

ONTARIO GOLF SUPERINTENDENTS' ASSOCIATION

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Parts & Service

ALSO IN THIS ISSUE

HELP WANTED!

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PRESIDENT'S MESSAGE



By Al Schwemler, OGSA President.

would speculate that most are breathing a sigh of relief that summer Lis finally over, and shorter days and cooler temperatures are upon us. Another roller coaster year of Covid closures & restrictions, heat, drought, flooding, and extremely busy golf courses is nearly over. Hopefully the winter of 2021/22 is not as harsh as the current long-range forecast.

2021 has been a transitional year for the OGSA with Courtney White taking on the role of executive manager, and the office moving to the new G.M. Frost Building at the University of Guelph. We've also welcomed two new staff and three new board members.

Transitioning requires an extraordinary amount of collaboration and adaptation. Like many of you, we've been planning on the fly, waiting

with bated breath to pull the trigger on in-person events and we've had to do an about-face or two while working through the best ways to offer member services. Our staff have lent their homes to the OGSA for our daily operations, and we've implemented the technology to serve members and train new staff remotely. Although the OGSA Board has not been able to meet in person since February 2020, we have facilitated all board and committee meetings via Zoom video conferencing.

You, the members, have shown the OGSA tremendous support and patience as we worked through Covid restrictions. Associate members have helped to support our events, contests, scholarship programs, superintendent recognition program and other initiatives all to ensure the OGSA had a successful year. The OGSA staff and Board thank you for working with us. You are what makes this organization great.

In the spirit of collaboration and adaptation, the OGSA has joined forces with the Canadian Golf Superintendents Association for an in-person conference and tradeshow, January 18-20, 2022, at the Sheraton Centre Toronto, Ontario.

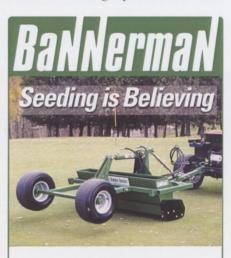
We've taken the best of both conferences to create one excellent professional development and networking opportunity. Our goal is to provide our members a safe and exciting conference and tradeshow experience in a space that accommodates the social distancing requirements that we all

need to feel confident. We encourage everyone to take advantage of the All-Access pass, which will include education, breakfast, lunch, and coffee, plus access to both social events held after the education sessions on day one and day two. This is the best value for the budget and, once you arrive you rarely need to open your wallet. Please save the dates for this highly anticipated event and register to attend!

The OGSA staff and directors continue to look at ways to improve operations and offer more enhanced member services. We're actively developing a new website, and we're looking at enhanced member service opportunities. This association is for you. If you have any ideas or services that you would like to see the OGSA pursue, please contact Courtney or one of the directors.

As I write my last President's message on Thanksgiving weekend, I find myself thankful for the opportunity to serve on the OGSA board. The last several years have allowed me to connect with so many of you and it is an experience I won't soon forget. As winter approaches, I hope that everyone can take a well-deserved break and an extended vacation to recharge the batteries and spend some quality time with family and friends.

Have a great off-season and I hope to see you at The Canadian Golf Course Management Conference in January.



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ON THE COVER

Dan Howie (assistant superintendent at Beacon Hall GC) tees off of hole 1 at Deerhurst Highlands GC. Photo from the 2021 Assistants' Tournament by Madeleine White.

ONCOURSE EDITORIAL COMMITTEE

Marco China, Joel Johnston, Chris Lecour, Ryan Marangoni, Mike Pellerin, Steve Rabski, Al Schwemler, Ryan L. Scott, Courtney White, Madeleine White.

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ONCOURSE 2021

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OGSA is committed to serving its members, advancing their profession, and enriching the quality of golf and its environment.

EDITORIAL MESSAGE

he OGSA has been busy! We're excited 1 to share that after years of planning and waiting patiently for the G.M. Frost Building to be complete, the OGSA has (FINALLY) moved. We're also in the throes of membership renewals, wrapping up our recognition programs and contests, and accepting applications for the last scholarship opportunity of 2021. Not to mention we've been working tirelessly to pull together this great issue of ONCourse with the help of our amazing committee and volunteer writers! We were thrilled to host the Assistants' Tournament this year and have included the highlights! Turn to What's New for more details about deadlines, sponsorship accolades, and other office updates! We're also pleased to feature the OGSA's most recent past president, golf course superintendent, apiarists, and maple syrup aficionado, Tim Muys.

Outside of the association's updates, this fall edition of ONCourse seems to have one theme and one theme only – HELP WANTED. This is no surprise when considering the state of the nation with regards to Covid social distancing requirements, CERB, industry wide labour shortages, employee turnover, and supply chain issues.

Inside this issue, Bill Martel discusses supply chain disruptions and what can be expected as we move into next year. Doug Breen offers his perspective on ways to create a positive culture in the workplace to help combat turnover, and Doug Nisbit shares an innovative and interesting strategy to engage students to work at your club - partner with your colleagues to develop a multi-club internship program. In addition, Joel Johnston reached out to Matt Schaffer, superintendent emeritus at Merion Golf Club, host of a U.S. Open, U.S. Amateur, and a Walker Cup to discuss the career path of assistant superintendents, and what it takes to make the role a career destination. Lisa Pierce, one of our newest writers, tackles how technology in the industry can help to create efficiencies on the course so that maintenance crews can work smarter, not harder.

With these challenges, it is no wonder that people, no matter what their place in life is, tend to believe the grass is greener on the other side of the fence. Maybe some of you are seriously considering taking a sales position in the golf turf industry. Before you do – flip to member moments to read Chris Lecour's humorous take on the trials and

MARK YOUR CALENDARS UPCOMING OGSA EVENTS

The Joint Canadian Golf Course Management Conference

January 18-20, 2022 Sheraton Centre Hotel Toronto

tribulations of making the switch.

As always, I will end this note with my sincerest thanks to the ONCourse committee for their excellent contributions to this publication. We are very proud of it, and we can't thank them enough. On behalf of all our contributors – we hope you enjoy the November issue!



Courtney White, Executive Manager, OGSA and ONCourse Editor. manager@ogsa.ca



Sponsorships and tradeshow booths are now available!

WHAT'S NEW

By Courtney White, Executive Manager, OGSA.

WE'VE MOVED!!!!

Yes, it's true. After years of patiently waiting for the G.M. Frost building to finally reach completion – the OGSA has left the GTI, and has moved into its new home. We are excited about this new chapter and look forward to settling in.

Ontario Golf Superintendents'

Association

Guelph Turfgrass Institute G.M. Frost Building, University of Guelph 364 College Ave E. Guelph ON, N1G 3B9

2022 The Joint Canadian Golf Course Management Conference

January 18-20, 2022.

The OGSA recently announced a partnership with the CGSA to host the Canadian Golf Course Management Conference together in Ontario. OGSA members will register for the event through the CGSA event website. In order to get the member rate – you will need to contact the OGSA for the access code. This code will also be shared in Clippings. CGSA members can simply log in to get the member rate.

Registration rates:

Members \$649.00

Non-member \$949.00

OGSA Membership Dues

Membership renewal began October 1. Members have until December 31 to renew their memberships without disruption in service. You can renew online, or by contacting the office at admin@ogsa.ca.

Are you planning to send your team to the Joint Canadian Golf Course Management Conference? Now is a great time to ensure they're OGSA members to save on delegate registration. Member applications are available at ogsa.ca.

Supporting Turf Research

The OGSA was pleased to donate \$5,000 to Ontario Turf Research Foundation to support upcoming turf research. This donation was announced at the OTRF Fundraising golf tournament held at Maple Downs Golf & Country Club.

