratories, Grigg, BRANDT iHammer, Landmark Turf & Native Seed and The Andersons.

#### RECOGNIZING THE BEST OF THE BEST

Canada's best were recognized for their contribution to the industry during the awards ceremony. The John B. Steel recipient, Mark Kuhns, CGCS; the CGSA/Bayer Superintendent of the Year, Dean Baker, CGCS; CGSA/Toro Assistant Superintendent of the Year Karen Rumohr, AAGS; CGSA/Foley Equipment Technician of the Year Taylor Brass and the Bird CGSA/Rain Environmental Achievement winner Dean Piller, AGS were among the members recognized. Long-time CGSA members also received recognition during the ceremony as did student scholarship winners

#### WELCOME TO OUR NEW BOARD OF DIRECTORS

CGSA's AGM took place during The Canadian and Kendall Costain, MS, handed over the gavel to incoming President, Greg Austin while Darren Kalyniuk became Vice-President. John Scott, AGS was appointed the Secretary Treasurer along with his position as Quebec Director. New board members include Ken Bruneski, BC Director and Braydon Gilbert, Manitoba Director along with returning board members Dustin Zdan, AGS, Alberta Director; Pierre Vezeau, AGS, Saskatchewan Director; Bradley Allen, Atlantic Director and John McLinden. Ontario Director. The board was pleased to share with its members, the over \$75,000 surplus announcement along with an update on the activities of the previous year.

Thank you to all who attended, exhibited, donated items to the silent auction and sponsored the CGSA. **GM** 





#### Welcome to Alberta Reception

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#### ▲ CONFERENCE ▲ 2018 JOHN B. STEEL WINNER MARK KUHNS, CGCS

## Hard Dedication

Honourary Canadian, CGSA member Mark Kuhns, CGCS is the recipient of the prestigious 2018 John B. Steel Award.

Mark's career has spanned over 4 decades; first earning certification in 1983. He has been the Director of Golf at Baltusrol Golf Club in New Jersey since 1999 and was recently the host of the inaugural CanAm Cup. Some of his many accomplishments include Past President of the GCSAA, host of the US Open, US Women's Open, US Men's Amateur, and PGA Championships.

Mark has been a CGSA member since 2007 and has been the first member to register for The Canadian for many years. He is also a member of many international associations including BIGGA (Great Britain and International), Slovenian Greenkeepers Association and past director and current member of the Pennsylvania Turfgrass Council, New Jersey Turfgrass Association, and the Tri-State Turfgrass Research Foundation.

Kendall Costain, MS, CGSA Past President says, "Mark Kuhns is one of the most devoted and respected colleagues and mentor to many; not only in the United States but also in Canada. Mark established a Turfgrass Internship Program in 1999. The internship program established by Mark has been an excellent stepping stone for many Canadians including several highly respected superintendents."

Mark spoke about those Canadian interns during his acceptance speech at the awards luncheon.



Mark (left) shares his soapstone carved by Bill Fach, MS, AGS Emeritus, with long-time friend Kyle Kellgren, Superintendent, Jackfish Lodge Golf & Conference Centre (right) at The Canadian in Banff March 2019.

He reflected, "I am truly honoured to receive this most prestigious award from CGSA and all of my Canadian friends. My association with CGSA started with my board service with GCSAA. I was assigned to participate in the various CGSA functions. I have so many wonderful friends in Canada and I feel so welcome and at home when I am in the great North. Thank you to all for allowing me to be a part of your wonderful association and the opportunity to share experiences with some of my best friends in life." The CGSA John B. Steel Award commemorates the CGSA's first President, who was also the first superintendent to be inducted into the Canadian Golf Hall of Fame. This award is presented annually to an individual, chosen by the CGSA Board of Directors, who has made an outstanding contribution to the advancement of the profession of golf course superintendent.

