

Fall Issue 2018

# GreenMaster

Official Publication of the CGSA

## Changing Golf's Public Perception



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Official Publication of the CGSA

Fall 2018 VOL. 54, NO 3

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## Relationships are the Cornerstone of a Superintendent's Life

**It is time to start planning for the** fall cultural practices, and any small projects to improve your course, leading into the fall season. It is also a great time of year to show appreciation to your staff for their hard work with an afternoon off, a team BBQ, or a candid conversation on a beautiful morning.

As President of the CGSA and Board member for several years, you realize how important partnerships are with event sponsors, provincial associations, national industry associations, and professional associations from other countries. A great example of this was the We Are Golf event held in Ottawa on May 28-29.

Industry leaders from all national golf associations took the opportunity to share our story with MPs from across the country, telling the good stories of our great industry. Seeing the influence of this event made me think that there are opportunities

within our own superintendent industry to work together more closely to support all of our members, providing top quality education, sharing resources, decreasing duplication, and creating better efficiencies.

CGSA events on the horizon will start with the Fall Field Day, September 17-18, being held in the beautiful province of Alberta, with host superintendents James Beebe and Brian Denomme. I'm looking forward to playing Priddis Greens and Willow Park Golf & Country Clubs and connecting with colleagues from across the country.

The AGSA will be putting on a great event welcoming guests to Alberta Sunday night at Priddis Greens Turf Care center. The collaborated CGSA/AGSA effort is a great example of associations coming together to provide members with a better experience while gaining education and increasing their network. We are thrilled that Bayer will be supporting the breakfast and Toro will be hosting the reception. We appreciate their support and know it will enhance our experience in Alberta.

As I write this article, Canada Day festivities are just around the corner, and I know that superintendents sacrifice a lot of time away from our families. I always make sure that Kim and I spend the weekend celebrating the best country in the world with our two boys Mason and Morgan. We share with them what makes our country so great and we enjoy all the activities available to us.

Being a golf course superintendent and president of the CGSA has afforded me a great quality of life that I love to share with everyone I know, and with my boys to encourage them to find something that they are passionate about and run with it. So, enjoy all the time that you have with those people who are important to you and feel fortunate to be in a career that we all love. **GM**

# Les relations professionnelles jouent un rôle crucial dans la vie des surintendants

## Le moment est venu de commencer

à planifier vos pratiques culturelles automnales et de mettre en œuvre tous ces petits projets d'amélioration de votre parcours. Cette période de l'année est également bien choisie pour faire l'éloge du travail accompli par vos employés, en leur donnant un après-midi de congé, en organisant un BBQ, ou simplement en engageant une conversation cordiale par une belle matinée.

Depuis plusieurs années, comme président de l'ACSG et membre du conseil d'administration, je suis à même de constater toute l'importance de nos partenariats avec les commanditaires de nos événements, les associations provinciales, les associations nationales de l'industrie et les associations professionnelles des autres pays. À titre d'exemple, mentionnons l'événement « Nous Sommes Golf », qui a eu lieu à Ottawa les 28 et 29 mai derniers.

Les chefs de file de l'industrie de toutes les associations nationales de golf ont profité de cette occasion pour rencontrer les députés et leur faire part de toutes les retombées positives de notre remarquable industrie. Cet événement m'a fait réfléchir sur les occasions que nous devons saisir au sein même de notre association pour travailler plus étroitement avec tous nos membres, leur offrir des possibilités de perfectionnement professionnel de la plus haute qualité, partager nos ressources, réduire les doublons et améliorer notre efficacité.

Les 17 et 18 septembre prochains, l'ACSG tiendra son tournoi automnal dans la magnifique province de l'Alberta, en collaboration avec les surintendants hôtes James Beebe et Brian Denomme. J'ai hâte de jouer sur les parcours Priddis Greens Golf

et Willow Park Golf et de renouer mes liens avec nos collègues de tout le pays.

Le dimanche en soirée, l'association des surintendants de l'Alberta (AGSA) organisera une grande réception à Priddis Greens pour tous les invités. Cette collaboration entre l'ACSG et l'AGSA nous offre un excellent exemple du travail accompli ensemble pour offrir à nos membres une expérience unique, tout en leur donnant la possibilité de se perfectionner et de faire du réseautage. Bayer commanditera le déjeuner et Toro s'occupera de la réception. Nous sommes très heureux de leur soutien et nous savons que leur présence rehaussera notre expérience à tous en Alberta.

Au moment d'écrire cet article, les célébrations de la fête du Canada sont sur le point de commencer. Je sais que le travail des surintendants est exigeant et qu'ils doivent passer beaucoup de temps loin de leur famille. Je me fais toujours un point d'honneur de prendre le temps de célébrer la fête du plus beau pays au monde avec Kim et nos deux fils, Mason et Morgan. Nous profitons de cette longue fin de semaine pour nous retrouver en famille et participer aux activités.