Notice of Annual General Meeting

The OGSA's Annual General Meeting will take place at the Sheraton Centre Hotel Toronto on January 18, 2022 after the day's education sessions. Financial statements and the annual review will be posted online after the meeting and official notice of meeting and the agenda will be posted on our website in accordance with our by-laws.



OGSA Superintendent Recognition Program in partnership with Allturf

We continued to acknowledge Ontario superintendents and their teams for their contributions to provincially significant tournaments with the OGSA Superintendent Recognition Program through the summer and fall!

Thanks to Allturf for their support in executing this valuable program.



The OGSA Professional Development Bursary in partnership with Syngenta

The Hugh Kirkpatrick Bursary was recently renamed the OGSA Professional Development Bursary. This award was developed to recognize the leadership, commitment, and accomplishments of Assistant Superintendents who are members of the OGSA and is intended to support further professional development. Although the name has changed, the intentions remain the same. The application deadline for this award is Nov 15, 2021, and the OGSA, in partnership with Syngenta, look forward to announcing two winners! Each winner will receive a \$1,500 award, plus a full conference pass to the upcoming joint conference with the CGSA. Best of luck to all assistant superintendents who apply! Thank you to Syngenta for supporting this initiative.



#TodayInOntario in partnership with Bayer

Thank you to Bayer for sponsoring the 2021 Today in Ontario social media awards again this year!

The contest closes on November 30th, 2021, and we've seen some amazing entries! Don't miss your chance to submit last minute entries! Your photo and clever comment could win you up to \$400! Good luck members. This contest is open to OGSA members who submit photos of life on their golf courses by tweeting the image, using the hashtag #TodayInOntario and tagging @OntarioGSA.



ONCOURSE Editorial Awards in partnership with Bayer

The OGSA ONCourse committee will meet in December to review the articles and photos submitted by our volunteer writers over the last year to declare our Barry Endicott Article of the Year and the ONCourse Photo of the Year awards! Each award winner will earn \$400 for their winning contribution. Thank you to Bayer for partnering with the OGSA to support these awards.

WELCOME

to Our New Members

Brock Urbshott Simoro Golf Links	Class A
Tim Waddell Tiscadel Inc.	Class E
Dane Osborne Puslinch Lake Golf Course	Class C
Mike McGrath Westmount G&CC	Class F
Marmic Solutions	Class E

Superintendent Recognition











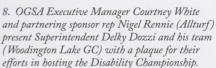
- 1. Nigel Rennie (AllTurf) presents Superintendent Martin Kopp (Brampton GC) with a plaque for hosting the Sr. Men's Better-Ball Championship.
- 2. Nigel Rennie (AllTurf) and Owen Russell (OGSA Treasurer, Markland Wood GC) present Superintendent John McLinden and team (Ladies' GC of Toronto) with a plaque for hosting the Women's Four Ball Championship.
- 3. OGSA Director Andrew Nieder (Deerhurst Highlands GC) and sponsoring partner rep Kerry Whale (Allturf) present Superintendent Owen Ledwith and his team (Taboo Golf Resort) with a plaque for efforts in hosting the Men's Mid-Amateur Championship.





- 4. OGSA Past President Chris Andrejicka (Essex G&CC) and sponsoring partner rep Alex McNeill (Allturf) present Superintendent Patrick Hebert and team (Roseland G&CC) a plaque for hosting Juvenile (U17) & Bantam (U15) Championship.
- 5. OGSA Past President Chris Andrejicka (Essex G&CC) and sponsoring partner rep Alex McNeill (Allturf) present Superintendent Curtis Bondy and his team (Beach Grove G&CC) with a plaque for hosting the Men's Amateur Championship.
- 6. Sponsoring partner rep Nigel Rennie (Allturf) and Sean Gunn (OGSA director, Country Club GC) present Superintendent Chris Contois and his team (Spring Lakes GC) with a plaque for efforts in hosting the Sr. Women's Championship.











GC HIGHLIGHT | MEMBER PROFILE



5501 Trafalgar Road, Milton (905) 864-1025 tmuys@pipersheath.com

www.pipersheath.com

About the Course

Piper's Heath is a stunning18-hole championship course designed by renowned golf course architect Graham Cooke.

Architect: Graham Cooke

Type of Club: Private

Number of Holes: 18

Number of Rounds Annually: Since Covid

37,000

Practice Facility: Yes

Number of staff year-round, seasonal?: 4 all season and 20 for peak. One mechanic, Shawn Palmer, and two crew leaders.

Major Challenges

Heavy soils and lots of rounds.

Member Since 2000

Tim Muys

Superintendent

By: Ryan Scott, superintendent at Oakville Golf Club, OGSA Vice-president. Photos provided by Tim Muys.

Then you first meet Tim Muys, you notice that he would make a great poker player. With a calm and aplomb demeanor, he keeps his cards close to his chest; he's a tough nut to crack. After getting to know Tim over the years working on the OGSA board together, I would also add professional, accommodating, and sharp as a tack. When I signed-up to write his profile, I started to find out more about this organization's past president of 2020 and my mind was blown when I found out this quiet and reserved person's favourite band is the Beastie Boys. It's hard for me to imagine Tim driving home after a long day on the course, rocking out to the Beastie's 'Check Your Head.'

Tim's 20 years as a golf course superintendent started back in the fall of 1990 with his brother Steve. He was 15 years old when Steve, who at that time was



Tim Muys, Superintendent at Piper's Heath Golf Club and OGSA Past President.

the assistant super at Heron Point Golf Links, now the superintendent at Twenty Valley Golf Club, recruited him to help out on weekends. Tim decided after working on the golf course for a few years, that this is what he wanted to do for a living. He graduated from the University of Guelph's Horticulture Diploma OAC program in 1997 and would eventually work his way up the ranks to assistant superintendent at

In the Hot Seat

- 0: Lowest round ever and where?
- A: 37 at my neighborhood course, Rock Chapel
- Q: Favourite Piece of Equipment?
- A: Verti-drain and my utility vehicle
 I use to get around to every inch
 of the course
- **Q**: Favourite Major?
- A: US Open
- Q: Ultimate Foursome?
- A: Me and my three brothers
- Q: Favourite movie?
- A: Fight Club

- 0: Favourite meal?
- A: Homemade pizza
- Q: Favourite golf course?
- A: Fairmont Le Chateau Montebello Golf Club
- 0: Favourite Band?
- A: Beastie Boys

Heron Point as his brother moved on to another Clublink property.

In 2002, Tim received a phone call from Gord Forth, a member at Heron Point. He had plans to build a golf course on 200 acres of a broccoli farm, to be named Copetown Woods Golf Club. He was invited to interview for the superintendent position, as Mr. Forth recognized Tim's work ethic and dedication to Heron Point. After the interviewing process, he was offered the position to grow-in the golf course. With that, at the age of 26, Tim was about to embark on a journey of unknown challenges and success. "It was a daunting task," he said, "but I enjoyed the challenge, so much so that when the opportunity came up to do another grow-in at Piper's Heath in 2006, I jumped at the chance."

Piper's Heath Golf Club is a Graham Cooke Heathlands design in the Halton region of Ontario. The course is built on heavy soils which turned out to be just one of the many challenges to this grow-in. The property was seeded wall to wall, which Tim has attested to be one of the reasons he has been so successful providing great playing conditions over the years. During our discussion about the grow-in, he mentioned the use of over-seeding his rough and fescue areas with oats. "It proved to be a great 'nurse



(L-R) Tim Muys and team member on 1 out of 9 oak bridges the team built during construction of Piper's Heath GC.

grass' which also help with erosion control."

Even with all the challenges and ebbs and flows a grow-in provides, the difficult, hair pulling moments seem a distant memory.

