

**L LANDSCAPE
ONTARIO**

**Volume 8, No. 2
March 1980**



FEATURE ARTICLE

Report on Congress

Now! A nylon cord weed trimmer that converts to six different tools!

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3034 PALSTAN ROAD, SUITE 103, MISSISSAUGA, ONTARIO L4Y 2Z6 (416) 276-6177

EDITORIAL STAFF

Editor..... Dennis E. Souder
 Managing
 Editor..... Susan Lawrence
 Resourceful
 Advisor..... Robert Cheesman
 Consulting
 Editor..... Art Joy
 Circulation
 Control..... Millie Bauer
 Proofing, Horticultural
 Terms..... Stephanie Wilson

Magazine Committee

Harold Deenen Don Sullivan
 Jack Royle Casey van Maris
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 Larry Sherk

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Our cover photo:

John Van Ast photographed the unusual chamaecyparis obtusa nana, a very slow growing evergreen, in his own back garden. This particular plant which was imported from Holland over 25 years ago, grows just 1 to 2 cm. per year, and is very hardy. John wishes that some nurseries would order stock and start propagating this beautiful hardy little specimen. See page 11 for more information on chamaecyparis.



LANDSCAPE ONTARIO 1980

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PRESIDENT'S MESSAGE



Frank Kearney
H.C. Downham Nursery
Co. Ltd.

What a pleasure it is to see the enthusiasm of the new members of the Provincial Board of Directors. At our first Board meeting immediately after Congress, I was impressed with their desire to be involved. Just look at the new faces on the Board and you'll see what I mean:

Jim McCracken — A dynamic Past President of the Hamilton Chapter who is known for his hard work on behalf of Landscape Ontario. Jim is next year's Congress Chairman.

Rob Mori — A quiet individual, but one who wants to see the association develop (as did his father, Leno). Rob will take on the Plant Source List Committee.

Syd Querpel — One of the "originals" (who knows more than anyone what made Landscape Ontario tick in its early days) joined the Board specifically because he wanted to get the educational programs of the Provincial Government more in line with the industry's requirements.

Quinten Slabbekoorn — Most of you know this enthusiastic "character" from the Windsor Chapter and know that he will honestly tell you what he thinks. Quint joined the Board to restore the Windsor Chapter's representation and to put forward new ideas on Congress.

All of these individuals joined the Board to make Landscape Ontario work, to make a positive contribution.

And that's not to say that other members of the Board aren't enthusiastic too. Just to highlight the contribution of one member of your Board, look at Horst Dickert's work on the industry's labour requirements in the 1980's.

Gung Ho!

Closer to roots

Well, where is Landscape Ontario going this year with all this enthusiasm? Of most importance to me is the need to get this trade association closer to its roots, to its members. That's not a pun, that's a goal! As we have grown as a trade association, of necessity we have had to move away from some of the ways we have done things. We are too large to be the close and intimate association that we once were, but that doesn't mean we can't strive to remain as close to our members as possible. One way to improve Chapter-Board contact is by assigning a Director to each Chapter in order that the chapter members and the chapter Board of Directors knows more about what is going on at all levels. Another is to get a hard working Chairman for the Membership Services Committee. I'm delighted that Dave Watkins will be co-chairing the Membership Services Committee with Bob Cheesman to help achieve this goal.

Landscape Ontario must continue to offer its members something that differentiates Landscape Ontario members from non-members. We already have a number of advantages associated with membership and I feel we can add more. One way is through publicity and press releases to Ontario newspapers and other media emphasizing that Landscape Ontario membership is a sort of "symbol of quality". This Spring there will be a pilot project of press releases promoting Landscape Ontario and subtly conveying this message. Of course, the Spring will also see the advent of the Nursery Marketing Council advertisements in Ontario designed to stimulate extra sales of plant material.

Education important

Another important effort to be made this year is in the education area under the direction of Syd Querpel. Landscape Ontario will attempt to get its requirements better understood by Government and educational institutions so that our future labour requirements can be better fulfilled through the educational system.

Continued on page 48

We asked some pros who grow sod for a living why they prefer baron Kentucky Bluegrass. And we got some great answers.



"I like Baron Kentucky Bluegrass' low nitrogen requirements. It sods up quickly in the spring. And stays greener well into the fall."
 Larry Smilsky - *M. Smilsky Sod Ltd., Cookstown, Ontario*



"Baron Kentucky Bluegrass greens up quick. So we get started earlier in the spring. It also has excellent resistance to disease."
 Harry Lostchuck - *Nashville Sod Supply, Nashville, Ontario*



"It's amazing how fast Baron Kentucky Bluegrass bounces back after dry periods, even on high land. Baron's root system also has good tear strength and lifting qualities."
 Gunter Beder - *Beder Turf Nurseries Ltd., Beeton, Ontario*



"Baron Kentucky Bluegrass blends very well with other varieties. It has good root strength. Good colour. And good aggressive growth."
 Gerry Brouwer - *Brouwer Sod Farms Ltd., Keswick, Ontario*



These pros picked Baron Kentucky Bluegrass for a lot of good reasons. Good colour. Good root strength. Aggressive growth. And resistance to drought and disease. They also like the way it greens up early in the spring.

And stays green late in the fall. So if you're a sod grower, landscape contractor or golf superintendent consider including Baron Kentucky Bluegrass in your mix. It could be a great answer for you.



For more information give us a call. P.O. Box 219, Brampton, Ontario L6V 2L2. Telephone: (416) 846-5080 Telex: 069-7535
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Dennis Souder
Executive Director

In a time when people cannot totally agree as to whether 1980 is the last year of one decade or the first of the next, it is valuable for Landscape Ontario that we can agree that the 1980 Board of Directors for this association is an outstanding collection and cross-section from our industry. It is on the whole, a very young Board of Directors and yet despite the low average age of the Board, it is certainly one which collectively has compiled many, many years of experience in the industry.

New Board of Directors

Landscape Ontario's 1980 President, Frank Kearney has briefly introduced the members of the new Board in his column in this magazine. The most encouraging thing about this year's Board to me, besides its total and individual enthusiasm to tackle new tasks and establish new ties for the association, is the willingness of some members to work towards executive and senior positions in the association. While the association is well served by those individuals who prefer to make their contribution in the role of Director, it is also necessary to have those individuals who are able and willing to devote the additional time and energy and ability required to be an officer of the Corporation.

During the Annual Meeting of members held at the Congress, one thought was stressed more than any other: the necessity of communications. As I indicated in my Annual Report to members, communications is a two-way proposition. Communications is more than just sending out your ideas and thoughts, it requires the reception of those ideas and thoughts by your listener. A new program to improve communications between Landscape Ontario and its mem-

bers is the orientation program designed for chapter presidents and new directors, held in the Landscape Ontario office on the 20th of February. The half-day program combined presentations from members of the staff on the functions of the association and its committees with opportunities for those present to ask questions. In the next issue of F.M.O., I expect that photographs and a further report will be available.

Part of the difficulty in understanding the operations of the association by members stems from a lack of awareness of the full scale of the association's operations and programs. It is difficult for the typical member located some distance from the Landscape Ontario office to appreciate just how five people on a full time basis can occupy themselves on behalf of members. The orientation program was designed to inform Presidents of chapters so that questions that arise at the chapter level can at least be partially answered by someone who has had the opportunity to see the office in operation and has had its role explained.

During 1980, many of the accomplishments and programs of Landscape Ontario will be reviewed, some right from basics, to determine how and if they should be changed to meet the association's needs in the future. As part of this review members will be asked to give opinions on future programs and activities. I cannot strongly enough urge you as a member to participate in this information exchange. The difficulty with letting the other members make decisions for you is that you are going to have to live with the results of their ideas, rather than have the benefit of your own ideas being considered and possibly implemented. In other words, the problem with "letting Joe do it" is that you end up having to be satisfied with the job Joe has done, whether you like it or not.