The recipient is presented with an original soap stone carving designed and carved by Bill Fach, retired Master Superintendent at Black Bear Ridge Golf Course in Belleville, Ontario and former CGSA President. **GM** 

#### ▲ CONFERENCE ▲ ASSISTANT SUPERINTENDENT OF THE YEAR WINNER, KAREN RUMOHR, AAGS

# **Work** and Celebrated

Karen Rumohr, AAGS is Canada's first female to receive the CGSA/Toro Assistant Superintendent of the Year Award (ASOTY). Karen was selected for her passion for golf and her desire to be a leader in this industry, pushing her to excel in all aspects of the maintenance operation at the Edmonton Petroleum Golf & Country Club.

"Whether she is assisting the crew with their daily tasks or transforming some aspect of our operation for better efficiency, Karen can be counted on to get the job done," says Keith Blayney, AGS, Superintendent, Edmonton Petroleum Golf & Country Club.

Not only is Karen the first female to win this award but she is the first Accredited Assistant Golf Superintendent (AAGS) female member, receiving her designation in 2015. Karen has been a CGSA member since 2006 and is going into her 9th season with the Edmonton Petroleum Golf & Country Club.

As the technical guru, Karen has constructed their digital job board using Google Drive which helps with scheduling staff, making adjustments from their phones and keeping a record of daily tasks. In the fall, Karen added a job board for the horticulturalist which is another example of how Karen has helped streamline the system at Edmonton Petroleum Golf & Country Club. Karen has also taken courses and initiated the purchase of bee hives and honey production on the course.



From left to right, Josh Tubbs, Senior Marketing Manager, The Toro Company; Karen Rumohr, AAGS; Jeff Calderwood, CGSA Executive Director; and Kendall Costain, MS, CGSA Past President at The Canadian in Banff March 2019.

Karen achieved her Assistant Accredited Golf Superintendent Accreditation early in her career followed by an article in GreenMaster "Breaking Down Barriers for 19 Years" that shows her passion for the industry and promotion of women in turf. Karen has also participated in the inaugural Bayer Women in Golf events, a national program to help women in the turfgrass industry network and discuss challenges women face.

Blayney adds, "Karen's desire to become a superintendent is strong and I know the day will come when she has accomplished this goal. The course she goes to will be very lucky."

The CGSA/Toro Assistant Superintendent of the Year award recognizes the specific achievements of a golf course assistant superintendent whose performance and contributions to the success of the facility go beyond those that would normally be expected. The award is presented to an individual who has contributed to his or her golf facility in a significant way and who has demonstrated professionalism, leadership, innovation and a team approach in their work. **GM** 

#### ▲ FEATURE ▲ LAURA KATEN, PRESIDENT OF KATEN CONSULTING

# is Every

As golf industry experts, you are probably quite familiar with the phrases, "Don't shank," "Square club face," and "Remember alignment." The focus of this article is to increase your awareness of other techniques, namely core communication techniques, which will help you be successful and effective off the course.

There is one thing that will distinguish you from everyone else who is in your role, at your club, in your industry, and reading this article – PERCEPTION.

The foundation of all effective communication is the perception that other people have of you. Sometimes it is what you do or say that causes someone to form an impression of you. Sometimes it is the lack of an interaction or action that they expect from you that has the biggest impact on how individuals view you.

Research shows that it takes between 7 – 30 seconds for someone to form a first impression of you. Here is the problem, if this person does not think highly of you, research from Harvard University reflects that it typically takes eight subsequent positive encounters to reverse that negative first impression.<sup>1</sup>

Who has the time to devote to meeting someone over and over again in the hope of recovering, rebuilding, and re-establishing that connection? You often only have one chance to make that first impression, whether at an interview, asking for a promotion, navigating the salary conversation, or taking a member to lunch. The question is how do you make a positive impression when meeting others so that you do not have to rewind, backtrack, or spend your time trying to reverse this evaluation? The answer is knowing what goes into the impression that others form of you, and research reveals there are important key elements.

According to John C. Maxwell, American author, speaker and pastor, "Good leaders are always good learners." Do you know how you want to be perceived? Are you being perceived that way by leadership, direct reports, and colleagues? If you have not given thought to either question that is important to note. How can you be perceived the way you want if you do not know how you want to be perceived? It is important to be open to learning, about others as well as yourself, as a good leader.