The moments of success and triumph is what is most remembered now, which provides that feeling of pride, appreciation, and accomplishment. When asked if he

What You Need to Know

Grass: Bentgrass

Predominant soil type: Clay

Types of greens: USGA

Course Length: 7,017 yards

Size of greens: 120,000

Size of tees: 120,000

Size of fairways: 30 acres

"Growing up, our father always required our help on the farm and instilled a strong work ethic upon us. Tim has always insisted on doing the job correctly and to the best possible standard; no short cuts, no matter how much extra effort it would take. He believes in hard work that begins with himself. Tim is a leader. He believes in his values, and he will stand up for them. Having Tim as a brother and colleague has been great; we often enjoy conversations about what we are both dealing with, and bounce ideas off each other. In Tim's off time, he can be found doing something on his property, working in his gardens, maintaining the bees, or making maple syrup. Tim is always on the go."

 Steve Muys, Brother and Superintendent, Twenty Valley Golf Club.



Hole #3 approaching the green (par 5).

would do another one, Tim said yes, as it really is a worthwhile experience.

Tim prides himself as a manager in maintaining a healthy relationship with his staff and making sure they have the opportunity to enjoy a work/life balance. He is always quick to give credit where credit is due and recognizes the efforts and abilities from his staff by rewarding them with team BBQ's and allowing flexibility in their schedules to enjoy life outside of work. "We have an amazing team; they all have a clear sense of purpose and a desire to do their fair share."

Michael Greger, M.D. authored a book called *How Not to Die*, a book that Tim highly recommends as an approach to a healthier diet and lifestyle. This is a philosophy Tim takes very seriously, applying it to his personal life and wellbeing and brings it with him to the golf course as well. Through his years at Piper's Heath, Tim has embraced the 'KISS' method in his agronomic management. Simplifying and adopting a more biological approach to turf management, he has been able to maintain his playing surfaces at a high level while dramatically reducing the use of synthetic fertilizers and chemicals. He doesn't seem to get caught up in the marketing of certain products or practices, as he finds himself doing his own research and digging deeper on certain products and/ or methods of approach. He forges his own solutions that help him produce excellent playing conditions.

While not on the course, Tim enjoys spending time with his wife, Michelle, and their three dogs hiking around their 18-acre property. It's their time to recharge,

reconnect, and reflect on their own work/ life balance. During the maple syrup season, once the sap starts running, you will find Tim in his sugar shack boiling down the sap he has collected from his Sugar Maple grove. He has grown his operation from manually hauling pails of sap and boiling it down in turkey pots to having linked lines from tree to tree to a proper evaporator. He says it's very time consuming, but it is a labour of love where he has the chance to mentally prepare for another season on the golf course.

Through our conversations over the years, I have found his proficiency and perception about turf management to be clever and insightful, and I for one have been



(L-R) Tim & his wife Michelle.

impressed by his knowledge and ambition to always seek a better way to grow grass. Over his career, Tim has been able to mold himself into the epitome of a well-rounded superintendent: a hardworking, determined, flexible, lead-by-example kind of manager that holds not only his staff to high standards, but himself as well. He credits his many successes to having a supportive wife, who "has given up her mornings, weekends, and summer vacations" to be with Tim, while provides the attention and detail needed to be successful in the fast paced, high stress industry. For Tim, this Henry David Thoreau quote, is one he finds has great meaning: "The price of anything is the amount of life you exchange for it."



2021 Assistants' Tournament





(L-R) Dennis Bowie (Deerhurst Highlands GC) presents the Paul Brown Memorial Trophy to the 1st place team, Ken Malcolmson (Mississaugua G&CC), James Fry (Mississaugua G&CC), Chris Nelson (Target-Specialty) with co-presenter (second from the right, Keith Bartlett, Bayer).



(L-R) 2nd place team and presenters: Dennis Bowie (Deerhurst Highlands GC), Matt Coburn (Toronto GC), Keith Bartlett (Bayer), Steve Fierbeller (Toronto GC), Bill Martel (Turf Care).

By: Madeleine White, Member Services and Special Projects, OGSA.

Tuesday, August 31st could not have been a more beautiful day at Deerhurst Highlands Golf Course; the sky was blue, clouds were scarce, and the air was warm. After over a year of cancelled tournaments and social distancing, it was clear that this year's Assistants' Tournament was a much-needed event for all.

All 104 assistant superintendents, suppliers, and technicians arrived at the registration desk, sponsored by TurfCare, and were as eager

as ever to get out on the course. With an 11:30 a.m. shotgun start, players were greeted by beautiful Muskoka backdrop, and great course conditions thanks to the hard-work and expertise of Andrew Nieder (host superintendent & OGSA board member), Dennis Bowie (host assistant superintendent, AKA David Bowie), and their team.

Courtesy of BrettYoung, our lunch sponsor, golfers were fueled with burgers and sausages, cooked to perfection by Deerhurst staff, and a couple of bevvies thanks to Allturf Ltd., our beverage cart sponsor.

Golf was brought to us by a number of supporting sponsors

including our premium hole sponsor G.C. Duke. As teams finished their rounds, they shuttled themselves down the road to Deerhurst's main resort to mingle during the cocktail hour before crossing the hall to enjoy a delicious dinner, sponsored by Bayer. Resort staff prepared salad and veggies, roast beef and BBQ ribs with all the fixings, plus coffee and desert by Bayer.

The first place team (Curtis





(L-R) Keith Bartlett (Bayer) presents 3rd place prizes to Shane Lewin (Huntsville Downs G&CC), Dennis Bowie & Andrew Nieder (Deerhurst Highlands GC).



(L-R) Presenters Dennis Bowie (Deerhurst Highlands GC) & Keith Bartlett (Bayer) award Craig McCutcheon (Target-Specialty), Joel Johnston (RiverBend Golf Community) and Alex Gambino (Wildfire GC) with 4th place. Missing: Joe Atkinson (Wildfire GC).





Above-Left: (L-R) Chris Nelson (Target-Specialty) presents prizes to Longest Drive winners Jessie Ogden (Maple Downs G&CC) and Curtis Hartley (Mississaugua G&CC). Above-right: (L-R) Closest to the Pin winners Amanda Frend (Ladies GC of Toronto) and Matt Coburn (Toronto GC).

Hartley, James Fry, and Ken Malcolmson from Mississaugua G&CC, and Chris Nelson from Target-Specialty) was awarded the Paul Brown Memorial Trophy with a score of 56. Although Greg Brown, former assistant superintendent and Paul's son, wasn't there to present the trophy, he did comment, "This is the first time I've regretted becoming a superintendent! I love the Assistants' Tournament and I hope everyone had an awesome day!"

The evening wrapped up once all winners were announced, the

prize table was empty, and each of the assistant superintendents left with a \$50 gift card. After such an excellent day of face to face fun, everyone was a winner!

A final thank you goes to Marco China, assistant superintendent at St. George's G&CC, for the volunteer hours he spent working with suppliers to secure their generous support. Events like this can't happen without you. Your enthusiasm and participation are appreciated.

Congratulations, tournament winners!

1st place with a score of 56: Curtis Hartley, James Fry, & Ken Malcolmson (Mississaugua G&CC), and Chris Nelson (Target-Specialty).