In 1980, where Landscape Ontario is concerned, do it yourself. Participate in the programs and decisions that will affect the future of your company, your business and your association. □

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COMING EVENTS

Hamilton Chapter	Mar. 6/80	8:00 p.m.	Bohemian Restaurant. Dave Starkey, past president, Ontario Shade Tree Council and superintendent North York Parks Dept. will talk on "Principles of Tree Evaluation". A representative from Brookdale Kingsway will also speak on a new product.
	Apr. 3/80	8:00 p.m.	Bohemian Restaurant.
	May 8/80	8:00 p.m.	Bohemian Restaurant.
London Chapter	Mar. 4/80		Westmount Mall. Tour of Mall Show.
	Apr. 7/80		Howard Johnson's Motor Lodge. Howard Gallup will speak on "Equipment Costs and Safety."
	Oct. 6/80		Lamplighter, Wellington Rd. "Lawn Pests". (Please note change of location).
	Nov. 3/80 Dec. 1/80		Lamplighter, Wellington Rd. "Dealing with your banker." Lamplighter, Wellington Rd. "Irrigation".
Ottawa Chapter	Mar. 11/80	8:00 p.m.	Talisman Motor Hotel, Carling Ave. Don Sullivan from Oshawa will speak on garden maintenance. Workshop - Jim Bauer and Peter Smit will talk on garden & lawn maintenance. Niell Ritchie, of Ritchie Feed & Seed Ltd. will talk on equipment.
	Apr. 8/80	8:00 p.m.	Talisman Motor Hotel, Carling Ave. A representative from Manpower will be on hand to discuss the apprenticeship course in horticulture sponsored by Manpower. Guest Speaker: Jerol Wheeler, a Landscape Architect, will be on hand with his associate to discuss the subject of Landscape Design.
Toronto Chapter	Mar. 11/80		Yorkdale Holiday Inn, Dufferin & Hwy. 401. "Shrub Pruning Demonstration". "Purchasing Capital Equipment," Bill Buckle of R.H. Buckle Equip. "New Annuals for Outdoor Use." Discussion on company policies (field manual and job descriptions).
	Sep. 9/80		Yorkdale Holiday Inn, Dufferin & Hwy. 401. "Banking and the small businessman." "New varieties of plant material." Discussion on pressure-treated wood.
	Oct. 14/80		Yorkdale Holiday Inn, Dufferin & Hwy. 401. Services offered by the federal Business Development Bank. Turf Care Panel led by Bruce Calhoun in co-operation with Dr. Jack Eggens (Univ. of Guelph) and Dr. Fushtey (Univ. of Guelph).
	Nov. 11/80		Yorkdale Holiday Inn, Dufferin & Hwy. 401. Speaking About Fruit Trees for the Homeowner. "Cost accounting and Estimating". St. John's Ambulance demonstration.
	Dec. 9/80		Yorkdale Holiday Inn, Dufferin & Hwy. 401. Interior Landscaping. Vermeer Tree Spade discussion. Tropical Flower Slides. The Toronto Chapter invites you to send your tropical flower slides to Ernest Van Helsdingen (284-1311) for inclusion in the program.
Waterloo Chapter	Mar. 5/80	8:00 p.m.	
Windsor Chapter	Mar. 11/80	8:00 p.m.	Continental Inn. Bruce Norris on Maintenance.
	Apr. 8/80	8:00 p.m.	Continental Inn. Fred Evers on "Accounting Procedures for the Landscaper."
Growers Group	Mar. 13/80		Tour of H.C. Downham Nursery Co. Ltd. Paul Vander Kroft Nursery and Strathroy Nursery. Contact LO office for information, (416) 276-6177.
Canadian Golf Superintendent's Association	Mar. 9-12/80		31st Annual Canadian Turfgrass Show. Skyline Hotel, Toronto. For more information, contact CGSA, 698 Weston Rd., Suite 32, Toronto, (416) 767-2550.
Ottawa Garden, Pool and Patio Show	Mar. 27-30/80		Ottawa Civic Centre.
Farm Safety Assoc. Annual Meeting	Mar. 10/80		Cara Inn, Airport Rd., Toronto.
Canadian Garden, Pool & Patio Show	Mar. 6-9/80		Queen Elizabeth Building, CNE, Toronto. Call Bernie Loveridge, (416) 445-6641.
National Home Show	Apr. 4-12/80		Coliseum, Exhibition Place, Toronto. Call Vaughan Taylor, (416) 445-6641.
Central Ontario Forestry Tour	Apr. 13-16/80		Call Ontario Forestry Association, 150 Consumers Rd., Willowdale, Ont. for further details.

"Trade Labour Requirements are Desperate"



Casey van Maris
President of
Parklane Nurseries

Early in 1979 all members of Landscape Ontario were surveyed as to their present employees, their future requirements, present employee's training, and length of service, etc.

This survey was conducted and tabulated by Horst Dickert and to

a lesser extent, myself. The following are the results:

Projection: We must realize that 70 companies are but a small part of the nursery and landscape industry in Ontario. According to Workmen's Compensation Board, 1,753 companies submitted to W.C.B. under no. 876 alone. This does not include nurseries (rate no. 943), golf courses (rate no. 945), arborists (rate no. 955), municipalities (rate no. 789), and garden centres. Yet we must realize that employees of golf courses, arborists, park departments and nurseries are all included in horticultural training. To take the number of 1,600 companies, in Ontario, seems therefore extremely conservative. In the following chart we project the total number of employees in our industry based on 1,600 companies. We also projected the need for additional em-

ployees in all categories.

In doing so we projected the managerial positions by 5% and the skilled and semi skilled by 10% and 13%.

Even these figures appear very conservative if we realize that attrition in our business is very high. See chart 2, length of service. 50% are in our business for 1 to 5 years, only 14% remain for 5 to 10 years.

This still leaves us almost 10,000 persons required by our trade within the next 5 years. A total of 1,500 (or 375 annually) highly skilled persons must be trained within this time (e.g. managers, supervisors, estimators, foremen and gardeners); 856 additional equipment operators and mechanics and 7,250 skilled labourers are needed.

This last group must concern us most urgently. Traditionally this group of people came from im-

TABLE 1

Prepared by Landscape Ontario by
Casey van Maris and Horst Dickert

Manpower Statistics from 70 returns 1979

Firms Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Number of Employees	150	55	8	7	2	6	14	11	5	20	4	18	10	15
Firms Number	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Number of Employees	8	6	4	6	15	6	32	4	130	20	5	85	2	90
Firms Number	29	30	31	32	33	34	35	36	37	38	39	40	41	42
Number of Employees	7	6	17	5	10	15	26	3	6	8	5	1	7	8
Firms Number	43	44	45	46	47	48	49	50	51	52	53	54	55	56
Number of Employees	2	6	8	6	7	1	9	5	30	10	3	2	24	5
	57	58	59	60	61	62	63	64	65	66	67	68	69	70
	6	7	6	20	6	1	8	6	50	8	7	6	2	12

TABLE 2

Manpower Statistics from 70 returns 1979

FROM 373	Number of Firms	Number of Employees	Manager	Supervisor	Estimator	Office staff	Foreman	Gardener	Equipment Operator	Labourer	Mechanic	Salesman	Can. outs.	Can. outs.	Industry Training	Apprentice's willing train. No Firms			
	70, 18.7%	1179, 1179	66 5.5%	44, 3.7%	13, 1.1%	65, 5.5%	118, 10.0%	44, 3.7%	76, 6.4%	610, 51.7%	18, 1.5%	4, 0.33%	435, 38.4%	665, 56.4%	116, 9.8%	81, 6.8%	501, 42.4%	35, 50.0%	32, 45.7%
	Length of service in Firms	Length of service in Horticulture	Number of Employees needed in next 3 - 4 years																
	1-5	5-10	10-15	15-20	1-5	5-10	10-15	15-20							Nursery	Landscape	Maintenance	Garden center	
	591, 50.1%	168, 14.2%	132, 11.1%	83, 7.0%	399, 33.8%	156, 13.2%	150, 12.7%	80, 6.7%	483,				increase of 40.96%		162, 15.4%	168, 14.2%	86, 7.29%	46, 3.9%	

TABLE 3

	70	1,600	Annual Increase			Total
	Companies	Companies	5%	10%	13%	4 years
Managers	66	1,508	75			300
Supervisors	44	1,005	50			200
Estimators	13	297	15			60
Office Staff	65	1,485	74			296
Foremen	118	2,697	135			538
Gardeners	44	1,005		100		400
Equipment Operators	76	1,737		173		692
Mechanics	18	411		41		164
Salesmen	4	91		9		36
Skilled Labourers	610	13,943			1,812	7,250

migration. Now that this is no longer so we must train them ourselves. On the job training programs must be expanded and new courses must be set up with local colleges or secondary schools. But, before all this can happen we have to show this survey to all the Governmental Departments who can help us, i.e. the Department of Education and Department of Manpower.

This survey will be a very valid tool and all those who participated are to be congratulated and thanked for their co-operation. □

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(2-0) = 2 year seedlings, (2-0) = 3 year seedlings, (2-1) = 3 year transplants, (2-2) = 4 transplants, (2-1-1) = 4 year transplants