À titre de surintendant d'un terrain de golf et de président de l'ACSG je profite d'une excellente qualité de vie. J'ai un travail qui me passionne et j'encourage mes fils à trouver également la voie qui les rendra heureux. Profitez des beaux moments que vous passez avec les personnes que vous aimez et n'oubliez pas que nous sommes tous vraiment privilégiés de poursuivre une carrière que nous adorons. **GM**

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## New and Improved Membership Categories

Time flies! The golf season is about to head into the fall, and I'm only a couple months from completing one full year of the CGSA's calendar of activities. Next up is our Fall Field Day, which I'm really looking forward to experiencing for the first time, and hoping to see you there.

It has been a busy enough year so far, and all good. This issue of GreenMaster features our cover story on our recent National Golf Day. As you'll read, it was not only a very successful new initiative for the Canadian golf industry, but the CGSA was highly involved. The 20 golf delegates from across Canada included CGSA President Kendall Costain, MS, COO Kathryn Wood, leading superintendents Eric Ruhs and John Scott, AGS, and myself.

My role as the Chair of We Are Golf, representing all of our respected National Allied Golf Associations as we developed National Golf Day, was a very rewarding leadership opportunity. Next up to Chair the following year of We Are Golf and our 2<sup>nd</sup> annual National Golf Day will be Kathryn Wood, so golf superintendents are certainly well represented on that important national stage.

I would also like to draw your attention to the CGSA's new membership offerings that we just rolled out. To better serve the diverse preferences of superintendents and related stakeholders, we have redefined CGSA membership into three options for you.

In addition to the normal membership dues, which had been reduced by 25% to meet the requests of those with tighter budgets, we have introduced two other packages of enhanced member services for those who want more from their CGSA membership. Regardless of which option best fits your own needs, all three membership categories remain less expensive than those paid by club managers, golf pros, course owners, amateur golf associations, or suppliers.

For those existing CGSA members, there is a very easy upgrade process to access either of the two enhanced membership categories. For new CGSA members, simply select your preferred option. For those who upgrade, watch for additional member benefits being added in the future.

Membership is at the very heart of the CGSA mandate. The stronger our membership base, the more effectively we can deliver member benefits and represent your best interests alongside our allied association partners. So, I thank you in advance for taking advantage of the CGSA's new membership categories and I hope you encourage your colleagues in the superintendent profession to do the same.

Enjoy this edition of GreenMaster, and I'll see you soon at Priddis Greens and Willow Park Golf & Country Club!

Respectfully,

*Jeff Calderwood, Executive Director  
Canadian Golf Superintendents  
Association*

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▲ **FEATURE** ▲ BY MICHAEL HATCH, Senior Vice President, Impact Public Affairs

# WE ARE



# GOLF



## Changing Golf's Public Perception

**For millions of Canadians who play** golf every year, the sport is something they are passionate about. Whether for leisure, health benefits, fresh air, or to close a business deal, golf is a sport that inspires a more loyal following in this country than almost anywhere else on earth.

In fact, the nearly six million rounds played in Canada each year represent the highest per-capita golf participation of any country, making golf Canada's most popular sport. Even many in the industry remain unaware that our sport is more popular than even hockey, assumed by most to occupy the nation's top spot in terms of participation.

But, for millions more who don't participate in our sport, golf does not enjoy a sterling reputation. The stereotypes persist and have a negative impact on the work that we

all do. It is assumed that the typical golfer is mostly white, mostly male, mostly above a "certain age," and in a tax bracket beyond the reach of most other Canadians.

Of course, the reality is the opposite. Golfers in Canada are a young and diverse cross section of the population, and the 2,300 courses across the country offer a wide range of products that compete on price and quality with all other sports that Canadians enjoy.

The We Are Golf coalition, pictured on the left, formerly the National Allied Golf Associations (NAGA), is comprised of Golf Canada, the Canadian Golf Superintendents Association (CGSA), the Professional Golfers' Association of Canada, The Canadian Society of Club Managers and the National Golf Course Owners Association Canada, recently went to Parliament Hill in



*John Scott, AGS, Quebec Director, Eric Ruhs, Superintendent, Jeff Calderwood, Executive Director and Chair of We Are Golf, Kendall Costain, MS, CGSA President, Kathryn Wood, Chief Operating Officer at Parliament Hill.*

Ottawa to educate lawmakers and the media on the economic impact and societal contribution represented by Canada's \$14 billion per year golf industry.

"It was important for CGSA representatives to be in Ottawa for National Golf Day; alongside our industry colleagues. The meetings with the various parliamentary members were productive in bringing the We Are Golf message to the forefront as a key economic driver for the constituents they represent. I, alongside CGSA representatives, shared not only the economic impact message, but the environmental impact message on behalf of superintendents across Canada," said Kendall Costain, MS, CGSA President.