2nd Place with a score of 59: Steve Fierheller & Matt Coburn (Toronto GC), and Bill Martel (Turf Care Products)

3rd Place with a score of 59: Andrew Nieder & Dennis Bowie (Deerhurst Highlands GC), and Shane Lewin (Huntsville Downs G&CC)

4th Place with a score of 60: Joel Johnston (RiverBend Golf Community), Craig McCutcheon (Target-Specialty), Alex Gambino, and Joe Atkinson (Wildfire GC)

Longest Drive Winners (Sponsored by Target Specialty): Curtis Hartley (Mississaugua G&CC) and Jessie Ogden (Maple Downs G&CC)

Closest to the Pin Winners (Sponsored by Nutrite and Zander Sod): Amanda Frend (Ladies GC of Toronto) and Matt Coburn (Toronto GC)



operator to turn while using. New "optional" double roller gauge system products is now available, which allows for 1.5"

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spacing. Skid shoes are still available



Container ships awaiting port, anchored outside Port of Los Angeles. Photo taken by LA photographer Mike Kelly.

By: Bill Martel, Commercial Territory Manager, GTA, Turf Care Canada.

March 23,2020 is a distant memory. On that day, the government ordered the mandatory closure of all non-essential workplaces to fight the spread of COVID-19 and Ontario was not unique in this. Lockdowns had been implemented across the globe shuttering all sectors including manufacturing, shipping, and logistics. Purchases were delayed or cancelled, forecasts ratcheted down and, in worst cases, jobs were lost, and businesses forced to close.

Fast forward a few months and with continued restrictions, consumers found themselves with a narrower scope of areas to spend their money. Outdoor recreation, more specifically golf, was a primary beneficiary. This increased demand for new and used equipment, irrigation, golf carts, parts, and service. That said, manufacturers compete with other booming sectors for the same key inputs including engines, electronics, semiconductors, tires, plastics & PVC, and labour.

LOGISTICS CHALLENGES

Restarting the global manufacturing industry turned out to be quite tricky. The complex logistics that moves raw materials and finished goods around the globe requires predictability and precision. Just-In-Time (JIT) supply became a thing of the past. A trickle-down effect continues to be felt throughout the golf industry with product and parts delays, setting back new deliveries and service repairs.

TRANSPORTATION, CONTAINERS AND PORTS

Shipping containers are the backbone of global trade. Upon the economic restart, demand for container freight surged. Subsequently, in late 2020, a shortage of shipping containers emerged. This increased demand and congestion at international ports, successively spreading to inland rail and trucking terminals, crippled logistics. Weakness in the system was exemplified in spring 2021 when the Ever Given grounded in the Suez Canal, closing a primary shipping route.

TRUCKING

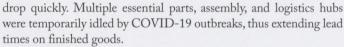
Trucking is the primary inland source of transport of both containers and finished goods to end users. While container freight poses one challenge, the hauling industry is one of the most critical links and faces a massive shortage of drivers. In the depths of the COVID-19 pandemic, the truck transportation industry lost 6% of its pre-pandemic labour force. While many have come back, about 1/3 of drivers have not returned and demand grows. Currently, there is one qualified driver for every 9 job postings.

MANUFACTURING / WAREHOUSING

A facility's efficiency is adversely affected when the simple act of getting onto the shop floor is delayed due to temperature checks and pre-screening routines. Factor in fewer people on shift at one time, distancing measures, and increased sanitation, productivity numbers



Warehouse aisle with social distancing protocols at Turf Care Products. Photo provided by Turf Care.



Delays in the delivery of critical inputs additionally contribute to a decline in manufacturing. Modern products typically incorporate specialized components or materials produced by third parties; it is rare (and uneconomic) for a single firm to possess the breadth of capabilities necessary to produce everything by itself.

Manufacturers in most industries have turned to suppliers and subcontractors with focused expertise. These specialists, in turn, rely on many others. Manufacturing is left vulnerable when a single supplier within the network falters—case in point, the auto industry, where a semiconductor shortage is limiting production.

Warehouses and distribution hubs are feeling a similar strain due to the pandemic. The government-imposed lockdowns pushed customers to an already growing e-commerce sector, increasing the volume of goods shipped through logistics carriers, couriers, and post; overnight delivery has now become 2 to 3 days. Warehousing and distribution are facing similar challenges. Bottlenecks occur when shipments are not picked up on time, worse when incoming shipments arrive late or all at once.

IMPACT ON GOODS & SERVICE

INPUT COSTS

Post lockdown, demand for goods in all sectors have surged, including golf. Whether this is the result of massive fiscal stimulus by governments, low-interest rates, or re-engagement of consumers, there's been a net inflationary impact on the cost of goods.

STEEL AND OTHER KEY COMMODITIES

Steel, one of the primary inputs in turf equipment, is up over 200% since March 2020. Unlike lumber, which soared post pandemic, fueled by price inelastic homebuilding and a Do-It-Yourself (DIY) trend, steel is an industrial component. Many heavy industries, like oil and gas, are seeing their steel demand soar right now. Supply is



Blockage by the Ever Given Vessel in the Suez Canal. Photo by Digital Globe / Getty Images.

tight and the American domestic market remains protected by tariffs on imported steel, implemented by former President Trump in 2018. The current forecast is for continued demand through 2022.

Plastics, mouldings, and rubber products face similar challenges, with some factories reporting 35-year highs on lead times.

FREIGHT

Freight... the dreaded F-word that everyone hates, and no one likes to pay. Freight is factored into the cost of all goods, and these rates have risen exponentially. The price to ship a container from China to the U.S. West Coast has gone up 13-fold from pre-Covid levels. Freight rates for high-demand trucking routes in North America are up 10-fold. These increased costs are downloaded into the final price of goods and passed onto end users.

LABOUR

No stranger to the turf industry, many sectors are facing labour shortages. Employers compete for available workers. Signing bonuses and higher wages have become the norm to attract new talent, thus increasing production costs. It waits to be seen if this trend continues once Covid related subsidies conclude.

An inflationary trend is among us, with Canada posting an annual inflation rate of 4.1% in August, a statistic that likely understates the actual rate. Whether this level of inflation persists or is transitory remains to be seen. Golf facilities should factor this in when capital planning and updating operating budgets. Consider lease financing as a capital strategy for new equipment acquisitions. Leasing offers greater flexibility versus purchasing, maximizing your purchasing power even during inflationary times.

In summary, near-term relief for the supply chain disruption is not around the corner. Given current global demand, continued product delays and shortages are anticipated throughout 2022 and likely into 2023. For end-users, proactive approaches such as early ordering and maintaining adequate parts inventories should be taken to ensure timely deliveries while minimizing disruption and downtime.

Technology, Gadgets & Golf The 'Smarter' Way Getting out of the office and back on (the) course

Irrigation software map.

By: Lisa Pierce, Second Assistant - Turf Department, Burlington Golf & Country Club. Photos provided by Lisa Pierce.

As the game of golf continues to evolve, so do the advancements in technology for turf managers. What's that saying? *Work smarter, not harder.* As much as all of us are hardworking individuals, we definitely welcome the 'smart' digital tools to make our jobs a little easier. Nowadays, we do not even have to leave the seat of our utility vehicle to turn on some irrigation heads or leave the comfort of our homes to set a job board for the following day..

Irrigation technology has far surpassed any expectations adapted when I started in this industry over 20 years ago (I am sure there are some of you out there that have been doing this for 30 or 40 plus years that can agree). Remember the days, or nights, of lugging around heavy hoses with impacts to make sure the greens saw enough water to survive? Forget watering in wetting agents or insecticides after an application, that was just not manageable in the mornings with a small crew and a busy golf course. More current irrigation systems operate off satellite boxes and radios however, even newer two-wire systems require fewer smart hubs that are linked to advanced software which provides and logs important information on the overall operation of your system. This amelioration allows you to communicate directly to each individual head, or all of them, remotely. The software even offers the ability to select different water amounts appropriately, per head. Of course, there is even an app for that!