	Per 100	Per 1000		Per 100	Per 1000		Per 100	Per 1000
Arborvitae								
American Arborvitae (Thuja occidentalis)			Mugho Pine Tyrolean (Pinus mugho mughus)			Scotch Pine Scots Highland		
(2-0) 1 to 3 ins.	\$16.00	\$80.00	(2-0) 1 to 3 ins.	16.00	80.00	(2-0) 3 to 6 ins.	14.00	70.00
(2-0) 3 to 6 ins.	20.00	100.00	(2-2) 1 to 3 ins.	45.00	225.00	(2-1) 3 to 6 ins.	39.00	195.00
			(2-2) 6 to 9 ins.	77.00	385.00			
Fir						Scotch Pine Turkey		
Douglas Fir Glauca (Pseudotsuga taxifolia)			Ponderosa Pine (Pinus ponderosa)			(2-0) 1 to 3 ins.	12.00	60.00
(2-0) 1 to 3 ins.	16.00	80.00	(2-0) 3 to 6 ins.	14.00	70.00	(2-0) 3 to 6 ins.	14.00	70.00
(2-0) 3 to 6 ins.	22.00	110.00	(2-0) 6 to 9 ins.	20.00	100.00			
(2-1) 3 to 6 ins.	50.00	250.00				White Pine		
(2-2) 6 to 9 ins.	60.00	300.00	Red (Norway) Pine (Pinus resinosa)			(2-1) 1 to 3 ins.	38.00	190.00
			(2-0) 1 to 3 ins.	18.00	90.00	(2-1) 3 to 6 ins.	45.00	225.00
Pine			(2-0) 3 to 6 ins.	21.00	105.00			
Austrian Pine (Pinus nigra)			(2-2) 9 to 12 ins.	60.00	300.00	Spruce		
(2-0) 1 to 3 ins.	11.00	55.00	(2-2) 12 to 18 ins.	77.00	385.00	Alberta White Spruce (Picea glauca albertina)		
(2-0) 3 to 6 ins.	13.00	65.00				(2-0) 1 to 3 ins.	11.00	55.00
(2-2) 18 to 24 ins.	90.00	450.00	Scotch Pine Austrian Hills			(2-1) 1 to 3 ins.	28.00	140.00
			(2-0) 1 to 3 ins.	12.00	60.00	(2-1) 3 to 6 ins.	33.00	165.00
Bristlecone Pine (Pinus aristata)			Scotch Pine Belgium			(2-2) 3 to 6 ins.	43.00	215.00
(2-0) 1 to 3 ins.	16.00	80.00	(2-0) 1 to 3 ins.	12.00	60.00	(2-2) 6 to 9 ins.	55.00	275.00
(2-1) 1 to 3 ins.	28.00	140.00				(2-2) 9 to 12 ins.	70.00	350.00
(2-1) 3 to 6 ins.	32.00	160.00	Scotch Pine East Anglia					
(2-2) 1 to 3 ins.	32.00	160.00	(2-0) 1 to 3 ins.	12.00	60.00	Norway Spruce (Picea abies)		
(2-2) 3 to 6 ins.	39.00	195.00				(2-0) 1 to 3 ins.	10.00	50.00
Mugho Pine Pumilio (Pinus mugho pumilio)			Scotch Pine French Green			(2-0) 3 to 6 ins.	12.00	60.00
(2-0) 1 to 3 ins.	16.00	80.00	(2-0) 1 to 3 ins.	12.00	60.00	Serbian Spruce (Picea omorika)		
(2-1) 1 to 3 ins.	38.00	190.00	(2-0) 3 to 6 ins.	14.00	70.00	(2-1) 3 to 6 ins.	45.00	225.00
(2-2) 3 to 6 ins.	55.00	275.00				White Spruce (Picea glauca)		
						(2-0) 1 to 3 ins.	10.00	50.00

Evergreen Rooted Cuttings & Transplants

	Per 100	Per 1000		Per 100	Per 1000		Per 100	Per 1000
Taxus			Taxus Densiformis			Taxus Wardi		
Taxus Browni			Rooted Cutting	23.00	200.00	Rooted Cutting	23.00	200.00
Rooted Cutting	23.00	200.00	3-yr. TP.	80.00	750.00			
			Taxus Hicksi			Vines		
Taxus Cuspidata			Rooted Cutting	23.00	200.00	Boston Ivy		
Rooted Cutting	23.00	200.00	3-yr. TP.	80.00	750.00	1-yr. TP.	35.00	320.00
3-yr. TP.	80.00	750.00	Taxus Hunnewelliana			Virginia Creeper		
4-yr. TP.	100.00	950.00	Rooted Cutting	23.00	200.00	1-yr. TP.	36.00	320.00
Taxus Dark Green Spreader			Taxus Intermedia					
Rooted Cutting	23.00	200.00	Rooted Cutting	23.00	200.00			

Deciduous Shrubs

	Per 100	Per 1000		Per 100	Per 1000		Per 100	Per 1000
Dogwood Red Osier (Cornus stolonifera)			Dogwood Red Twig (Cornus alba)			Olive Autumn (Elaeagnus umbellatus)		
(1-0) 1 to 3 ins.	8.00	55.00	(2-0) 6 to 9 ins.	15.00	100.00	(1-1) 9 to 12 ins.	33.00	250.00
(1-0) 3 to 6 ins.	11.00	75.00	(2-0) 9 to 12 ins.	19.00	125.00	Rosa multiflora (Shrub Rose)		
			(2-0) 12 to 18 ins.	22.50	150.00	1-0) 1 to 3 ins.	14.50	100.00
Dogwood Red Twig (Cornus alba)			Lilac Late Purple (Syringa villosa)			(1-0) 3 to 6 ins.	18.00	125.00
(1-0) 1 to 3 ins.	8.00	55.00	(1-0) 3 to 6 ins.	12.00	80.00			
(1-0) 3 to 6 ins.	11.00	75.00	1-yr. TP.	35.00	300.00			

Deciduous Trees

	Per 100	Per 1000		Per 100	Per 1000		Per 100	Per 1000
Ash Green (Fraxinus lanceolata)			Birch European White (Betula pendula alba)			(2-0) 18 to 24 ins.	36.00	240.00
(1-0) 3 to 6 ins.	13.00	85.00	(2-0) 9 to 12 ins.	27.00	185.00	(2-0) 2 to 3 ft.	45.00	300.00
(1-0) 6 to 9 ins.	16.00	110.00	(2-0) 12 to 18 ins.	30.00	200.00			
(1-1) 12 to 18 ins.	28.00	190.00				Maple Amur (Acer ginnala)		
(1-1) 18 to 24 ins.	36.00	240.00	Birch Paper White (Betula papyrifera)			1-yr. TP.	37.50	250.00
(1-1) 2 to 3 ft.	45.00	300.00	(2-0) 9 to 12 ins.	27.00	185.00			
			(2-0) 12 to 18 ins.	30.00	200.00			

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6 to 9 ins., S, 2-0	38.00	115.00
9 to 12 ins., S, 2-0	63.00	190.00
3 to 6 ins., X, 2-1	98.00	295.00



★ Norway Spruce

One of the fastest growing of all spruce. Beautiful ornamental, ideal for Christmas tree and windbreak. Grows almost anywhere.

	per 100	per 1000
3 to 6 ins., S, 2-0	\$ 23.00	\$ 70.00
6 to 9 ins., S, 2-0	36.00	110.00
6 to 9 ins., X, 2-1	100.00	300.00
9 to 12 ins., X, 2-1	120.00	360.00
10 to 15 ins., SX, 2-1-1	200.00	1200.00
15 to 18 ins., SX, 2-1-2	230.00	1700.00
18 to 24 ins., SX, 2-1-2	280.00	2300.00
10 to 15 ins., JT, 2-1-1	300.00	2300.00
15 to 18 ins., JT, 2-1-2	420.00	3300.00
18 to 24 ins., JT, 2-1-2	520.00	4450.00



★ French Blue Scotch Pine

Beautiful well shaped ornamental, best of all for Christmas Tree industry. Also good timber tree, grows anywhere in U.S.A.

	per 100	per 1000
3 to 6 ins., S, 2-0	23.00	70.00
6 to 9 ins., S, 2-0	31.00	95.00
6 to 9 ins., X, 2-1	98.00	295.00
9 to 12 ins., X, 2-1	116.00	350.00
10 to 15 ins., SX, 2-1-1	200.00	1200.00
15 to 18 ins., SX, 2-1-2	230.00	1700.00
18 to 24 ins., SX, 2-1-2	280.00	2300.00
10 to 15 ins., JT, 2-1-1	300.00	2200.00
15 to 18 ins., JT, 2-1-1	420.00	3300.00
18 to 24 ins., JT, 2-1-2	520.00	4450.00



★ Northern Red Oak

A valuable hardwood tree used in the furniture and lumber industry. Fast growing and good wildlife tree.

	per 100	per 1000
3 to 6 ins., S, 1-0	60.00	180.00
6 to 12 ins., S, 1-0	80.00	240.00
12 to 18 ins., S, 1-0	91.00	275.00



★ Silky Dogwood

Excellent 6-8 ft. tall shrub for conservation and ornamental use. Large clusters of showy white flowers.

	per 100	per 1000
3 to 6 ins., S, 1-0	40.00	120.00
6 to 12 ins., S, 1-0	60.00	180.00
12 to 18 ins., S, 1-0	70.00	210.00
18 to 24 ins., S, 1-0	SOLD OUT SOLD OUT	



★ White Spruce

A favorite ornamental resembling the Colorado Blue Spruce. Excellent for Christmas tree, windbreak, pulpwood.

	per 100	per 1000
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6 to 9 ins., X, 2-1	100.00	300.00



★ European White Birch

Lovely white barked tree in great demand. Often planted as a triple-clump, attractive pyramidal shape. Order before supply is gone.