"We wanted to paint a picture of our industry for decision makers in the nation's capital that helps to combat the negative perceptions of the sport of golf in Canada," said Jeff Calderwood, We Are Golf Chair.

"Golf is Canada's most popular sport, with nearly six million rounds played per year at 2,300 facilities from coast to coast. Our economic footprint is huge - almost \$15 billion to GDP every year and hundreds of thousands of jobs. Golfers in Canada are a diverse and young group engaging in a sport at a level unseen almost anywhere else in the world.

"Our product competes on price and quality with any other sport or entertainment activity that exists in the marketplace. We are looking to tell this story as widely as possible so that more people understand the hugely positive impact our sport and industry have in this country."

The coalition that went to the Hill in late-May consisted of the leadership of its member organizations. CGSA was represented by Kendall Costain, MS, President; John Scott, AGS, Quebec Director; Eric Ruhs, Superintendent member; Kathryn Wood, Chief Operating Officer and Jeff Calderwood, Executive Director.

The group met with close to 40 Members of Parliament, Senators, senior policy advisors, and other influencers on Parliament Hill face-to-face, and dozens more in an evening reception hosted by the organization in Parliament's Center Block. A national media push accompanied the day, including a full-scale golf practice setup on the lawn in front of Parliament, which created a powerful visual of golf as Canada's most popular sport. Schoolchildren of all backgrounds were invited to take part in the golf activities on the Hill, showcasing golf as the diverse and youth-driven game that it is in Canada.

"By showcasing golf in this way, and without bringing a specific policy recommendation to Ottawa this time around, we are branding the sport and the industry so that people see it for what it is: a sport for people of all ages, backgrounds, and income levels, with innumerable benefits for participants' health and wellness on many levels," continued Calderwood.

Although We Are Golf made the decision to make this year's effort purely an industry branding exercise, as opposed to a targeted lobby push on a specific issue, there remains much awareness on the Hill regarding the tax issue pursued by the NAGA coalition in past years.

Many Members of Parliament brought up the issue in meetings, without being prompted, underscoring the value of the work done by NAGA from 2011 until 2017 on the entertainment expenses deduction issue. There is support for the industry's stance on taxes on the Hill, and events like the one in May which help brand the sport in a more positive light could lead to more success on that issue and others in future.



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*Jeff Calderwood meets with students and the media discussing the benefits of golf on Parliament Hill.*



*Students enjoy an afternoon of learning to golf on Parliament Hill.*



*Eric Rubs in conversation with MP Kyle Peterson.*

“This event was a huge success, but in order to capitalize on the momentum, the industry needs to keep the message moving forward,” said Calderwood. “In the days and weeks following our event on the Hill we kept pushing the media message in regional media markets all over Canada, connecting the golf industry professionals with their local reporters to help spread the word at the local level. As an industry, we need to relentlessly deliver this message, not only to ourselves in publications like this one, but to the rest of the country through mass media.”

If you’re reading this magazine, you probably don’t need convincing that golf is a great sport and huge economic contributor to Canada. But golf in Canada needs the help of everyone who works in and benefits from the industry to help spread the message set by We Are Golf in Ottawa and across the country in May.

Anyone working in the industry can access the branded materials by visiting [CanadaGolfs.ca](http://CanadaGolfs.ca), produced as part of the We Are Golf initiative and reach out to local political leaders to introduce them to the industry as an economic engine in their own back yards, and as a hugely positive force in our society.

“We Are Golf is an important step in the evolution of the golf industry and sport in Canada,” said Calderwood. “It represents a broad cross section of the industry and all those who work in it, standing up and telling our story: that of a huge employer in all parts of Canada, of a sport that greatly contributes to its participants’ physical and mental health, and one that is open to all Canadians regardless of background or paycheque. This is a story that needs to be told. We need everyone in the industry to tell it.” **GM**

Photos: © Photograph Neil Valois, Impact Public Affairs

**Bill 148, which became law in late 2017,** updates the Ontario Employment Standards Act, 2000 (ESA), the Ontario Labour Relations Act, 1995, and the Ontario Occupational Health and Safety Act, ostensibly to help create more job security for employees in Ontario.

Given the results of the recent provincial election and the associated change in leadership, it remains yet to be seen whether all the changes that were enacted will continue in force or be repealed, and whether any of the changes that are yet to be implemented will actually come into force. Nonetheless, for the time being, several ESA amendments have been passed and they will impact employers. This article highlights some of the practical impacts.

**Minimum Wage**  
***Effective January 1, 2018***

As of January 1, 2018, the minimum wage increased to \$14 an hour, and will increase again to \$15 per hour on January 1, 2019.