Autonomous mowers have been on everyone's radar for some time now in our industry. It is the way of the future for some but still

out of reach for others. Not only are they ideal for the turf but also for the turf manager. By introducing this equipment to your fleet, you can feel a sense of relief knowing that they never need a day off or show up over-tired or late. They are always ready to work and can provide you with up to 20 hours of cutting time in one day. They then put themselves to sleep (to charge) when the job is done. After establishing a mowing boundary, benefits include multiple mowing patterns, guaranteed straight lines even when visibility is low, efficient transportation between holes, and puts an end to scalping. Another advantage would be mowing at any time of day, stepping away from the familiar Monday, Wednesday, Friday cuts and setting them up to run at night. Oh, what a thought! Some disadvantages would be cutting heights. So far, the autonomous mower is limited to a cutting height of 2 centimeters (.787 of an inch) which may not be conducive to the heights required at some courses.

The idea of having these pieces of equipment maintain aspects of the property instead of human beings is exciting. The 'extra bodies' can be used to complete the improvement projects you have been thinking about doing for years like re-sodding that tee deck or rebuilding those bunker edges. Moving towards in-house projects as opposed to hiring an outside company is managing a smart budget regime.

Another magnificent adaptation to our industry is GPS sprayers. This is something that more and more people are able to jump on board with, financially. Those that use this technology have boasted about how much money is saved on product as well as time. No more 'missed or forgotten' areas, eradicating human error, or











1. Autonomous fairway mower. | 2. Digital job board. | 3. Smart hub out on the field. | 4. Smart hub. | 5. Irrigation Software.

providing the perfect application in a timely fashion. Incorporating individual nozzle control also has its perks, saving up to 15 percent on input costs, reducing over and under spray while providing efficient accuracy to your application. There is also the ability to incorporate a GPS auto steer function to the steering console which will eliminate missed areas and wavy lines. This intelligent feature aids operators with different skill levels to feel confident in the most optimal and ideal spray path by providing straight passes and efficiently applying to any target surface, no matter the shape or

Digital job boards have made the lives of (assistant) superintendents much easier. We all know what it's like to have to change the plan off the cuff, and these boards allow you to do so with ease, knowing that everyone on staff gets the message. Although there is nothing wrong with the white board or chalkboard hanging in the lunchroom, using a digital board is the most effective way to set up your day from anywhere, all from your smartphone. You can add a second job without having to hunt down your staff and it also allows for a quick task change depending on weather or being short a body.

Communication to the whole staff is always desirable, especially during these times. If you are unable to have your full staff in one place at one time for a morning meeting, there is space available to add daily notes which is helpful for keeping everyone in the loop when there is a major event or even a swap on the 9's. It's all in one place at the click of your mouse or tap of a couple fingers. Not only can it be used as a great way to communicate, but it can also be

utilized as a logging system. The job board saves every day, making it easy to go back and track what has been carried out and when. This is a great tool for your IPM reports and year-end review.

Spending time in the office was something a superintendent did reluctantly; with this feature, they can prepare for tomorrow while avoiding the office altogether. Having this technology and abundance of information literally in the palm of your hand allows for more flexibility to the manager when doing this style of administrative work. The key point being from anywhere. Allowing someone to step away from major time consumption and contributing to a better work/life balance is something everyone wishes for. Is it safe, or even smart, to say we are in the middle of the latest turning point for our industry when it comes to technological advancements?



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Three's (Good) Company

The benefits of a multi-course internship for both students and courses.

By: Doug Nisbet, Groundskeeper, Point Grey Golf & Country Club. Photos provided by Doug Nisbet.

Some people have big ships, some people have little ships, but one thing that all turfgrass students have in common is internships. A chance to learn from a great superintendent, a standout line on any turfgrass resume, and if we're being completely honest, a chance to play some world-class golf courses. When it came time for me to decide where I wanted to spend my internship, I couldn't pick just one. So, I didn't.

I was lucky enough to be selected for Vancouver's three-course internship, a collaborative effort between Marine Drive Golf Club, Point Grey Golf & Country Club, and Shaughnessy Golf & Country Club. Those of you who are geography aficionados may have noted that Vancouver is not, in fact, in Ontario - and while you are correct, the experiences that made for such a successful internship are universal. Having the opportunity to learn from three great superintendents in Andrew Hart (Shaughnessy), Jamie Robb (Marine Drive), and Tyler Patroch (Point Grey) was something unique to this internship opportunity, and a major pull in deciding where to spend my summer. The ability to see multiple methods of operation and learn from a variety of perspectives and philosophies was truly invaluable, and something clubs in Ontario could benefit

This was the third year that the Vancouver courses have run this collaborative

internship, and the first that had seen it reach capacity. My year's cohort consisted of six interns including students from the University of Guelph, Olds College, and Georgian College. Having a larger group was great for comradery, as well as having benefits that extended to both the students and the courses.

While having a full team of interns made finding a golf game easier, it was also hugely beneficial in expanding the pool of experience we could draw from. Learning from fellow interns played a significant part in my growth over the course of the summer and is something you would not necessarily be exposed to at a single-course internship where there is rarely more than one intern, let alone six. In addition to learning from each other, one of the biggest benefits of this style of internship is learning from three different turf management teams.

They say if you're the smartest person in the room, then you're in the wrong one. I've yet to find myself in the wrong room, and that was especially true this summer. Over the course of my internship, the three teams of turfgrass managers mentioned above were not only extremely welcoming, but eager to share their wealth of knowledge and experience. Prior to my time out west, I submitted a list of learning objectives to the courses, outlining some of the areas and tasks I'd hoped to tackle. It was clear from day one that completing this list was as important to the clubs as it was to me, if not more. During the first

week, I made a list of goals and set dates to achieve them by. Creating this expectation early on and acknowledging that this was a learning opportunity and not a regular job was crucial in making this a successful internship.

Whether it was exposure to aeration and

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irrigation repairs at Marine Drive, hand watering at Shaughnessy, or getting to help run the crew at Point Grev, the sum of my experiences was greater than anything I could have received at any one of the courses on their own.

While I can speak firsthand about what made the multi-course internship program beneficial for interns, this format also brought value to the courses. This format brings in an annual influx of passionate and experienced employees to your property in what feels like a perpetual shortage of labour. Another benefit is the flexibility this brought to scheduling. While the interns were typically split into groups of two, having multiple interns led to increased flexibility for clubs during major events, such as club championships or aeration, where intern schedules could be adjusted to provide extra support wherever it is needed. This was also beneficial to us, as it allowed us more experience with these important events.

Aside from the opportunity to experience

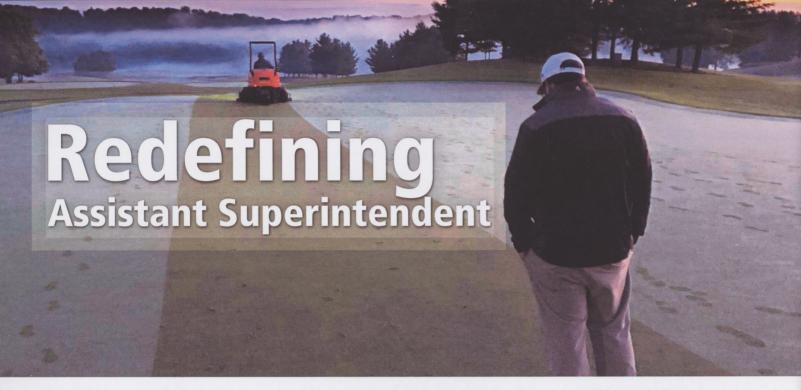
multiple courses, I found my internship was greatly impacted by a number of factors, most of which took place well before my start date. First, I highly encourage current students heading into their internship to take time to self-reflect and flush out what exactly it is you want out of your internship. Do you want to work at a private course or a public one, warm season or cool? Do you want exposure to tournament prep, project work, or any special opportunities? This should be the first step in developing the list of properties you consider, as not all courses will be able to facilitate your ideal internship experience.