Once you know how you would like to be perceived by others, think about some of the communication challenges that you encounter on a regular basis that may be interfering with that desired perception. Which one or two challenges need attention and would help to make your life easier if they were solved?

As you consider how to distinguish yourself, research reveals that there are three key pillars that can help you to establish your executive presence and communicate a positive impression<sup>2</sup>:

• Gravitas, to include exuding confidence and grace under fire. How do you handle pressure? Are you more apt to react or respond? Are you skilled at managing your emotions?

### Key Communication Techniques for Successful Leadership

# Perception thing



- Communication, to include having great speaking skills, and the ability to command an audience. Do you feel people listen when you speak? Do they easily buy-in to what you are saying? Do you have influencing power because of your words and non-verbal messaging?
- Appearance, to include grooming and hygiene. What are you visually communicating? Do you support and further your credibility and competence through what you wear and how you present yourself visually?
- As an etiquette specialist, I would add a fourth pillar - Social Business Etiquette. This is the ability to navigate food, drink, and conversation in a polished and knowledgeable manner.

Communication can be distinctly different depending on the person, place, and subject-matter. The key is to know how you want to be perceived, how you are being perceived, and the essential elements that matter in the perception that others form of you. Having this knowledge, will help you to reflect a consistent brand of confidence, clarity, credibility, and competence both on and off the course! **GM** 

#### Footnotes:

 <sup>1</sup> February 10, 2015, The Do-Over: How To Correct A Bad First Impression Kristi Hedges Women@Forbes.
 <sup>2</sup> 2012 Executive Presence, Sylvia Ann Hewlett & CTI 2012 Center for Talent Innovation.

#### ▲ FEATURE ▲ SCOTT POWERS, UNIVERSITY OF GUELPH

### University of Guelph Among the TOP 10 at 2019 Turf Bowl

#### This past February, twenty University

of Guelph turfgrass management students ventured to San Diego, California, to participate in the Golf Course Superintendents Association of America's (GCSAA) Golf Course Industry Show's illustrious Turf Bowl Collegiate Challenge.

The Turf Bowl is a collegiate competition that is held annually at the GCSAA Golf Industry Show. This competition tests the young, bright minds of future turf industry professionals on various components of turf related knowledge. The challenge is a skill and knowledge-based competition consisting of components of turf related mathematics, identification of turf, seeds, weeds, diseases, insects and even equipment.

Team 4 (Daniel Ye, Isaac Swanton, Scott Powers, Andrew Radonicich) from U of G ranked amongst the top 10 with the remaining 4 teams trailing closely behind. This year there were 63 teams with 233 students from over 30 different schools - the University of Guelph being only 1 of 2 Canadian schools represented.

The twenty students who ventured to California had the opportunity to do so with funding from their hard work and commitment through attending weekly Guelph Turf Club sessions. The club hosts an individual from the industry to present as well as two Turf Bowl related study sessions weekly. The students prepared for this challenge amongst themselves, having students teach students. The incentive of attending these sessions is to have funding provided to them by our various sponsors to encourage as much attendance as possible at the show.

Andrew Radonicich, turf club executive took the lead as study sessions coordinator. He felt students teaching students contributed to the overall success as it lead to a sense of accountability and comradery within the club.

Radonicich explained why he thinks attending the Golf Industry Show as a Canadian turfgrass management student is important, "Attending the GIS as a Canadian, I not only open myself to connections with people in other countries, but I can also network and bond and build meaningful relationships with fellow Canadians at the show." Radonicich believes, "It is also important to learn about the differences and similarities in management techniques and practices between Canada and the rest of the world."