**Vacation Time and Public Holidays**  
***Effective January 1, 2018***

Once an employee has worked for an employer for five years, they will now automatically receive three weeks' vacation, and those employees entitled to three weeks' vacation will also be entitled to vacation pay calculated at 6% of their gross wages.

There was a change to the calculation of public holiday pay which required employers to calculate public holiday pay based upon total earnings in previous pay period divided by number of days worked. However, this has been repealed and the "old" formula applies as of July 1, 2018 which requires employers to tabulate the total amount of regular wages earned and vacation pay payable to the employee in the four work weeks before the work week in which the public holiday occurred and divide by 20.

# BILL 148



# Employment Standards



## Contact Employment Standards For The Rest of Canada

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### Personal Emergency Leave *Effective January 1, 2018*

Employees who have been employed for one week or longer by any employer, are now entitled to 10 days of personal emergency leave (PEL) per year without their job being at risk. Employers can no longer ask for medical documentation to support the request. Employees are also entitled to the first two PEL days to be paid, but they are only paid for the hours they would have worked had they not taken the day off.

Take, for example, the following situation: an employee calls in sick on a day he was only scheduled to work a three hour shift and it was his first PEL day of the year. The employee asked to save his PEL entitlement for a day when he had more hours scheduled. The employee's employer has the right to refuse the employee's request, pay him for this three hour shift and count that as a PEL day. Employees and employers cannot pick and choose which of the 10 PEL days are paid. It must be the first two PEL days.

### Equal Pay for Equal Work *Effective April 1, 2018*

Employers will no longer be able to pay employees who do substantially similar work different rates based on their full-time, part-time or temporary worker status. Exceptions to the rule do exist (when the difference in pay is based on a seniority system, a merit system or a system that measures rate of pay by an employee's productivity or any other factor other than sex or employment status). However, employers must be cautious in that if these systems are used by employers, they must be measurable and objective.

### Three Hour Pay Provisions *Effective January 1, 2019*

Employees will have to be paid a minimum of three hours (at their regular rate of pay) if an employee regularly works three hour shifts (or more) and works less than three hours because the shift was cancelled or ended sooner than the scheduled time. This also applies if the shift is cancelled by the employer within 48 hours of the scheduled start time, and if an employee is on call but doesn't get called in, or is called in and works less than three hours.

There are a few exceptions here too. For example, if a shift is cancelled due to flooding, loss of power, or other circumstances beyond the employers control and/or if the employee's work is weather dependent. Additionally, employees will be able to refuse an on-call assignment if the request is made less than 96 hours before the scheduled start time, unless the request is made to deal with an emergency, or public safety.

Employers should also be aware that there have been amendments and additions to Leave of Absence entitlements and the documentation that can and cannot be requested in relation to each of the leaves. Please go to <http://piccoloheath.com/ph-report-march-2018/> to see my article summarizing what documentation employers are entitled to in relation to the various leaves.

Generally speaking, employers should review their policies to ensure they are up to date with ESA amendments. Preparation for upcoming amendments cannot be understated and employers will have to consider strategies to manage employee absences related to new leave and entitlement provisions. **GM**



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# Mechanic's Corner

## Hosting the PGA Women's Championship of Canada

It's both an honour and a privilege to be involved in such a prestigious Canadian event. The PGA Women's Championship of Canada will be held at the Ladies' Golf Club of Toronto July 3 - 5. As the Equipment Manager, there are a number of preparations to consider before the tournament, during the tournament and after.

### Pre-Event: No tricks here, just micromanage all equipment pre-event!

- Pre-sharpen all reels, grind all bed knives and blades pertaining to each application.
- Laying down a game plan with the Superintendent and coordinating what heights will be used, frequency of cut, cultural activities performed pre-event will be key to providing quality turf in all areas.
- Daily: My usual routine for each reel mower is to adjust each head daily after cutting and then true the cutting edge.
- Weekly: Place each piece of equipment on the hoist and check roller bearings, reels and associated parts for play. After any corrections, readjust reel to bedknife contact and adjust as needed to obtain the proper cutting height.
- True the bedknife front edge, grease as necessary, inspect the air filter.
- Grinding of greens mowers takes place every two weeks with a new bedknife every time or sooner if needed.



- We are currently on a once a week (light topdressing) program for greens.
- Once height is established, tournament preparation could involve double cutting greens to gain a truer putting surface. Having multiple bedknives for each application pre-ground is a must.
- Grinding of walking tee mowers takes place every three weeks or sooner if needed with a new bedknife every second grind.
- Grinding of fairway reel mowers takes place four times annually on a normal basis.

