

# **ONTARIO GOLF SUPERINTENDENTS ASSOCIATION FINAL SUMMARY AND POSITION PAPER CGSA CONSULTATION**

## **ABOUT THE OGSA**

- The OGSA represents almost 900 members province wide. Of this membership 688 are Superintendents, Assistants and Technicians, less than 1% would be students, educators and other interested parties, the balance are associate members - (companies).
- Of the OGSA's membership 72% are not CGSA members. (not including associates/affiliates).
- The 28% of the OGSA's membership who are CGSA members account for almost 40% (approx, based on June 2015 research) of the CGSA's membership, Canada-wide.

## **COMMENTS RELATED TO THE CGSA CONSULTATION QUESTIONS**

*NOTED DURING THE COLLECTION OF RESPONSES FROM THE OGSA BOARD OF DIRECTORS*

After reading the questionnaire I am greatly concerned about the lack of acknowledgment regarding the financial aspects of the CGSA. I personally feel this should also be open for suggestion and recommendation. Areas such as organizational structure and funding for example. I am concerned that the CGSA is focusing on recreating its goals and objectives from a policy perspective and not a financial perspective. I am not saying one is not related to the other. However I do strongly believe that the change in organizational structure and funding needs to begin or at least be addressed before the change in goals and objectives.

The questions given do have value, however considering the financial challenges of the CGSA some changes in structure need to be made immediately. As I stated above I see an organization continuing to try and continue to justify itself by recreating its goals and objectives from a policy perspective and not a financial perspective. Does the CGSA think its current management structure is sustainable?

Questions #3 and #7 should be the focus. It was thought generally that this conversation with the OGSA should be on what the plan is for financial stability and a call for suggestions, not policy and activities moving forward.

It was felt that the line of questioning was loaded. Choreographed to try and acquire answers to current problems without the desire to make any structural or organizational changes.

It was asked, why would the CGSA only ask for a suggestion of one thing to improve relations?

It was felt that the CGSA should leave no stone unturned when asking for assistance and input.

It was felt that the answer to the CGSA's problems was apparent; trim expenses, and stop justifying the amount of staff for the sake of the national conference.

It was also noted that in 2008 the GCSAA went through a massive re-organization of staff, reducing staffing levels in order to continue operations in the downturn market and in conversation with GCSAA management, while it was a difficult thing to do, especially in the small community where GCSAA H/Q is located, it was the job of upper management to make those tough choices. The GCSAA was proactive rather than reactive and thus is now growing again.

(Consensus was reached on the above).

## **SUMMARIZED RESPONSES TO CGSA QUESTIONS**

**What role do you believe the CGSA has played in the past for the golf industry and the superintendent profession in Canada, has that been effective and how can the CGSA play an enhanced role for your association and for the golf industry in the future.**

- Most Directors were not prepared to respond to past performance or rate the performance of the CGSA .
- Noted that overall past performance isn't relative to future sustainability.
- Noted that the association (CGSA) has attempted in the past to unify superintendents across the country.
- Noted that it has helped less established regions to connect with colleagues.
- Noted that Environmental guidelines and surveys were of value.

**Looking ahead, what opportunities do you see for the CGSA to play in the industry in the future? How can it improve its overall impact?**

- The CGSA could be a "brand" to ensure superintendents have a national voice.
- To ensure superintendents are recognized on the federal level.
- Suggested that a small office that unifies information produced provincially and supports the interests of the provinces politically.
- Suggested to build closer relationships with provincial associations by virtue of following their recommendations.
- Noted that the CGSA's focus should be to find a way to engage membership by providing services that no one else can, and thus avoiding duplication.
- CGSA should deliver the message properly that all industry partners support.

**Are there any specific areas that you believe the CGSA could provide your organization or the golf industry with leadership or where the CGSA should assume a leadership role?**

- Leadership should be provided on a federal level only as provincial leadership is already in place.
- Due to varying membership demographics from province to province, crucial that the CGSA stick to only issues that are the same across the country and not being dealt with provincially.
- Leadership to the provincial association in Ontario is already in place and should only be offered by support of and through the provincial associations.
- Any operational or strategic resources are provided to the OGSA by the GCSAA, as a long time and founding chapter of that organization, and therefore not required by the OGSA from other sources.

**If you were asked to suggest one thing that the CGSA should do to enhance its relationship with your organization, what would you say?**

- Re-organize the association structure so that one director from each of the provincial associations should represent nationally. A small office, with small staff numbers, simplifying the offerings of the CGSA to a manageable level, and ensuring those offerings are unique to the CGSA and not currently being covered by the provinces.
- Don't compete with the provinces.

**If you were asked to suggest one thing that the CGSA should stop doing or not do in the future which would enhance its relationship with your organization, what would you say?**

- Omit duplication of provincially provided services.
- Stop hosting the national conference.
- No guidance required at the provincial level.
- Communicate and work together.
- Avoid duplication.
- Ensure chief staff person travel is of value – promote that which is of value and trim costs on travel and representation that is redundant. Consider the optics.

**What would attract/retain members for the CGSA?**

- Much lower dues and ensure value, do this by making sure that the association is only doing things that are not being done provincially, but are required nationally.

### **What should the CGSA do versus provincial associations?**

- Bring provincial leaders together once a year.
- Be a resource for the provinces.
- Provide training and support for Directors and staff, relating to orientation, board training, strategy planning.
- Assist smaller groups who reach out.
- When identifying areas of concern in the various provinces, communicate and assist rather than performing functions that the provinces need to do.
- Ensure things are not done at the expense of any provincial association, but through support to them.
- Ensure representation **ONLY** on the federal level unless other requests by a provincial organization are received.

### **Would you support some form of combined provincial / national structure?**

It was noted that the OGSA would have to see a proposal and then only if:

- It was not at the expense of the provincial associations and their membership.
- The management of the association through representation was made up of provincial leaders from provincial boards.
- The provinces run the national, not the other way round, then the provinces may be able to fund the national through their respective memberships, on their terms.
- Provincial associations lead.
- Must not affect membership retention and prosperity of the provincial associations.

### **GENERAL MESSAGE FROM OGSA DIRECTORS.**

All Directors agreed that the CGSA needs to act quickly and completely reorganize their structure and operations to reflect federal activities only. Omitting all activities that are done by the provinces much more cost effectively.