These students worked extremely hard to not only represent their school, but their country as a whole. Congratulations to the University of Guelph turfgrass management students on their success! **GM** 



▲ FEATURE ▲ WISSAM EL MASRI, STUDENT, ASSOCIATE DIPLOMA IN TURFGRASS MANAGEMENT, UNIVERSITY OF GUELPH

### A Student's Perspective

Wissam El Masri (left) and Daniel Contino (right).

immense job satisfaction and pride and generated increased interest in what I was learning 'on the job', which is sometimes very challenging to find. Gaining such experience before attending the ADTM (Associate Diploma in Turfgrass Management) at the University of Guelph has proven to be extremely beneficial, as it maximized my learning in the turfgrass management program.

Education and related credentials are critical in the world of turf management. I first heard of the University of Guelph ADTM from my mentors. They advised me that the best way to excel in the golf industry was to participate in recognized training programs. I knew they were right and I am now in my fourth semester at the University of Guelph and am very happy to have made many connections.

An important part of the ADTM is to complete a 15-week internship with a recognized turf facility. I made the easy choice of securing an internship at The Royal Montreal Golf Club, only a short commute from my home.

So, how did I secure this prestigious internship destination? Communication and networking! Jeffrey Thoburn, a 2018 Guelph ADTM graduate, introduced me to Greg Greer, Royal Montreal's superintendent.

I am very lucky that I found two great mentors that were willing to teach, inspire and encourage me to be the best version of myself. The turf industry is small and tightknit. Everyone knows one another. In hard times, everyone comes together as one big team to resolve problems. In good times, successes are shared and rewards offered.

Communicating and networking with your colleagues and peers will help you in the long run as well as in the present. We need to listen, learn and communicate with team members. As simple as this sounds, it can be a little tricky. Committing and staying true to what you believe will help. We are fortunate that today's superintendents strive to train and guide the next generation of leaders, preparing them to excel in the turf industry. **GM** 

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Waking up, driving to work and eager to be on the golf course is a gift. I am lucky to call myself a greenskeeper and I am proud to be in this role. Along the way, I have learned the importance of having a mentor and the value of networking, communicating and learning from different people in our industry.

My first job in the turf industry was at Elm Ridge Country Club in Montreal, Quebec. I was very fortunate to have Claudia Flock and Daniel Contino as my mentors on the turf management team. From my first day at work and moving forward they treated me with the utmost respect, patiently guiding me through the many levels of learning the best turf management practices.

The spray technician role at Elm Ridge CC also provided me with

#### ▲ MECHANICS CORNER ▲ BILL JANUSZEWSKI, GOLF EQUIPMENT TECHNICIAN, CAPILANO GOLF & COUNTRY CLUB

# Filtration and Go Hand in

This is the first of a 2-part article to provide relevant technical information about filtration and lubrication as it relates to turf equipment.

Today's modern fairway mowers, for example use 2 hydraulic filters, 2 fuel filters, 2 air filters and 1 lube filter. Different lubricants present themselves in the engine, hydraulic system, wheel bearings, chassis and differential. It is critical to always make sure that the filtration and lubrication products that you use meet (or preferably exceed) the requirements set forth by the manufacturer.

#### FIRST, LET'S LOOK AT FILTRATION

The purpose of any filtration system is to remove contaminants that are in suspension, from the fluid that flows through it. Note that fluid can be a liquid or a gas. Contaminants can include dirt, silica (sand), combustion byproducts (soot), and wear metals.

Filter types include: Air (sometimes in combination as an inner and outer filter combination); Oil; Hydraulic (sometimes in combination as a primary and secondary); Fuel (sometimes in combination as a primary and secondary) and Coolant. Some coolant filters do double duty and also maintain levels of anticorrosion chemicals, pH and other levels of supplemental coolant additives essential for engine/cooling system longevity. Fuel filters are able to remove emulsified water from gasoline or diesel fuel. The following are some definitions on the technical side of filtration:

#### 1. Efficiency

- The percentage of particles captured, basically the effectiveness of a filter.
- If a filter is 90% efficient it captures 90% of the upstream particles.
- By itself it is not a meaningful measurement because efficiency must be reported in conjunction with micron rating. (see #2 below).
- A filter that is rated at 10 micron 90% efficient, means that 90% of particles 10 micron and larger will be trapped in the filter media.
- As particulate matter builds up in a filter, its efficiency actually improves.
- When the filter is plugged it's at its maximum efficiency because 100% of particulate matter is captured. For obvious reasons, the filter needs to be replaced before achieving this milestone.