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6 to 12 ins., S, 1-0	61.00	185.00
12 to 18 ins., S, 1-0	71.00	215.00
18 to 24 ins., S, 1-0	110.00	330.00



★ Cardinal Autumn Olive

Best tall (12 ft.) handsome shrub providing food and shelter for wildlife. Long lasting red berries, dense and compact shape, ideal windbreak.

	per 100	per 1000
3 to 6 ins., S, 1-0	40.00	120.00
6 to 12 ins., S, 1-0	60.00	180.00
12 to 18 ins., S, 1-0	70.00	210.00
18 to 24 ins., S, 1-0	110.00	330.00
2 to 3 ft., S, 1-0	117.00	350.00



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18-24" S, 1-0	146.00	440.00
2-3' S, 1-0	183.00	550.00



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★ Silver Maple

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2-3' S, 1-0	117.00	250.00
3-4' S, 1-0	133.00	400.00



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Research: Genus Chamaecyparis and Euonymus

by
John Van Ast
Instructor, Ryerson
Polytechnical
Institute,
Toronto

Last December, I had the honour to be guest speaker at the monthly meeting of the Hamilton chapter of Landscape Ontario on research on the genus *Chamaecyparis* and *Euonymus*.

Last January, I attended a special workshop for writers for our magazine which was sponsored by Landscape Ontario under the capable leadership of Mr. James Ross, editor with the Hamilton Spectator. During this workshop, we were given better insights into the skill of writing.

Among the many questions asked was, "Should other chapters be informed, via newsletters or in the magazine, about all the topics discussed at one particular chapter meeting?"

We all agreed that local matters were not of interest to the other chapters, but that new interesting matters in the field of horti-

culture discussed in that meeting could be shared with other chapters.

I was thinking about this the day after the workshop and I have decided to share with you the topic I spoke on at the December meeting of the Hamilton chapter of Landscape Ontario.

Six species

The genus *Chamaecyparis* consists of 6 species, three being native in Asia, namely, *Obtusa*, *Pisifera*, and *Formosensis*. Two are native in North America, namely, *Lawsoniana* and *Thyoides*. The remaining species is *Nootkatensis*, found in the Coast Forest Region and in the coastal parts of the Subalpine Forest Region north of Knight Inlet. It grows down to sea level, but south from there. Its normal habitat is higher. Its best growth is in deep soil with plenty of moisture. Its medium height is approximately 20-30 metres. It is known under the name of yellow cedar. It is an important tree both from the horticultural and economical viewpoint, as its lumber is used for boat building, greenhouse construction, carving, and canoe paddles.

From this species came the beautiful cultivar "Pendula"; its zones are 5 to 9, and its approximate height is 10 metres. It has pendulous branches and is an excellent specimen. Tree foliage is bluish-green, and falls under the category of "scaled" evergreens as compared to a pine which falls under the group of the "needled" evergreens. From the Asia species *Filifera* came also different cultivars. One is the cultivar "Filifera" or Threadleaf False Cypress. It is found in zones 4B to 9 and its height is about 4 metres. It is a beautiful mounding specimen evergreen, almost as high as it is broad. Foliage is bright green and threadlike, hence its common name. A smaller cultivar is "Filifera Nana" (Nana meaning low or small). It has the same planting zone as the *Filifera*, but its height is only 1-1/2 metres. It is very slow growing and excellent for foundation planting.

My favourite is the cultivar "Filifera Aurea" same planting zone; approximately 1-1/2 metres. It is slow growing, has fountain-like habit of growth with bright yellow golden foliage. So far as I know, the above cultivars are the only ones found in nurseries around

Toronto, and I would be glad to hear from my readers if any more cultivars are available in Toronto or in Ontario.

In 1955, I imported some nursery stock from Holland, one being *Chamaecyparis Obtusa* "Nana". It is now 25 years old, and it only grows approximately 1-2 cm per year (see cover photo). I have planted mine on a north-east exposure, and it is very hardy. I wish that some nurseries would order some stock plants and start propagating this beautiful evergreen.

Available in B.C.

Some years ago, I came in contact with Alpine Glow Gardens of Surrey, B.C. This firm offers 46 different cultivars of *Chamaecyparis*! This was a surprise even to me, being exposed during my up-bringing and education in Holland to many cultivars from the *Chamaecyparis*. I didn't know that so many were available in B.C. After I received this catalogue I started my research on this genus.

About five years ago, in the fall of 1975, I first saw *Chamaecyparis* with a variant on a well-known TV commercial. I said, "what a *Chamaecyparis*". In my case, of course, it was not the taste, but the beauty of these cultivars which made me say that. I later found out that Alpine Gardens specializes in dwarf evergreens, some of which are 'pygmies' and their annual growth is less than 1/2 cm. They never grow higher than approximately 5 cm (2"). Most are real treasures and should not be looked at as curiosities but only as beauty.

Alpine Gardens' varieties have many forms, prostrate, creeping, globose or upright and can be used in all kinds of landscape design, especially in rockery gardens. Some varieties could even be used for Bonsai.

No wonder I was so excited when I opened my parcel and saw the beauty of those "babies", and babies they are. They need a lot of care, attention, and patience. Well, I tried this with all my babies, but to my disappointment, 25% went to the hospital in "Intensive care", and didn't survive. I don't blame the "specialist", because I really didn't know too much about how to take care of those babies. It was an interesting experiment and I learned a lot that summer. For example, I found out that the

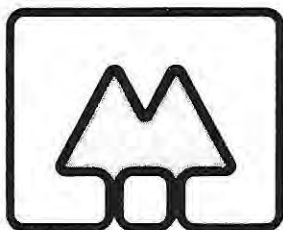
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B.C. cultivars come from six different species. They can't stand our Ontario summer with long days of hot sunshine and drought periods. They are happy in a medium shady location and are "heavy drinkers". Knowing this, I decided that I was now ready for more babies. I am now the proud owner of 12 different Chamaecyparis babies which are hardy, and have survived 5 years of cold Toronto winters and hot summers. I decided to adopt 25 more Chamaecyparis babies this spring.

The "rooms" are ready; and I am so excited. I can hardly wait to see what they will look like. To celebrate this big event, I am inviting you to an open house this summer. Please R.S.V.P.

Research continues

I am also doing some research on "not hardy Euonymus". Some years ago, an American nurseryman gave me an Euonymus Fortunei 'Silver Queen'. The leaves are almost the size of the Euonymus Fortunei 'Sarcoxie', but are silvery variegated. Hortico, in Waterdown, and myself, have been doing some research on this variety over the last three years, but so far we have not been very successful.

In my own trial garden in Mississauga, the growth is very slow, and freezes back in the winter-time. The summer growth at Hortico in Waterdown is a lot better, but it freezes down also during the winter-time. However, we won't give up, and we will continue our research.

Through very strange circumstances, I came into possession of twelve plants of Euonymus Japonica 'Ovatus Aurea'. John Holland, Wholesale Florist from Lorne Park, was importing this variety from Europe, where it is hardy in Belgium and Holland and its use is very common in landscaping. As the name implies, it has yellow oval leaves, is easy to propagate and is a fast grower.

Outside in the full sun, its leaves turn as yellow as a golden privet. However, it loses part of its color in shade and indoors.

During the Congress Youth Day luncheon, Dr. Clayton Switzer, of the University of Guelph, mentioned that in view of the oil shortage, we will have to grow more plants in our greenhouses that do well in cooler temperatures. Well, the above-mentioned Euonymus would be a good plant to start with. It is an excellent house plant and our research shows the following:

Continued on page 43



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Red Hot)

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Root Parsley
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Leaf Lettuce
Boston Lettuce
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CELERIAC (Root Celery)

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EGGPLANT (Small slim fruit)

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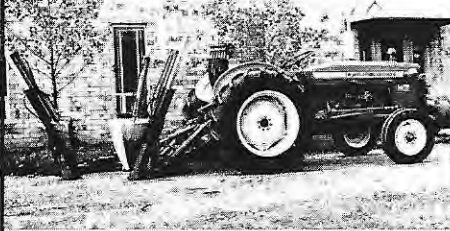
CORN (White Hybrid)

CORN (Peaches & Cream)

POLE BEANS

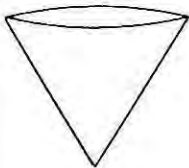
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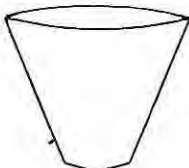
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Why parks should not go full contract route

"Doesn't contract maintenance cut costs?" is a question a lot of people ask me," said Frank Kershaw, Parks co-ordinator for the City of Toronto Parks Department, in a slide presentation.

"I think you have to look at that in two ways. First, you have got to ask yourself how it's going to affect your staff morale?"

"If you turn around and bring in outside contractors you will find that your staff will lose interest in your department. Sidelining people to one job all the time is not healthy for growth and development. I think there has to be a happy balance. In the spring, if you are very busy, you may need to have supplemental contract work for 24D spraying, but to go the full contract route as I have seen done in some parts of the United States can be dangerous.

Public relations

"You could also lose a lot of public relations. The people don't know where the washroom building is. They don't know where the first-aid post is. If there is a broken sprinkler head they are apt not to tell you. Their job is to cut the grass as fast as possible and get out of there to the next park.

"Park people in the United States who've gone the full contract route are sorry they did so. It can be dangerous and lower staff morale.

"You may save some money on some special lines and you will save storage space in your yards. And you won't need so many licences but I don't think you should go the full route.