### Additional preparations for this tournament included:

- Extensive removal of cedar trees in specific areas where root exposure and decay were evident.
- Implementing new mounds in the appropriate areas, shaping and then sodding to ensure the golf course plays with the same degree of difficulty while staying esthetically pleasing.
- Putting every piece of equipment on the hoist every day and checking to ensure cut and heights are accurate for the next day!
- Be sure to have multiple blades in stock for the inevitable.

As every Equipment Manager before me has done hosting a premiere event, pray no equipment fails! Pray for no rain! Pray for sunshine! Pray the tournament is a great success!

No need to pray, you've got everything covered. Because you were prepared! **GM**

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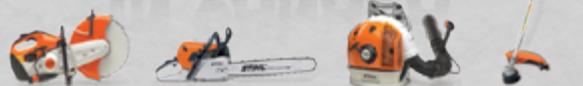
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▲ **FEATURE** ▲ **BY BILL KREUSER**, Assistant Professor and Extension Turfgrass Specialist, [wkreuser2@unl.edu](mailto:wkreuser2@unl.edu)



# Growth Managers

As turf managers, we are really growth managers. If the grass grows too slowly, then it can have reduced recuperative potential, get low growth (nitrogen) diseases, and have poor quality. When turf grows too quickly, it increases the demand for nutrients, burns sugar reserves, gets high growth diseases, and negatively impacts turf playability.

Successful managers are able to balance growth rate and maximize plant health and playability. There are several different ways to measure turf growth, but clipping volume (yield) is the easiest to monitor. While monitoring, clipping volume does not tell the complete story, so it can be helpful to understand turfgrass performance, health, and playability.

Few turf managers actually track growth despite its importance. It is analogous to driving down the highway without a speedometer. You may be able to approximate your speed, but it's hard to know if you're speeding or significantly below the posted speed limit.

Many managers routinely ask their crews, "How much grass was in your buckets?" but few actually measure and record those values. Even fewer turf managers and researchers have clipping volume targets or goals. What is the ideal clipping volume to maximize conditioning and turf health? We are driving the turf growth rate without a speedometer and a speed limit.

## Measuring clipping volume: The speedometer

Measuring clipping yield doesn't need to be an added hassle. Resourceful superintendents have found clear containers, poured one litre of water in at a time, and painted a line after each litre. The emerging preferred unit of measure is litres per 100 square meters.

Alternative units include mL per 100 square meters or litres per 1,000 square feet (100 square meters = 1,076 sq. ft), but most stick to L/m<sup>2</sup>. Volume is easier than clipping weight because water content varies and sand debris is heavy.

You can track and convert litres per green to litres per 100 square meters in Excel, on a Google sheet, or apps like GreenKeeper. A good goal for 2019 is to find the optimum clipping volumes for your facility.



*Collecting clipping volume is as technical as dumping the clippings into a clear bucket with marks on the side. Divide by the size of area to calculate the rate. Photo courtesy of Andrew McDaniel.*

## Managing clipping volume: The gas and brake pedal

Water availability, nitrogen fertilizer, and plant growth regulators are a few factors managers can manipulate to manage clipping volume. All have an impact on the production of the plant hormone gibberellin – the hormone that promotes leaf elongation. Continuing the car analogy, nitrogen fertilizer is the gas pedal and PGRs are the brakes when soil water is at the desired level.

Add fertilizer – push the gas pedal – if the clipping yield is too low and the turf isn't meeting expectations. Then, sometimes the growth rate can exceed your target range. It could be the result of too much fertilizer, but is more typically the result of nitrogen mineralization from soil organic matter.

In either case, PGRs can block gibberellin production and reduce clipping volume. Increase the PGR application rate to achieve more growth suppression or reduce the application rate when clipping volume is too low.

We suggest managers continue with low PGR rates during these lower growth periods because they can have other plant health benefits. Remember, PGR application rate has a minimal impact on the duration of growth suppression. That is controlled by mowing practices (greens vs athletic fields) and temperature. When it's hotter in the summer, the PGR will need to be applied more frequently. Visit this link for more information on PGR: [https://turf.unl.edu/turfinfo/11-29\\_PGRUpdate.pdf](https://turf.unl.edu/turfinfo/11-29_PGRUpdate.pdf).

**Environmental Factors: The Gear Selector**

Other environmental factors impact nitrogen fertilizer response. These factors are collectively called growth potential. Basically, growth rate response to nitrogen fertilizer will be reduced when environmental conditions (temperature, sunlight, genetics, growth habit, etc.) are sub-optimal. It's similar to being in a low gear. If your truck is in 1st gear, your top speed will be limited.

Unfortunately, Mother Nature is controlling the gear of our turf growth. When it's too hot or cold, it may be impossible to hit your clipping yield targets. This isn't the time to push harder with nitrogen because uptake is low and it could put significant stress on the turf plant.