Once you've narrowed down the scope of what you need from the course (or courses), do your research. If you want to gain experience in aeration, make sure you pick a property that completes that in the time period you are there. If tournament prep is important to you, know what courses will be able to provide that and the extent to which you will be involved. Don't be afraid to reach out to potential clubs and discuss

these things - summer interns play an important role in the turfgrass team and, in my experience, superintendents are more than welcoming of these discussions. To this point, clear communication between interns and managers is crucial, as they are only able to help you achieve your learning objectives if they understand what you are hoping to get out of the summer.

The final takeaway from my experience I'd like to share with current students and those considering internships, is to get out of your comfort zone. Don't hesitate to ask questions and don't be afraid to fail. Courses don't expect you to be perfect, they expect you to be eager to learn - if you knew everything already, you wouldn't need an internship. Identify and work on weaknesses, take on new roles, develop new skills, write articles for trade magazines, and anything else that allows you to gain new experiences and continue to grow because at the end of the day, that is what this part of your education is all about.





By: Joel Johnston, Assistant Superintendent, Riverbend Golf Community.

Being an assistant superintendent used to be a transitionary job. The traditional path within the turf industry has long been to take an internship during school, graduate, become an assistant, and learn the role of superintendent. With healthy turnover and new courses opening, previous generations were inevitably moving into superintendent roles within 5-10 years. It is safe to say that is not the case anymore. Staying in the role of an assistant for an entire career has become quite common. So, what are the keys to finding success with this arrangement and could this be a solution for more clubs?

After speaking to several career assistants in preparation to write this article, one interesting topic kept coming to the forefront. For a club to employ a career assistant or an associate superintendent, a management team and a 'we' mentality are imperative. It is impossible for the super and assistant to always be on the same page; sorting out issues behind closed doors with thorough communication ensures a united front when dealing with staff and golfers. Creating a strong relationship by showing an interest in each other's lives can be the foundation for this. Enjoying a round of golf together is one of my personal preferences.

In a recent conversation with Matt Schaffer, superintendent emeritus at Merion Golf Club, host of a U.S. Open, U.S. Amateur, and a Walker Cup, mentioned he thought the success of the career assistant concept hinged on two key factors. The first being the definition of the role; having clear boundaries of responsibilities is a necessity. The traditional

role of many superintendents has changed. With more obligations including but not limited to, board meetings, management meetings, and budget meetings, the assistant is becoming the lead greenskeeper. Having a custom-built program where there is mutual respect and an understanding of what each person is responsible for, can help avoid stepping on each other's toes. The other key factor Shaffer mentioned was pay. He emphasized that if someone is expected to treat the career assistant role as his or her destination position, the compensation package would need to reflect that. Earning a wage where the employee could remain in the role while sustaining their lifestyle is make or break. A club could be a wonderful place to work with amazing culture however, if you can't pay the rent, nothing else matters.

Salary, however, is not the only motivator. Understanding your assistant and their aspirations will not only help to create a strong working relationship between super and assistant but will also help find each person's motivations. For some, this could include educational opportunities such as attending the OGSA Golf Course Management Conference and the Golf Industry Show. Offering the prospect for continued education on work related topics such as leadership could be a mutually beneficial prospect. For others, it could be public recognition and offering the support to achieve awards such as the Hugh Kirkpatrick Bursary or the numerous other awards available to assistant superintendents. It is becoming common for assistant superintendents to attend board meetings. Is it possible for the assistant to present at a board meeting about a topic in which they have

shown interest? What a rewarding experience.

Work life balance has become a buzzword in our industry. What does it mean? The Cambridge Dictionary defines it as "the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy." This can vary person to person, but the key is finding a harmony that personally allows you to maintain a job, successful relationships, and strong mental health. This can be one of the major benefits of being a career assistant. By balancing and sharing the responsibility of the golf course operations, the superintendent and assistant can both enjoy more down time, leading to better family lives and greater joy. Feeling properly rested can also lead to a more constructive and focused workweek. Having time on weekends throughout the summer to spend with friends and family opposed to working overtime at the club, has a feeling of freedom rarely felt by a greenskeeper during the growing season.

The industry as a whole is facing a crisis. Enrollment in turf programs is dropping and assistants are leaving the industry at an unprecedented pace. Could the solution be to consider the assistant role as a career with sustainable pay, educational opportunities, and rewarding relationships? Could this help subside fear of lack of superintendent opportunities and ensure that we do not continue to lose skilled and hardworking people to new careers? Only time will tell however, we can all play a role by helping the leadership at our clubs understand the problem we face and the solutions we, as an industry, can control and remedy.

OFF THE FAIRWAY



The topic of my previous article was I planters, where I touched on how to design the plant material inside. As a spinoff of that article, I thought I would discuss fall décor and how you can use existing planters from spring and summer displays to house plant material for a fall display.

As summer transitions to fall, some material in planters may start to look pretty tired as the nighttime temperatures change, light levels decrease, and in most cases, some increased watering from mother nature. The change in conditions can have a drastic effect on summer heat and high light-loving plants. The best bet is to cut your losses and simply discard the materials instead of spending time trying to prune or fertilize them in attempt to nurse them back to their once glorious selves. Just toss them and replace them with fall condition loving materials.

I would imagine anyone reading probably already knows about fall Mums (Chrysanthemums). They come in an array of pot sizes and flower colours and are easy to grow. I think they are a staple to a fall display. For their best show, they do require at least 6 hours of sunlight. However, if they are in full bloom when you get them and your display window is short, you can put them in shady spots to get you through the moment. If their flowers are not fully open and you put them in a shady spot, you may be waiting awhile for them to open to give you the show you were looking for. I would remove them from the pots they are grown in and plant them in soil in your summer planters. They have a tendency to dry out quite quickly if they aren't transplanted into the ground or into a larger container, so be sure to monitor them if they are in a sunny spot. Substantially rootbound, Chrysanthemums are greenhouse grown and thrive in a very light soil without much water retention capability. They can also be planted in place of annuals in the garden or even just tucked in and around perennials and shrubs if you have the space to spruce up an area for the fall.

In addition to mums, there is a multitude of plants you can use in combinations to make great fall displays or planters such as ornamental kale or grasses, Coral bells, Dahlia, Pansies, or Rudbeckia 'Hirta.'

It's pretty typical to see pumpkins, gourds and bales of straw in a fall display either surrounding the planter or mixed within, but don't be afraid to get creative and use things like small branches pruned from maples whose leaves have changed or finding some shrubs with berries and pruning branches from them to stick into the planter. I'd imagine by going for a walk around the outskirts of the golf course you'd find some very pretty native stuff to prune to incorporate into your fall displays. Joe Pye weed is a native flowering perennial typically found in wetter areas. In the fall, the large flower heads can be cut off and used. Winterberry is a native shrub which produces an abundance of bright red berries and are also found in lower lying moist areas. Their berry covered branches make a great addition to a fall display.