"Take on those jobs you do best," Mr. Kershaw suggested. "Don't let your people do jobs that can be effectively done by other people at cheaper costs.

He gave picnic tables as an example. "There are correctional institutes that make a good table more cheaply than a lot of construction people. You can say it is a rainy-day job I'll put a man on. But, he's not saving you money if you can buy that table more cheaply elsewhere."

Work orders

Referring to work orders, Mr. Kershaw said "parks departments are jacks of all trades and we find that we are doing services for anybody and everybody.

"You have to carefully evaluate a lot of work orders. You may think you are going to make money but if you prejudice your parks operation you can cost yourself money. So you really have to look at each individual one and see how it fits into your staff and your schedule and what effect it is going to have on your primary job which is maintaining parks at a top level."

Speaking on rising energy costs, Mr. Kershaw believed that central yards are on the way out and that there would be more side-line yards.

"It is just too expensive to pull machinery out of a central yard to isolated parks. It is too expensive on lost work time of the crews. There will also be more decentralization with smaller work crews working out of individual park units."

Mr. Kershaw said that Metro Parks already has moved toward decentralization of staff.

"We have cut our office staff by one-third and we have moved people into the field thus putting more expertise into the field.

"Our experience has been that it is very healthy to rotate staff on a four to five year cycle. It opens up a whole new perspective for senior people at the supervisory level.

"We have also moved to a geographic foreman of staff rather than a task specific foreman of staff."

On the issue of pre-job training and job evaluation, Mr. Kershaw said that half the employees of the Metro Parks Department are temporary and one of the big problems they have to deal with is the high turnover. Many employees get trained, work for a couple of years and then they go into the landscape contracting business.

More winter work

"We are now moving toward more winter work so we can retain our staff on a year-round basis.

And we have an effective job evaluation card system to let us know the skills of each man.

"We run our own in-service training every Wednesday."

A number of slides showed improved arrangements which resulted in less maintenance.

"The day of the 21-in. rotary mower is going," he said. "Parks departments pay \$17 an hour for labor and cannot afford to have these fellows out there armed with these small mowers. We are now into rider mowers and you have to go that way because the best you are going to get is 1-1/2 to 2 acres out of a man with a 21-in. rotary. You put him on a rider mower with a 72-in. cut and you may be able to get four acres."

Changeover of beds

On showing a changeover from an annual bed to a shrub bed, Mr. Kershaw said "if you are forced to cut back on your beds and work in other types of material that are less maintenance intensive you have got to do it in stages.

"If you let your parks slip you are going to see more vandalism and more litter," he warned. "Once you drop your guard and you let maintenance slip it is very hard to get back." □



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Seek support for spring ad program

An appeal for support of the Nursery Marketing Council's radio advertising program to run in the spring in both Canada and the United States was made by Wayne Dickson, of Washington, D.C., public relations director for the American Association of Nurserymen and Paul Dawson, also of Washington, D.C., marketing director of the Nursery Marketing Council.

Mr. Dickson explained that the Nursery Marketing Council was "the coming together of lots of people in a co-operative effort."

Mr. Dawson who narrated a film shown, said: "When NMC was born two years ago it had this challenge, to increase the sale of living plants and related products and services. To meet that challenge we all agreed that there would be solid research that would lead to proven advertising that works. That job is completed; the plan is working, NMC's future depends on wholesale growers and suppliers in the nursery industry."

Radio best

Research showed that radio advertising would be the best medium for the advertising program. Mr. Dawson said that six radio messages were produced in all and before these commercial messages were even broadcast they won two of the most coveted awards in the advertising community.

"In the final test market last fall we found that more than 5% of all consumers said they were very likely to add more to their yard landscape in this coming year than in previous years. This industry

of living plants amounts to about \$3.9 billion in retail a year in living plants. Increase that by just 5% and you get \$195 million. Carve out your share of that piece of pie.

"NMC is going to begin advertising this spring. Whatever funds are available will begin to make the kind of difference we have been talking about. One day of advertising will cost about \$40,000 to cover the total U.S. and Canada market with effectiveness. We want a three-month program but until there is sufficient money to support it NMC will buy as many weekends as NMC funds permit. We call it the weekend scatter plan.

"Right now we have about \$160,000 on hand in NMC funds as we enter this spring. Divide that by \$40,000 and you get four days.

"NMC market tests tell us that we can reasonably expect to generate \$195 million in new sales of living plants and related products and services with a three-month period of advertising.

"In a couple of weeks you all will have available to you the list of the radio stations on which this advertising will run and it will be published in your magazines."

NMC support

Mr. Dawson said that NMC is supported by voluntary contributions of a quarter of one percent on a wholesale bill which is then matched by the participating vendor. These small amounts, are then pooled to create powerful ad-

vertising dollars for the nursery industry. It amounts to \$2.50 on a \$1,000 purchase.

He suggested this formula for NMC support: "Just show a quarter of one percent on the total purchase on your invoice before the final total. Indicate it as a voluntary contribution to NMC, then match it when it is paid and send the combined amount to NMC." □



Firms support Nursery Marketing Council

At the Landscape Ontario Congress, more than 10 firms added their support to the Nursery Marketing Council bringing the total number of Canadian participating companies to 17.

The firms are: Braun Nursery Ltd., Cannon Nurseries Ltd., Clayton Nursery Ltd., John Connors Nurseries Ltd., Downham Garden Sales & Supplies, Golden Acres Garden Centre, Groen's Nursery.

Little Tree Farm Ltd., Massot Nurseries Ltd., McConnell Nurseries Inc., Niagara Holland Nurseries Ltd., Parklane Nurseries Ltd., Reid, Collins Nurseries Ltd., Sheridan Nurseries Ltd., Paul Van Der Kroft Nursery, Walter Van Vloten Nurseries Ltd., and Ziraldo Farms & Nurseries. □

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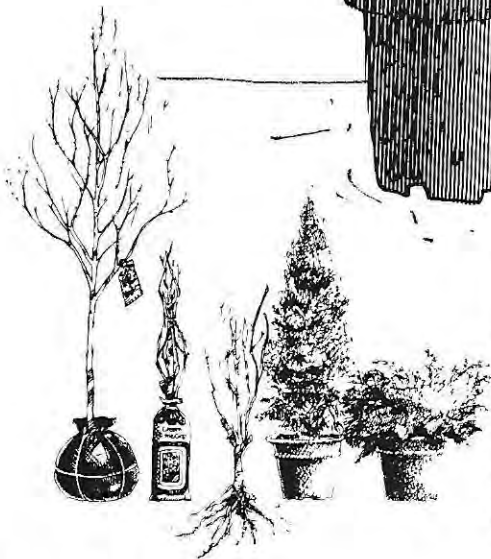
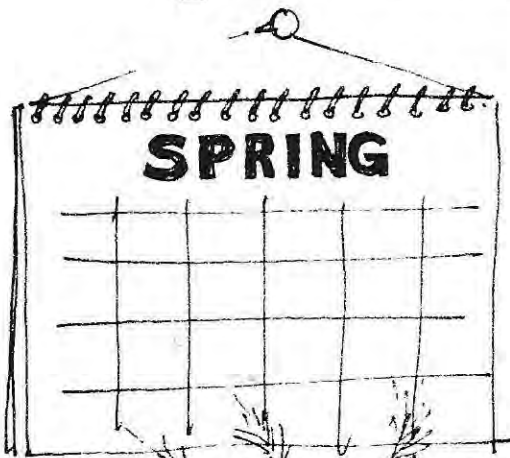
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'Growing with Canada since 1925'

L.O. 1980 Congress and Show set new records

by Art Joy

The Landscape Ontario Congress continues to get better in both activity and attendance.

The apt appeal of the 1980 Congress theme, "Investing in your future", is reflected in new records being set in both attendance to the Congress and the number of exhibits in the show.

The attendance of 3,400 was up a whopping 30.0% over 2,600 last year and the 97 exhibitors showing were an increase of 11.5% over the 87 exhibitors a year ago. Both the seminars and the show were well attended.

Despite portents of decline in other businesses and industries, the buoyant atmosphere of optimism that pervaded both the Congress and the Show augurs well for a good year ahead for the landscape industry.

Frank Kearney of H.C. Downham Nursery Co. Ltd. of Strathroy, was elected president for the coming year. He succeeds Karl Stensson of Sheridan Nurseries Ltd., Oakville.

Other officers elected: Barry Benjamin, Weall & Cullen Nurseries, Milliken, Ont., first vice-president; Neil Vanderkruk, John Connon Nurseries Ltd., Waterdown, second vice-president; Harold Deenen, Hank Deenen Landscaping Ltd., Scarborough, treasurer; Jim McCracken, Hugh McCracken Ltd., Brantford, secretary.

Directors: Horst Dickert, Lakeshore Landscape Associates Ltd., Mississauga; Rob Mori, Mori Nurseries Ltd., Niagara-on-the-Lake; Quint Slabbekoorn, Tritoma Nurseries, Ruthven; and Syd Queripel of D. Queripel & Son Ltd., Thornhill.

Dennis E. Souder is executive director and Bob Cheesman is Director, Member Services.