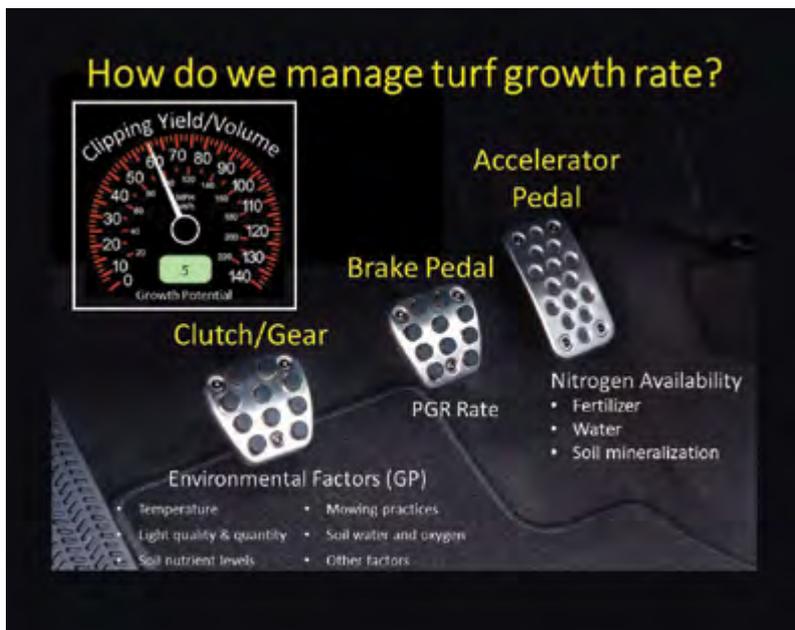
Drive your growth rate this year. Try to collect clipping volume and establish a target for your turf. It doesn't need to be every green or an entire ball field. At the minimum, collect from a known area, write down the results, and use them to

dial in your nitrogen and PGR rates. To measure (and record) is to know. It is a fairly small time commitment to gain a lot of guidance.

This article was originally published March 28, 2018 in the Turf iNfo for the North Central US, University of Nebraska - Lincoln, [turf.unl.edu](http://turf.unl.edu).

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**GM**





## CGSA's Fall Field Day Returns to Canada

**September 16-18 • 2018  
CALGARY ALBERTA**

After a successful showing at the Can Am Cup in New Jersey, the Canadian Golf Superintendents Association's Fall Field Day returns to Canada.

### DAY 1 • Sunday

The event will start on Sunday, September 16 with a welcome to Alberta reception sponsored by the Alberta Golf Superintendents Association at the Priddis Greens Golf and Country Club, turf facility.

### DAY 3 • Tuesday

Join host James Beebe at Priddis Greens Golf and Country Club in Calgary, Alberta for the Fall Field Day Tournament on Tuesday, September 18. Before golfing, attend the breakfast sponsored by Bayer and attend the Fall Field Day awards dinner after the tournament.

### DAY 2 • Monday

On Monday, September 17 you can attend the Gadgets and Gizmos seminar presented by Daniel O'Brien at Willow Park Golf Course. This seminar examines the different technologies available to superintendents for managing both plant health and playability. Measurement devices capable of monitoring and communicating environmental conditions, diagnosing turfgrass problems and evaluating playing surface quality are discussed.

Following the seminar, participate in the 9-hole best ball tournament hosted by Brian Denomme at Willow Park Golf Course. You must be registered in the Fall Field Day tournament to participate in the 9-hole tournament. Join all participants at the CGSA/Toro reception following this tournament at Willow Park.

Specific devices include those used to quantify: soil moisture, light (photosynthetic), surface firmness, surface temperature, ball roll distance and trueness. Unmanned aerial vehicles (aka drones), various smartphone apps, and other practical resources are also covered. The goal of this seminar is to help superintendents better understand and employ tools that can improve the quantity and quality of information available to them daily.

## Don't Miss Out • Register Today!

**For more details on the Fall Field Day visit  
<https://golfsupers.com/en/events/2018-cgsa-fall-field-day>**

If you wish to partner during the Fall Field Day, there are many opportunities. Please contact Barb Manifold at 416-626-8873 ext. 225.



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# Passing of the Baton

**Boomers have been the dominant** workforce for many years and during that time they've embraced traditional, hierarchy-based leadership where a 'boss' makes the bulk of the decisions. Now, with the bulk of Boomers already retired that era is ending.

Millennials are now the largest workforce population and their leadership style (and their work style), is much more collaborative and inspirational. And, if you haven't noticed yet, Millennials already hold about 20% of all management jobs with many Millennials soon to be ready for senior leadership jobs. Tomorrow isn't coming, it's already here.