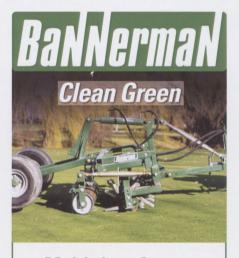
Have a look in the gardens on site to see if there is anything that can be used. For example, cutting the nearly spent blooms from Hydrangeas can be placed within the planter or display. They last forever as a dried cut flower. Cutting plumes from ornamental grasses in flower can provide some height

in your display. As you look through your gardens for things that can be used in a fall display or fall themed planters, consider looking at some perennials that may require splitting or thinning. They can be used and then discarded, as they most likely would have been anyway, from doing the necessary splitting required for optimum health for the following season. Some good options for this would be Coral bells, Lamium, some of the smaller ornamental grasses like Karl Foerster or some of the penisetum species, or Sedums and even if you have some unruly vines like Ivy's that you can dig up some root with can be planted in your fall pots.

There is no end to ideas for creating great and fun fall planters and displays. The objective is always to enhance both your guests' and staff's experience.



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On the road, photo provided by Chris Lecour.

By: Chris Lecour, BASF, Senior Turf Sales Representative.

There are a number of reasons that superintendents make the career switch from maintaining turf to supporting those who do, such as a recent change in employment status or perhaps languishment in their jobs and a vacant sales position has piqued their interest. They may also feel a real pull to the supplier side of the industry and feel they are well suited to the challenge. Some even compare the switch to semi-retirement; the job's a breeze,

they get weekends off, and they get to play a lot of golf while on the clock. While you will probably get most weekends off and the same golf privileges you enjoyed as a superintendent will likely continue, I'm here to tell you it is not a breeze.

I have a superintendent friend who likes to joke with me about just how easy salespeople have it. Below is a brief description of how he thinks my typical workday plays out:

I jump out of bed at 8:15 a.m., a full 15 minutes earlier than normal but it is going to be a busy and demanding day that deserves my full attention. After finishing my espresso, I settle into my office to check my inbox, send a half-dozen emails and make a few phone calls. By 10 a.m. I am in my truck and off to visit the three nearest

golf courses to my house. At the first stop, I am greeted by high-fives and salutations from the most junior bunker rake operator to the equipment manager. The superintendent and I will spend a total of 30 minutes chatting while leaning against my truck, eating donuts, and drinking coffee which of course I provide each time I visit. After handing out a few hats or other goodies, I'm off to the next stop, where I am received with an equally warm welcome.

Eventually, I'll find my way back home and my afternoon will be spent having a nice long nap, tending to the tomatoes in our garden, and entering all the product order requests that just never seem to stop. Who said that being a salesman isn't hard work?

Of course, this account is 100% fictitious and untrue. My wife won't even let me touch our vegetable garden.

Sales is not any harder or easier, more or less challenging, than maintaining turf. A sales role simply presents its own unique challenges and rewards. The chance to work mostly independently

and naturally appeals to me, but I sometimes miss the collaboration and daily teamwork experience you get by being part of a maintenance team. One of the most important traits successful salespeople share is an ability to not only work independently, but to thrive when you are on your own because that's how you spend most of your working day. Sure, there are meetings, daily phone calls with customers and other members of your team, and a fair amount of collaboration with each that is incredibly rewarding. But ultimately at the start and end of each day, no one is depending on you to open the shop door, set up the daily schedule, tell them which greens to cut and in which order or what the pin position is, and to make sure they

gas up their equipment before they leave for the day. As a new experience, that can be unsettling for some, and it can be liberating for others.

The daily routine of making those sales calls to golf course superintendents can present a few situations that require some adjustment. First, the amount of driving required can be exhausting. In my busiest year trying to establish myself in a new territory, I

Every day, I have meaningful conversations with turf professionals about the successes they enjoy and the challenges they are trying to overcome, and I feel fortunate to be a part of those conversations.



logged over 65,000 business kilometers. It's also easy to pick up some poor eating habits with all that road time. Throw in the likely chance your amount of daily physical activity has decreased since leaving the golf course and a new respect for all those salespeople that used to call on you may not be the only thing you gain.

No matter how good of a sales rep you may be, inevitably there will be hiccups on the road to establishing a solid relationship with a customer. These often manifest themselves as delivery delays, product damaged during delivery, unforeseen delivery, finance, or late payment charges, increase in raw material costs, and new for 2021, supply chain issues. It is during these moments that all those years managing frost delays and cart-path-only rules after three inches of rain prior to a double shotgun tournament will serve you well.

One of the biggest hurdles to overcome for someone embarking on a career in sales is the fear of rejection. Hearing 'no thanks' can be a little ego-bruising, no matter who is delivering the message. Many superintendents making the transition to turf sales have an advantage if they have been working in their sales territory for some time. They've probably made industry friends over the years and golfed or networked with their potential customers at industry events, so the prospect of that first sales call with the fellow superintendent you've known for 10 years can be a little less frightening. However, the reality is that selling to your friends is not as easy as it seems. You're on the other side of the desk now and the person you're selling to has relationships and has put their trust in your competitors that has taken years to build.

Every day, I have meaningful conversations with turf professionals about the successes they enjoy and the challenges they are trying to overcome, and I feel fortunate to be a part of those conversations. I have made more friends, true friends, by simply doing my job that I am able to count. While I've mentioned some key factors to be mindful of when considering a move into a sales position, for myself, the positives far outweigh the negatives.



Twenty Years Ago Today

The 2001 OGSA Board of Directors



2001 Board of Directors (L-R) Back Row: Sean DeSilva, Rob Ackermann, Jim Flett, Mike Courneya Front Row: Paul Scenna, Keith Bartlett, John Gravett, Dean Baker. Missing: Jeff Burgess, Dave Cours, Mark Piccolo, and Bob Burrows.



Alex McClumpha Memorial Tournament (L-R): Bruce Burger (Lakeview GC) presented with George Darou Trophy by Dean Baker (OGSA director) for low gross superintendent over 50.



(L-R) Clayton Switzer & David Svab holding new Clayton Switzer Trophy. Old trophy located in the background.

BOARD OF DIRECTORS

In 2001, the Board of Directors were: John Gravett (pres), Granite Club, Keith Bartlett (past pres), Thornhill, Jim Flett (vice), Muskoka Lakes, Mark Piccolo, Galt, Rob Ackermann, Markland Wood, Dean Baker, North Halton, Jeff Burgess, Weston, Bob Burrows, Rosedale, Mike Courneya, Trillium Wood, Dave Cours, Erie Shores, Sean DeSilva, Diamond in the Rough and Paul Scenna, Donalda. Jeff Stauffer, Credit Valley, was the editor of *Green Is Beautiful*. Pat Thomas was welcomed as a new staff member of the OGSA. This was the first year of the OGSA website.

IN MEMORIAM

Hugh Kirkpatrick 1941 - 2001 passed away. Hugh started out building golf courses but later remained on as superintendent at Conestoga Golf Club after construction. Hugh spent the last 23 years as superintendent at the Westmount Golf and Country Club.

Hugh was the president of the OGSA in 1985 and received the Score Golf Award for Superintendent of the Year in 1996.

John Stoughton 1910 - 2001 passed away at the age of 91 in Orillia. John spent the last 25 years of his career at the old and new Barrie Golf and Country Club.

Joe Reid passed away. Joe was the superintendent at Pineland Green Golf Club and was a founding director of the CGSA.

Jim Boyce passed away. Jim developed correspondence courses for the University of Guelph, was the executive director of the CGSA from 1970 to 1973 and was the editor of *The GreenMaster* magazine.

ACHIEVEMENTS

Keith Nisbet received the CGSA's John B. Steel Distinguished Service Award at the CGSA Conference and Show held in Vancouver.

A Century of Greenskeeping, written by Gordon Witteveen, was published and distributed by the OGSA. Gord wrote his last article titled *The Back Page* for the CGSA GreenMaster publication.

The GCSAA celebrated its 75th anniversary with the conference being held in Dallas. *Green Is Beautiful* won the Most Improved Publication for the second year in a row.