Past Presidents' Awards went to both Jim Bauer of Jim Bauer's Landscaping and Garden Maintenance, president of the Ottawa Chapter; and John Wright, Wright Lawn Spray Service Ltd., president of the Waterloo Chapter and who previously served as secretary of the provincial board of directors (Landscape Ontario).

The Landscape Ontario Garden Writers' Award was presented to Ken Reeves of Frank. O. Reeves & Son, Woodbridge, author of "Plants,

Answers That Work" now in its second printing. The book stemmed from a live phone-in CBC radio show on which Ken answered plant problems of listeners. What was to be a single appearance developed into a popular weekly attraction each Thursday at noon.

Frank Kearney, Landscape Ontario's new president, was awarded the Landscape Ontario Junior Achievement Award which goes to a junior nurseryman (under 35) in the industry for outstanding achievement in work for the Association.

Three-time winner

For the third straight year Knecht & Berchtold Ltd. of Brampton won the trophy for having the best exhibit in the Show.

The pre-registration draw prize of a trip for two to Banff, Alberta, was won by Martin Kovacs, MarBer Enterprises Ltd., Thornhill, a member of the Toronto Chapter.

Reaction by exhibitors about the Show was generally good. Some of their comments follow:

Manuel Sobrinho, Sheridan Nurseries Ltd.

Traffic was good this year. It was the best Congress yet. More enthusiastic too. And I saw lots of young people there.

Rein Kliczka, Thomas Equipment Ltd.

It started off slow and ended up with a bang. It was a good show. I am quite happy with the success of the last two days.

Howard Gallup, Farmers Supply & Equipment.

It was an excellent show. We certainly made some sales. The turn-out was terrific. I noticed a difference this year in the ratio of governmental type attendants as compared to former years when it was primarily landscapers. This year generally had a good group of both.

Peter Taylor, Leslie Taylor Mfg. Co. Ltd.

We really enjoyed the show. We had a good response from those coming to see the show. We had everything from landscapers to town-planners and architects coming to look at our lamp display. We had a good time here today (final) and the previous days of the show.

M. Palozzi, Aurora Importing & Distributing.

On our part we were very successful. We were very happy with it and we are coming back next year. This is our first appearance in the Landscape Ontario show.

Andy Blodgett, Willow Drive Nursery, Ephrata, Wash.

We came here with great expectations and we are very grateful for the amount of help and support that we received. This is one of three trade shows our company is participating in this week — one in Chicago, one in Ohio, and this one. This is our first exhibit in Toronto. Basically we are sold out for 1980 and almost sold out for 1981. Our feeling is that we support the people in the trade shows and the areas in which we sell our stock. So basically our presence here was not to sell stock but to meet new people and find out what their needs are in the lines that we carry. Mainly we distribute in B.C. which is a big growing area but we have no accounts in the middle provinces until we get over to Ontario and Quebec.

Roger Stewart, Verdyl Mulch of Canada.

It is a super show. We have participated in the show for three years and plan to enter an exhibit again next year and we'll take the same location.

Bob Patrick, Turf Care Products Ltd., Toronto.

We have been here every year and plan to be here again next year. The show gives us greater access to the customer on a one-to-one basis. They see our product out in the open and we see people we don't normally get to see through the season. We are able to supply more product knowledge by talking to a visitor with our product right in front of him.

D. Barnett, D. Barnett & Co. Ltd.
The amount of traffic is not as high as other shows but we are finding that we are reaching the kind of people we want to reach. We are looking for distributors and dealers and we have had several contracts already. I'm quite pleased with the way it is working for us.

Jim Willis, Acklands

This is the first time that we have showed at Congress. Our machinery has been used mainly by farmers in the past, but we

are pleased with the interest landscapers are showing now.

Greg Robertson, Robertson Florist, North Bay.

This year is better than others from the point of view of buyers because there were more exhibitors here than ever before. So there is a better selection. Plus, I think the overall quality of the booths is going up.

Richard Ryder, Halton Ceramics Ltd.

The show is good this year. It's good every year. It is not like the hardware show where you have lots of traffic but you don't know what anyone wants. Here you know. The traffic is good this year.

Response by exhibitors to a questionnaire was also encouraging.

To the question 'did this year's organization meet your expectations?' most respondents replied 'yes' with some adding such remarks as 'forward our appreciation to all concerned', 'It certainly did. We were very pleased.' 'well organized show, very professional' and 'Yes, congratulations for a job well done.'

Although most thought the facilities of the hotel satisfactory one respondent said 'loading and unloading facilities were not adequate', another, 'satisfactory but costly'. Other remarks: 'Opening and tearing down of exhibits - need I say more?'; 'checkout very slow and irritating.'

Comments on delegate interest and sales:

The best I have seen in four years. Interest good. People seem to buy more at Congress than in the past.

'Good volume of traffic. Best booking yet, at any trade show.'

Delegate interest was good, more sales would be a definite booster. Suggestions to improve the event; None really. Congratulations on a good job.

More time allotted to trade show. Start seminars at 10:00 a.m. Exhibits open noon until 10:00 p.m.

To accommodate all exhibitors more time should be set aside for the delegates to visit the booths.

The auditorium was uncomfortably cold and not conducive to good attendance.

Sales reps and distributors who do not buy exhibit space should not be able to work in the aisles. We feel banquet would be better moved back to the middle(Wednesday) night. □

The magazine welcomes additional comments.



John Wright receives the Past President's Award from Casey van Maris for service to the Association.



The Junior Landscape Ontario award for outstanding contribution to the industry and to the Association is presented to Frank Kearney (Pres., H.C. Downham) by Casey van Maris (Parklane Nurseries) a past president.



Ken Reeves (Frank O. Reeves & Son) receives the Garden Writer of the Year Award from Dennis Souder, Exec. Director of Landscape Ontario.

INSURANCE CORNER

Answers to some questions you might have about the Landscape Ontario Group/Life/Health Plan

Question: My wife is an employee of my firm. When we join the Landscape Ontario Group Life/Health Plan, must we both pay for health and dental coverage?

Answer: When you send your enrollment cards into us, just indicate that one is for your wife and we will not charge her for major medical, dental care or dependent life. She and your children will be included in your coverage, and your wife will have her own life insurance, accidental death & dismemberment and long-term disability coverage.

Question: I notice there is a \$25 deductible for each of dental care and extended health care. Do I have to pay the first \$25 each time a member of my family makes a claim?

Answer: The \$25 deductible is payable once in any calendar year. The deductible is the same for single or family coverage. If for example you had a prescription for \$10 and your daughter had a bill for \$15, the combination of the two would satisfy the family deductible for that year, and the insurance company would pay 100% of all eligible major medical bills from that point on.

Question: I am paying for my employees' OHIP coverage, and plan to enroll them in the L.O. Group Life/Health Plan. I do not wish to pay 100% for both coverages however, and wonder what the best way would be to split the costs.

Answer: If your employees are going to share costs, it would be best for them to pay for OHIP on their own. This is because any premiums you pay for OHIP on an employee's behalf are considered a taxable benefit, and your employee must pay tax on the amount of premium, just as if he had actually been paid that amount. The premiums you pay for group insurance are not considered to be a taxable benefit in the employee's hands, and he does not have to pay tax on that amount.

From your point of view, both premiums are considered to be a business expense and are tax-deductible.

Question: When is the best time to put money into the L.O. Retirement Savings Plan? I notice these plans are promoted heavily in January and February. Is that because this time of year is most suitable to deposit funds?

Answer: RSP's are promoted heavily in January and February because people are beginning to think of ways to save taxes at this time of year. Also the government allows you to make deposits within 60 days of the new year, and apply them against your taxes for the past year.

The best time to put money into a Registered Retirement Savings Plan depends on a number of factors. Two very important considerations are: Availability of money to deposit; and interest rate at the time of deposit. Since this is the end of your season, and

hopefully you have been paid for the work you've done, you probably will have some money available to deposit. Interest rates on deposits are currently very high and guaranteed for a period of 5 years. The combination of these two factors would make this a very desirable time to join the Landscape Ontario Registered Retirement Savings Plan. □

Does this sound familiar?