For organizations, the end-game hasn't changed much; your goal is to thrive in an ever increasingly competitive market by meeting your existing and future customers' physical and social needs. What has changed, is that organizations now have to be more aware of meeting your employees' physical and social needs.

That being true, what can industry leaders do now to develop their future leaders and ensure a healthy, prosperous and competitive future? I believe we need to agree on the following basics:

## Leadership Is Changing As Boomers Retire

- We should be thankful Gen X are going to be an important part of the next 20 years. They have both the institutional knowledge being lost as Boomers retire and, Gen Xers share many Millennial values like work/life balance.
- It's important we agree that for most of us, leadership is learned... it's not a natural skill. To be a good leader we have to practice, and this includes making mistakes, apologizing for those mistakes and then learning from them.
- It's important to start training our Gen X and Millennial leaders NOW. We have to make this a priority before it becomes a crisis. It's too easy to let it slide for another 6 months, which becomes a year... or two... or three. By 2020, 50% of the employee population is expected to be Millennial, plus the front end of Gen Z workforce will be entering the market.

With agreement on those basics, let's take a look at 3 important things smart organizations are doing today to move their leadership structures forward.

### Task 1. Make Change An Exciting, Positive Constant

Change has to be seen as an exciting chance to learn and take advantage of new ideas and opportunities (which will attract and motivate Millennial and Gen Z employees). Change is now the best way to stabilize existing market share and attract new audiences.

For change to thrive, it has to exist in a culture of trust, openness and clarity of what employees and customers should expect. The added bonus is that openness comes naturally for most Millennials and Gen Z. Done well, change is an investment and a commitment into strategy, truth, people, collaboration and innovation. Done poorly, change divides people and builds fear.

### Task 2. Create A Clear Focus Everyone Agrees To

Start this process by talking and listening to your customers. They are your ultimate target market so ask them what is important; ask them what they value and what excellent service looks like. Then move this process forward by talking and listening to your employees. Use all of the information you receive to help shape your vision, values and mission.

Be sure every employee knows how every action they make either supports or erodes your company brand, values and vision. If a waiter doesn't realize why it's important for him to greet each client, it's unlikely he will adopt this task with any passion or commitment. If nobody believes time management is important, don't expect employees to get to work on time, for meetings to start on time or even for your customers to recognize their tee-off times.

#### Generational Breakdown

Boomer (1946 - 1964)

Gen X (1965 - 1979)

Millennial / Gen Y (1980 - 1995)

Gen Z / New Silent Generation (1996 - 2010)

Birth years for each generation.

Generation birth years do vary by geography.



### **Task 3. Break Down Silos**

Tomorrow's successful leaders are creating highly-collaborative, multidisciplinary approaches to problem-solving that includes team members from all departments. And, it might not stop there; some leaders are also asking suppliers and customers to provide direct input into problem solving and decision making.

Silos are like road blocks. They slow down progress and create excuses around creative ideas. Today's leaders are making sure internal structures do what is best for its customers and its employees in order to do what is best for the health of the organization. Period.

To conclude, we must never forget leadership is changing and being a great leader is a learned skill for most of us. To develop our next generation of leaders... and to help our organizations thrive, we have to provide our Millennial and Gen X employees with an opportunity to learn and to practice. **GM**

▲ **FEATURE** ▲ **CAM SHAW**, Communications and Outreach Coordinator,  
Guelph Turfgrass Institute, University of Guelph

# Moving

## The Guelph Turfgrass Institute Makes a Big Move

For over thirty years, the Guelph Turfgrass Institute (GTI) has been a resource and focal point for the Canadian turfgrass industry. Founded in 1987, the GTI was funded through a partnership between the Ontario Provincial Government, the University of Guelph and the turfgrass industry.

To this day, the GTI holds true to its original concept; to operate as a centre of research, education, and service to support the development of the Canadian and international turf community.

As one reflects on the last 30 years of its storied life, it becomes apparent that the GTI is much more than a resource or focal point – it is also a home.

The G.M. Frost Centre is headquarters for two professional turf associations: the Ontario Golf Superintendents' Association and Sports Turf Canada, as well as the Ontario Turfgrass Research Foundation, a research funding charitable organization. Reduced-rate office spaces, shared resources and collaborative opportunities help these groups to mitigate operational costs allowing them to more effectively achieve their goals.



An often-overlooked value of the GTI is that its facilities continue to support and foster a strong Canadian turfgrass science program offering degrees ranging from Associate Diploma to Ph.D. The research grounds, laboratories, diagnostics clinic and study space continue to attract new generations of academics interested in pursuing a master's or doctoral degree in turfgrass science here in Canada.

As many industry members know, the land on which the GTI currently resides was slated for future community development. A concerted effort has been made by the University of Guelph and the turfgrass industry to secure a new location and funds in order to safeguard the future of the GTI.