EVENTS

The Plant Products Annual Slow Pitch Tournament was held with a total of 39 teams at Turner Park in Hamilton. The winning team from Toronto Golf Club defeated the team from Oakdale Golf Club.

The Supreme Court made a decision to uphold a bylaw in the town of Hudson, Quebec, where municipalities had the power to ban the use of pesticides. It was feared that such powers could move into the province of Ontario.



Pro Super Challenge 1st place winners Kelly Barnet (right) and Kevin Corriveau (left) take photo with OGSA director Dean Baker (middle).



(L-R) Paul Scenna, OGSA golf event director, presents plaque to Paul Brown, host superintendent of the Border City Challenge.



Hugh Kirkpatrick.



(R-L) Clayton Switzer & David Svab holding new Clayton Switzer Trophy. Old trophy located in the background.



Presidents' Day Winning team from the Briars GC, (L-R) Paul White, Pat Burrows, Doug Bradley, Gary Stortini, and presented by Keith Bartlett.

TOURNAMENTS

Spring Field Day was held at Guelph Lakes Golf Club hosted by John Bladden. Dave Swab (76), Victoria Park West, and Chris Dew (76), The National, were low gross winners. Ken Wright (65), Devils Pulpit, and Dave Decorso (70), Victoria Park East, were low net winners.

The Border City Challenge was held at the Sarnia Golf and Country Club, hosted by Paul Brown.

The Pro Super Tournament was held at

Angus Glen, hosted by Ernie Amsler and Doug Taylor. The team consisting of Kelly Barnett, Fox Glen Golf Club, and pro Kevin Corriveau were the winners.

The Presidents' Day Tournament was held at Beacon Hall hosted by Bob Heron. The winners were as follows: 1st The Briars Golf Club, Paul White, 2nd Ballantrae Golf Club, Kurt Rasmus, 3rd St. Georges Golf Club, John Gall, 4th Beacon Hall, Bob Heron and 5th Lowville Golf Club, John Dimitriw.

The Alex McClumpha Memorial Tournament

was held at The Briers Golf Club hosted by Paul White. The low gross winner was Ted Ellis, Blue Springs Golf Club. The George Darou Trophy was won by Bruce Burger, Lakeview Golf Club.



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Fall 2021

Help Wanted

By Doug Breen, Superintendent, Golf North Properties.

It's no secret that there is a serious labour shortage at the moment. There's not a restaurant in Ontario who isn't actively trying to hire staff as we speak, and many have been trying for months. A tell-tale indication of desperation in the labour market, is the day that a manager begins to use the sign at the road (still the most effective advertising medium for many businesses) to advertise "Help Wanted" - as opposed to selling burgers. This has happened before, but this time it's different. The road signs at everything from muffler shops to dentist offices are begging for help. Businesses are reducing hours of operation. Wages are going through the roof. I spoke with a restaurant

owner recently, who is offering \$25/hour to dishwashers, and can't get anyone to take it. Starting next week, when his last cook leaves to work in another province, his restaurant will only be open for the hours that he's willing to stand in front of the grill himself. Many places have done similar things - some have thrown in the towel for good. Anyone who shows up to the interview is hired.

On a recent NGCOA zoom call, it became apparent that this is not just an Ontario problem, this is coast to coast. It's also becoming apparent that this isn't just affecting the restaurant and banquet arms of the golf industry, we're starting to feel it in the proshop and maintenance facilities as well. God help you, if you operate a hotel and have rooms to clean.

There have been reams of articles posted by our nation's newspapers analyzing what has brought us to this point. Some blame Covid others blame a lack of immigration (also due to Covid). Some blame an "entitled" generation who don't want to work, while others have suggested that young people simply aren't willing to work in the service of an older "more entitled" generation. Some blame customer irritableness brought on by Covid fatigue. Many blame CERB.



The obvious truth; is that it's a combination of all these things, along with a dozen other factors. COVID-19 has simply exacerbated conditions that were already present. But what I've been losing sleep over - is what are we going to do about it? It's a buyer's market (and will be for the foreseeable future), what can we do to make working in our industry more attractive, when we're on the wrong side of the supply & demand curve?

Let's take a second, and objectively look at what we're selling as a job. On the plus side: we can offer golfing privileges and the opportunity to work outside. On the negative side: we can offer hard work, early mornings, long hours, weekends, evenings, surly customers, average pay; and come Fall, we'll lay you off as quickly as we possibly can.

If I'm retired and operating fairway mower, in search of cheap golf, a few bucks in my pocket, and a reason to get up in the morning – well that sounds pretty good. But if I'm a student, facing an eight-hour day on a weedcater in the blistering sun (or pounding rain), while my friends are all at a beach town working as Assistant Managers of sunglasses stores and tee shirt shops, I know that there are easier ways to make money.

Our first instinct is to throw cash at the problem, but money isn't everything (remember the \$25/hour dishwasher job). I've spent a lot of time analyzing which golf courses are struggling to find staff, versus the ones who seem to be doing fine. Obviously, geography is a huge factor – if you're in a shrinking town, or one with aging demographics, or one with huge seasonal swings in population – then everything becomes amplified. But sometimes we can't get anyone to work at one course, while things are fine at another course in the same town. The conclusion that I've come to, is that the key to finding labour in a stressed market, is the *CULTURE* of the operation.

If people like your culture, they will show up, bring their friends with them, and tell random strangers that your course is a great

place to work. I've read several books on the subject of work culture, but I want to recommend one of my favourites - The Culture Code by Daniel Coyle. The author followed several extremely successful organizations for many years, looked for patterns, and found three specific traits that were always present. Not surprisingly, the courses who have fared best in this labour market, all attend to these three basic human needs.

First is SECURITY. Staff need to feel like they're part of a family. Not by using empty buzzwords, or pandering, but by honestly showing employees that they are valued. There's a football coaching axiom that says, "The players don't care how much you know, until they know how much you care." Do your employees know that you care about them? Do you care about them? Nothing makes employees feel more insecure, than seeing leadership allow bad behaviour to continue. If you have a toxin in your midst, don't be afraid to prune out diseased or dead wood within your sphere of influence. Better to run a worker short, than to allow that worker to destroy the culture of the entire group.

Second is VULNERABILITY. The most productive groups aren't chasing individual power and accolades; rather, they are working toward a common goal with a high level of honestly. Staff can't be so afraid of making mistakes, that they are immobilized. Daniel Coyle uses the example of Disney versus Pixar. After generations of dominating the animation world, Disney was being eviscerated by the upstarts at Pixar. Disney ultimately bought the company, and during their first joint meeting the contrast in culture became obvious - the early 20th century top-down management style of Disney was stifling creativity and giving us some of the worst (and least profitable) movies in history. On the other hand, Pixar employees weren't afraid to tell a Producer that a movie needed to be scrapped, even if it was already half finished.

Last is SENSE OF PURPOSE. What are we actually trying to accomplish? Do we want to be the best maintained golf course in the country, the region, the city, the street? Do we want to be the most profitable? Do we want the best greens, the best flower beds, or both? Do the owners hope to raise green fees, and by what justification? "Where are we now, where do we want to be, and how are we going to get there?" Give your employees a goal and a plan - and they'll want to see it through with you.

The Culture Code is just one of many resources available, to help with the development of an excellent work culture at your golf course. They are all basically variations on the Golden Rule - treat employees the way that you'd want to be treated as an employee. Security, Vulnerability, and a Sense of Purpose will get you a long way toward the goal. The next few years aren't going to be easy, but I've noticed this season that courses with better cultures have been more successful attracting and keeping staff. Create a great employee Culture, and you'll not only see more resumes - but better ones.





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