#### 2. Micron Rating

- Used in combination with efficiency rating.
- Is the size of a particle that will pass through the filter.
- For a 10 micron filter, only particles 10 microns and smaller will pass through the filter.

#### 3. Capacity

• The amount of "dirt" or contaminates that a filter can physically hold.

#### 4. Media

- This is the filtration material in the filter that captures particles/contaminates.
- Can be cellulose, synthetic or metallic.
- Wet filters with cellulose media will deteriorate after being installed for over 12 18 months. Effectively the cellulose turns to mush at which time filtration stops and nasty things can happen to the component whose lubricant is no longer being filtered. This is an important issue for machines that do not accumulate a large number of hours in a year. Even though a filter constructed with cellulose media may have only 50 operating hours on it, calendar time may have caused the cellulose media to degrade to the point where it is no longer contained in the filter and circulates through the component.

# Lubrication Hand Part 1



#### **CLOSING POINTS ON FILTRATION**

If you chose to use non-OEM filters use a filter cross reference that references the OEM part number. Do not cross reference one filter manufacturer's filter part number to another filter manufacturer.

Using a non-OEM filter does not automatically void any equipment warranty. The Consumer Protection Act in Canada states that a manufacturer cannot require a consumer to use OEM parts under the threat of voiding warranty. But, if a component fails because of a problem with the filter you may be on your own. Remember to exercise caution when removing used filters as they will contain hot oil.

Used oil filters must be disposed of in accordance with your local regulations. Used oil filters can be a good source of machine health information. Using a filter cutter, cut the can off the base to expose the filter media. Open the pleats of the media and look for metallic flakes. Don't let purchase price be the sole criteria governing your filter purchase. For the most part you get what you pay for.

Part 1 has provided you with a better understanding of filtration and how this can keep your fleet healthy. Keep your eye out for Part 2, in the next edition of GreenMaster, where we will continue this discussion and focus on lubricants.

#### ▲ BACK NINE ▲ DARREN KALYNIUK

# **Time** you're

All of the people that I have introduced you to in past issues have had some amazing journeys into the golf industry. So too, does this assistant superintendent.

Allow me to introduce Amanda Frend, Assistant Superintendent at The Ladies' Golf Club of Toronto.

Amanda's road travelled into the golf industry has been a little less conventional than most. In 2005, she graduated from Seneca College with a diploma in Police Foundations. While in college, Frend began working various landscaping jobs in order to put herself through school. Post-graduation she felt she wasn't ready to get into policing and continued to work in outdoor labour positions, including stone masonry, until 2009.

"Those 5 years showed me just how much I loved working with my hands in an outdoor environment," Amanda said.

In March of 2009, Amanda began her career at The Ladies' Golf Club of Toronto as a seasonal greenskeeper. She didn't have much knowledge about the game of golf, besides what she had seen on TV, and hitting the driving range once or twice, so she was thrilled to take on a new challenge. By the end of that season, she had worked her way up to a foremen position and loved it!

"That winter I was laid off, however come spring, I was right back at Ladies'. The next couple of years I took every opportunity I could, learning all the equipment and all the reasons why everything was done on the course, from mowing to watering to fertilizing to cultural practices," Frend stated.



With spring coming, Amanda collects maple sap at the course.

With all her hard work and dedication, Amanda was given the opportunity of a lifetime to become the new Assistant Superintendent in April of 2014. Going into her 11<sup>th</sup> season at the Ladies' Amanda said, "Time flies when you are having fun! I now play the game, averaging about 25 rounds a year, but we won't talk about my average score."

Over the years Amanda has had many influential people in both her personal and professional life. Every person has a special spot in her heart, including former assistants from The Ladies' Club who helped her gain the knowledge and experience that she needed to succeed in her current position.