This is a story about four people named Everybody, Somebody, Anybody and Nobody. There was an important job to be done. Everybody was asked to do it. Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that, because it was Everybody's job. Everybody thought that Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody accused Anybody. □

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SPRING 1980 PRICE LIST

Evergreen Seedlings and Transplants

SIZE	Per 100	Per 1000
AUSTRIAN PINE (Pinus nigra)		
2 yr. seedlings 2-6"	\$15.00	\$70.00
3 yr. seedlings 4-10"	18.00	90.00
4 yr. seedlings 6-16"		
(rt. pruned)	20.00	110.00
2-1 yr. transplants 4-10"	40.00	225.00
3-2 yr. transplants 6-12"	60.00	300.00
3-2 yr. transplants 12-18"	75.00	500.00
Potted Austrian Pine 6-12"	115.00	
BRISTLECONE PINE		
4 yr. seedlings 4-6"	40.00	
JACK PINE		
2-1 yr. transplants 3-8"	25.00	
MUGHO PINE (Tyrolean dwarfest type)		
2 yr. seedlings 1-3"	14.00	70.00
2 yr. seedlings 2-4"	20.00	100.00
3 yr. seedlings 3-8"	40.00	160.00
4 yr. seedlings 4-10"	35.00	200.00
2-1 yr. transplants 4-8"	40.00	
PONDEROSA PINE		
2 yr. seedlings 2-5"	17.00	85.00
SCOTCH PINE		
3 yr. seedlings 4-10"	18.00	90.00
3 yr. seedlings 10-18"	20.00	110.00
2-2 yr. transplants 12-18"	40.00	
WHITE PINE		
2 yr. seedlings 2-5"	19.00	95.00
2-2 yr. transplants 7-14"	50.00	
COLORADO BLUE SPRUCE		
2 yr. seedlings 2-6"	15.00	75.00
3 yr. seedlings 3-8"	19.00	95.00
4 yr. seedlings 5-10"	24.00	120.00
4 yr. seedlings 8-12"	35.00	170.00
3-1 yr. transplants 5-10"	50.00	275.00
3-2 yr. transplants 5-10"	70.00	400.00
3-2 yr. transplants 10-16"	100.00	
NORWAY SPRUCE		
2 yr. seedlings 2-6"	15.00	75.00
3 yr. seedlings 6-9"	24.00	120.00
2-1 yr. transplants 3-6"	30.00	
2-2 yr. transplants 4-12"	40.00	
SERBIAN SPRUCE (Picea omorika)		
3 yr. seedlings 4-8"	35.00	175.00
2-1 yr. transplants 6-8"	80.00	
WHITE SPRUCE		
2 yr. seedlings 2-6"	15.00	75.00
3 yr. seedlings 4-8"	24.00	115.00
2-1 yr. transplants 5-10"	50.00	250.00
2-2 yr. transplants 8-12"	60.00	325.00
3-2 yr. transplants 10-15"	65.00	350.00
BALSAM FIR		
2 yr. seedlings 2-4"	28.00	155.00
3 yr. seedlings 4-8"	40.00	
3-2 yr. transplants 8-14"	65.00	
CONCOLOR FIR		
3 yr. seedlings 2-6"	32.00	165.00
DOUGLAS FIR (Colorado Seed Source)		
3 yr. seedlings 4-10"	16.00	80.00
2-1 yr. transplants 4-10"	40.00	
FRASER FIR		
2 yr. seedlings 2-4"	30.00	150.00
3 yr. seedlings 4-8"	35.00	
RED CEDAR		
1 yr. seedlings 2-6"	25.00	130.00
WHITE CEDAR		
2 yr. seedlings 2-4"	25.00	125.00
3-1 yr. transplants 4-8"	50.00	

SIZE	Per 100	Per 1000
CANADIAN HEMLOCK (Tsuga canadensis)		
2 yr. seedlings 3-6"	25.00	
3 yr. seedlings 6-10"	50.00	200.00
2-2 yr. transplants 6-10"	70.00	
EUROPEAN LARCH		
1 yr. seedlings 1-3"	15.00	90.00
2 yr. seedlings 8-14"	30.00	180.00
DECIDUOUS TREE SEEDLINGS		
GREEN ASH		
2 yr. seedlings 2-6"	13.00	65.00
2 yr. seedlings 6-12"	18.00	90.00
2 yr. seedlings 2-3'	40.00	
Transplants 12-18"	30.00	170.00
Transplants 18-24"	40.00	200.00
WHITE ASH		
1 yr. seedlings 2-6"	13.00	65.00
1 yr. seedlings 6-12"	18.00	90.00
2 yr. seedlings 12-18"	20.00	140.00
2 yr. seedlings 18-24"	35.00	170.00
2 yr. seedlings 2-3'	45.00	
EUROPEAN WHITE BIRCH (Betula alba)		
1 yr. seedlings 4-8"	22.00	160.00
2 yr. seedlings 18-24"	45.00	260.00
2 yr. seedlings 2-3'	55.00	325.00
PAPER BIRCH (Betula papyrifera)		
2 yr. seedlings 6-12"	22.00	190.00
2 yr. seedlings 12-18"	35.00	225.00
2 yr. seedlings 18-24"	42.00	275.00
MANITOBA MAPLE		
1 yr. seedlings 2-6"	17.00	90.00
2 yr. seedlings 2-3'	40.00	
2 yr. seedlings 3-4'	55.00	
NORWAY MAPLE		
1 yr. seedlings 2-6"	18.00	90.00
2 yr. seedlings 6-12"	30.00	170.00
2 yr. seedlings 12-18"	50.00	
SILVER MAPLE		
2 yr. seedlings 6-12"	25.00	200.00
2 yr. seedlings 12-18"	40.00	
2 yr. seedlings 18-24"	50.00	
SUGAR MAPLE		
1 yr. seedlings 2-6"	25.00	
2 yr. seedlings 12-18"	40.00	
RED MAPLE (Acer rubrum)		
2 yr. seedlings 6-12"	35.00	
2 yr. seedlings 12-18"	50.00	
WHITE MULBERRY		
2 yr. seedlings 6-12"	20.00	
2 yr. seedlings 12-18"	25.00	
LITTLE LEAF LINDEN		
1 yr. seedlings 2-6"	35.00	
2 yr. seedlings 4-10"	55.00	
2 yr. seedlings 18-24"	80.00	
EUROPEAN MOUNTAIN ASH		
2 yr. seedlings 6-12"	30.00	150.00
2 yr. seedlings 12-18"	40.00	200.00
2 yr. seedlings 18-24"	50.00	
HONEY LOCUST (thornless)		
1 yr. seedlings 2-6"	20.00	100.00
2 yr. seedlings 6-12"	25.00	125.00
FLOWERING CRAB		
1 yr. seedlings 2-6"	20.00	
RED OAK (Quercus rubra)		
Seedlings 12-18"	55.00	
PIN OAK (Quercus palustris)		
Seedlings 18-24"	70.00	

SIZE	Per 100	Per 1000
WHITE OAK (Quercus alba)		
Seedlings 8-12"	50.00	
HACKBERRY (Replaces American Elm)		
2 yr. seedlings 3-6"	20.00	
2 yr. seedlings 6-12"	30.00	180.00
BLACK WALNUT		
1 yr. seedlings 8-12"	37.00	
Per 10 \$6.00		
CHINESE CHESTNUT		
1 yr. seedlings 8-12"	50.00	
Per 10 \$7.50		
DECIDUOUS SHRUB SEEDLINGS		
AMUR MAPLE		
Seedlings 2-6"	18.00	
Seedlings 6-10"	25.00	
SMOKE BUSH		
Seedlings 2-5"	20.00	
TATARIAN HONEYSUCKLE		
Transplants 6-12"	25.00	
Transplants 12-18"	35.00	
CARAGANA		
Seedlings 6-10"	20.00	
CHOKEBERRY		
Transplants 6-12"	20.00	
RUSSIAN OLIVE		
Seedlings 2-6"	25.00	125.00
Seedlings 6-12"	35.00	175.00
AUTUMN or CARDINAL OLIVE		
Transplants 12-18"	60.00	
SILVER BERRY		
Seedlings 3-8"	25.00	
Seedlings 6-12"	35.00	
RED OSIER DOGWOOD		
6-12"	30.00	
18-24"	40.00	
2-3'	50.00	
GREY DOGWOOD 6-12"	40.00	
MULTIFLORA ROSE		
2 yr. seedlings 6-18"	30.00	175.00
ROSA RUGOSA		
Seedlings 6-18"	30.00	
SUMAC		
Seedlings 12-18"	Per 10 \$7.00	35.00
Seedlings 18-24"	Per 10 \$8.00	45.00
Seedlings 24-30"	Per 10 \$12.00	80.00
HEDGING PLANTS		
CHINESE ELM		
Seedlings 3-8"	17.00	85.00
Seedlings 6-12"	22.00	110.00
Seedlings 12-18"	30.00	150.00
Seedlings 3-4'	60.00	
COMMON LILAC (Purple)		
Seedlings 1-3"	15.00	90.00
Seedlings 3-8"	20.00	
Seedlings 12-18"	45.00	
PRIVET (Amur River) 12-18"	37.00	
GROUND COVERS		
VINCA MINOR (Periwinkle)		
Ideal ground cover in shade	35.00	300.00
PACHYSANDRA TERMINALIS		
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Low growing in any soil		
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Sod price to rise substantially in 1980

by Barbara Tweedle, Secretary
Nursery Sod Growers of Ontario

The cost of sod is expected to increase substantially in 1980. This was indicated by industry trends of the essential supplies for sod production forecast by guest speakers in a panel discussion on the "sod program" of the Nursery Sod Growers Association of Ontario held in conjunction with the recent 1980 Landscape Ontario Congress at the Sheraton Centre Hotel in Toronto.

The speakers, representatives of industry-related fields, informed the sod growers of the availability and price estimates of their products for 1980, using 1976 as the base year for comparison purposes.