Graciously, the Ontario government has committed to funding 80% of the \$15 million project. The

# Forward



## History Remembered

It is important to note that the founding of the GTI would not have been possible without the initial donation made by Mac and Beth Frost – a couple from Stouffville, Ontario who developed, owned and managed golf courses. In honour of the Frost's commitment to the turfgrass industry, the namesake of the GTI's physical home, the G.M. Frost Centre, will carry over to the new building.



*New water retention pond.*



*Root zone installations.*



*Aerial shots of the new site.*

## THE GROWING LIST OF SUPPORTING DONORS

Thank you to the individual superintendents, golf clubs, private business owners, industry suppliers and organizations who have donated to the GTI relocation project and have demonstrated tremendous vision and support to the future of turfgrass research in Canada:

- Ray and Shelley Chyc
- Turf Care Products Canada Limited
- Greenhorizons Sod Farms
- Vanden Bussche Irrigation
- Ontario Seed Company Limited
- Plant Products
- Bayer Environmental Science
- Neudorff North America
- Corrie Almack
- David DeCorso
- Timothy Tripp

remaining amount is to be funded through industry. Currently, a number of organizations, companies, industry leaders and philanthropists have stepped forward to contribute to the legacy of the GTI.

As a result of these generous contributions, the project is only \$350,000 away from its \$15 million goal. If you, or your club, wish to join the growing number of supporters, please do not hesitate to take part in this milestone event. Inquiries regarding support and donations can be made to Cam Shaw via email [gti@uoguelph.ca](mailto:gti@uoguelph.ca) or telephone 519 824 4120 ext. 52784.

As the fundraising efforts continue, Phase 1 of the site construction is nearing completion. Last fall, the new research plot rootzones, irrigation system, drainage network and water retention ponds were completed. This spring, the new pump was installed and logistics of the grow-in

are beginning to take shape. Although approvals for Phase 2 and the new building have been delayed, we expect construction to begin soon. With an anticipated 14 months of work, the projected move-in date has been slated for the spring of 2020.

Leaving the GTI's thirty-year home behind will be an emotional moment for anyone who has been a part of its history. The walls of the G.M. Frost Centre have been a place of education, camaraderie and personal growth to the alumni of the Turf Managers Short Course. The field research plots and labs have resulted in many important and impactful discoveries.

To the faculty, staff and friends of the GTI, it has been a symbol of connectivity, prominence and collaboration. Field days, meetings, workshops and seminars have cultivated lasting friendships, fostered higher learning and inspired personal discovery. As the GTI turns the page to a new chapter of its story, there is a shining confidence that the founding principles, partnerships and traditions will continue to resonate within the walls of its new home. **GM**



## ▲ TALK BACK FROM OUR READERS

### CGSA John B. Steel Recipient, Barry Cochrane

Hailed as CGSA's most distinguished award, Barry Cochrane, humbly received the John B. Steel award during the national awards ceremony in Quebec City on February 28th.

This award commemorates the CGSA's first President, who was also the first superintendent to be inducted into the Canadian Golf Hall of Fame. It 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.

Barry has been a CGSA member since 1999; and he has served as The Toro Company representative for the CGSA/Toro Future Superintendent of the Year selection committee since 1998.

Barry started his career with The Toro Company in 1992 as the Technical Sales Manager for the Asia/Pacific region and was based in Singapore during that time. In 1996, he moved back to Calgary and took on the responsibility of golf and sports field and grounds product sales in the Canadian market until his retirement in November.

"Barry is one of the most respected colleagues and mentors in the turf management industry. Barry has not only been a professional source of information and support for golf course managers across Canada but also a friend to many," said Jim Flett, AGS, CGSA Past President.

Barry said, "Being named the recipient of the John B. Steel Award for 2017 was an absolute honour, and frankly, something that I would never have imagined happening in my wildest dreams."

"Being employed by a company with a rich history like The Toro Company, working alongside some incredible colleagues and with our distributor partners was such a rewarding and satisfying 25-year career."

CGSA and everyone who knows Barry wish him all the best during his next phase of retirement.

### At the 2018 US Open: Stuart Sheridan, AGS, Assistant Superintendent, Capilano Golf & Country Club

Stuart Sheridan, AGS, CGSA Member, was grateful and excited to volunteer at the 2018 US Open at Shinnecock Hills, New York.

*Stuart says, "It's been an experience of a lifetime this week. The course has delivered the ultimate test of golf, full credit to Jon Jennings and his team for the incredible work they have put in for the past few years. Great people and great memories!"*



PHOTO: Ron Esposito, ron@eastendmedia.com

Four out of five Irish contingent! Working alongside Jon Jennings and crew at Shinnecock for this year's US Open are Declan O'Connor, Ruairi Coyle, Gary Byrne and Stuart Sheridan.

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