Another mentor is current Ladies' Golf Club Superintendent, John McLinden, who has been one of her biggest supporters. "He allowed me to fill that role of his assistant with only a few years of experience under my belt. Signing me up for CGSA, OGSA, and GCSAA memberships and sending me to every seminar, workshop and conference that he possibly could so I could network and learn from all the amazing men and women in the industry." She continued, "Allowing me to make mistakes and learn from my mistakes to grow not only as an assistant but as a person."

Other people who have inspired Amanda in her career include her best friend Nikki, who pushes Amanda to work harder every day. Several years ago, Nikki said to her, "You're not supposed to have it all figured out kid, that's the journey."

Amanda feels this statement fits perfectly when managing a golf course. "Every season, every year, every employee, every blade of grass is different. If we all had it figured out, would we be assistants or superintendents still?"

On a personal level, Amanda's partner, Mandi, has been her rock. Mandi is always supportive of her long and often crazy hours, and Mandi has always been her sounding board for "work stuff" despite her lack of golf knowledge.

One of Amanda's most gratifying things about working on a golf course is stepping foot on the course every morning. "Being able to take it all in, the amazing views, the awesome

# Flies when Having Fun

Amanda cutting the greens at The Ladies' Club of Toronto.

wildlife, the refreshing air, the quietness of the course at 5:00 am, yet knowing that in just a few hours members and guests alike will get to experience this wonderful place."

With the many positives of working at a golf club, there are always a few challenges along the way. Like many across the country, the staffing process is one of those challenges that Amanda has experienced over the past few years.

"I am finding that every year, it seems to be harder to find employees who want to get up early, sweat all day, go home feeling exhausted and get up the next day and do it all over again. I feel as though a lot more of the applications and resumes I am getting are technology based and a lot less people are interested in manual labour positions." Amanda is an inspiration to many, by helping break the barriers in this male dominated industry. Recently, there has been a lot of talk about "Ladies in Turf", and why there aren't more women in the industry and what can be done to attract more women into the industry.

Amanda said, "I don't have an answer to these questions. What I do know is that in no way shape or form have I ever been treated any differently because I am a woman in the industry. I would like to say thank you to every superintendent, assistant superintendent, mechanic, golf pro, general manager, salesperson, distributor and everyone else in the golf industry who has welcomed and supported me with open arms on every step of my journey thus far." *GM* 



#### TALK BACK - THE CANADIAN AWARDS LUNCH

Close to 200 people packed the Alhambra Room at the Fairmont Banff Springs Hotel to honour Canada's top in the golf industry.



#### Top Photo

CGSA Past President, Kendall Costain, MS (far right) along with CGSA Executive Director Jeff Calderwood (far left) present the 2018 scholarships to Olds College students Cody Little (second from left), Mathieu Moulton (second from right), and Jenna Rose (missing).

#### **Bottom Photo**

Congratulations to Dean Piller, AGS on winning the CGSA/Toro Gordon Witteveen Award and the CGSA/Rain Bird Environmental Achievement Award. Pictured from left to right, Dean receives his Environmental Achievement Award from Serge Gauthier, Regional Manager, Rain Bird; Dean Piller, AGS; Jeff Calderwood, CGSA Executive Director and Kendall Costain, MS, CGSA Past President.

#### Top photo

Taylor Brass, Equipment Technician from Cordova Bay (pictured second from left) receives the NEW CGSA/Foley Company Equipment Technician of the Year Award from Jeff Calderwood, CGSA Executive Director (far left); Paul Rauker, CEO & President, Foley Company (second from the right) and Kendall Costain, MS, CGSA Past President (far right).

#### **Bottom Photo**

CGSA/Bayer Superintendent of the Year, Dean Baker, CGCS, Burlington Golf and Country Club thanks his colleagues and family at the awards ceremony.

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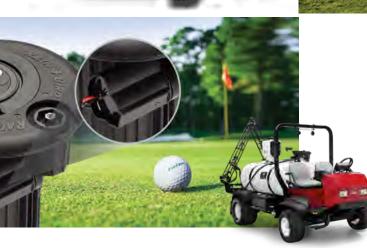


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