"Devaluation of the Canadian dollar (now 18¢ less than the U.S. dollar)," said Gene McCann of Albion Seed Ltd., "has helped to increase the price of seed to Canadian growers. This factor aided by the drop in seed acreage production (as far as Merion is concerned) and unfavourable weather conditions in the 1978 and 1979 crop years has driven the price of seed up by 170% in the case of Merion and 83% in the case of Baron, since 1976." The law of supply and demand dictates higher prices for this year, but with improved seed yield and favourable weather conditions for 1980, prices may come down for the 1981 planting.

Chemicals, pesticides up

Rod Hermitage of Green Cross Products predicted that Phenoxy related materials will rise approximately 30% in price for 1980 and

other chemicals will increase by 10-15% per year between 1981 and 1985. Due to the cost increase in raw materials, pesticides have almost doubled in price since 1976. If fuel costs continue to rise drastically, then the price of chemicals will climb even higher in the future. Present market situations allow formulators to buy on a load to load basis and pay the current going price. Raw material orders are shipped at current prices, not the price in effect at the time of placing the order.

Dr. Richard Allman of Bradford Fertilizer Ltd. informed the growers that there was a good supply of fertilizer available and that no shortage was foreseen in the near future. With the cost of freight having doubled, the U.S. exchange rate, and the increased world demand for fertilizers, since 1976 prices have increased by 46% for Muriate of Potash and 62% for Mixed Fertilizer. With natural gas an important ingredient in fertilizers and the cost of fuel constantly rising, Dr. Allman anticipates another price increase before the spring season.

Gerry Brouwer of Brouwer Turf Equipment Ltd. stated that the price of equipment on the average has doubled in the last five years and it will probably double again within the next four. A 15% increase is seen this year for equipment, and parts will probably increase by 20% during 1980. Mr. Brouwer informed the growers that some hydraulic components were becoming difficult to obtain.

Fred Zander of Zander Sod Co.

informed the group that the sharp increases in the cost of fuel would directly affect the trucking industry. Repair costs seem to be experiencing an 8-15% increase annually with trucking equipment somewhat taking the lead. Wages for truck drivers have increased by approximately 39% since 1976. Many repair parts have risen by over 75%. Typical commonly used truck tires (1000-20-12 ply) have also risen at that pace.

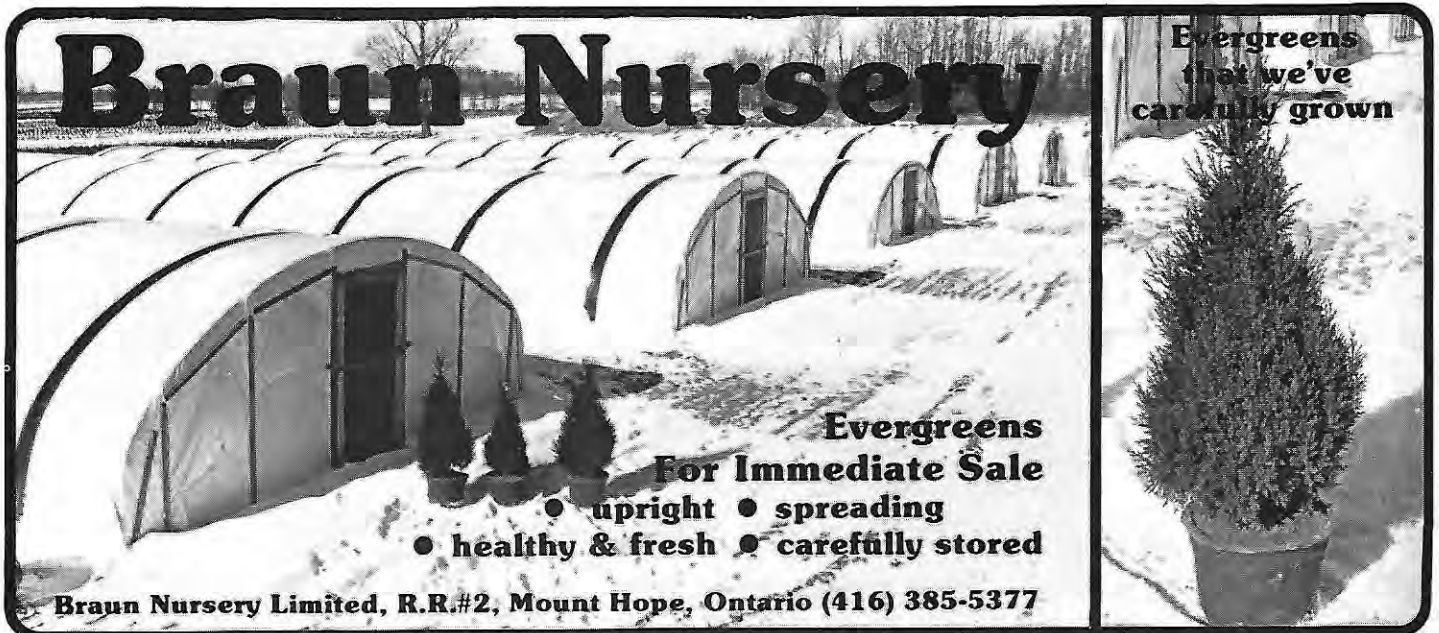
Wages to rise 10%

Cost of Labour was related by Bill Campbell of Fairlawn Sod Nursery Ltd. with his opening statement that the unemployment rate is expected to rise slightly from 6.6% in 1979 to 6.9%* in 1980 in Ontario. For seasonal help at least, the labour situation will be similar to that of 1979. The Consumer Price Index is expected to rise by 9.8% in 1980 with an annual inflation rate of 10.5%.

Because the cost of living rose higher than expected in 1979, employees will probably be looking for wage increases around the 10% area. Wages for seasonal personnel will probably be kept around an 8% increase. Compared with 1976, wages, especially with the combined fringe benefits, have risen by 50%.

All in all, the sod industry received a rude awakening as the above costs represent 60 to 80% of the cost of sod production. Sod prices have hardly risen since 1975, but with the product cost increases rapidly accelerating, it is likely that sod will cost substantially more in 1980.

*In mid-February, Statistics Canada reported the jobless rate at 7.4%. □



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LETTERS

Dear Dennis:

I would like to take this opportunity to thank you for your kindness on Wednesday, January 23rd when you escorted me around your convention.

I would also like to thank Landscape Ontario for making me an Honourary Member of their Association, as well as the 1979 set of coins which you presented to me. I certainly appreciate your thoughtfulness and that of Landscape Ontario.

Once again, thank you very much.

Lorne C. Henderson

Minister of Agriculture and Food
Toronto, Ont.

Dear Editor:

I found the writers' workshop very helpful in establishing my approach to writing. Not only were the ideas and techniques gained from Mr. Ross of interest but also the views of other members about their magazine were of benefit.

Gail Johnson
Research Technician
Univ. of Guelph

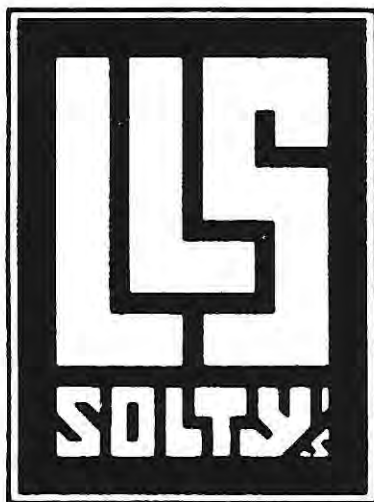
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Arboretum to benefit horticulture interests

Since the appointment of a director in July, 1978, the Humber Arboretum has begun progress toward its ultimate objective: "To develop into an outstanding horticulture facility within Southern Ontario of benefit to both the community and to those with horticultural interests."

The Humber Arboretum, a 300 acre tree museum concerned with education, passive recreation and conservation, is located astride the West Humber River between the Claireville Conservation Area dam on the north and Highway 27 North on the south-east. It lies adjacent to Humber College's North Campus.

The Arboretum is jointly managed by four agencies, those being Humber College, the Metropolitan Toronto Parks Department, the Borough of Etobicoke Parks and Recreation Services Department and the Metro Toronto and Region Conservation Authority (M.T.R.C.A.). Each of these agencies has a particular function to perform. The M.T.R.C.A. looks after all land acquisitions; Humber College provides all administrative services; and the Borough of Etobicoke and Metro Parks share equally all ongoing operational costs.

1977 agreement

The Arboretum property was designated in 1974, but it wasn't until 1977 that the four-party management agreement was finally signed by the participating agencies.

Until early 1979 the Arboretum development included a parcours jogging and exercise trail, a network of nature trails and 10 acres of landscaped parkland.

Recently the Howard Dunnington Grubb Foundation has donated \$152,000 and Imperial Esso \$5,000, both of which will be matched by Wintario and the participating management agencies. These monies, along with other smaller donations which have been received, total nearly a half million dollars, and will go towards the development of the Howard Dunnington Grubb Gardens, an Orientation and Nature Study Centre and outdoor amphitheatre, and an official Arboretum Entryway.

The Toronto Garden Club also has donated \$20,000 which will be matched by Wintario, and will go towards the development of a composite wild flower garden.

Arboretum hub

When completed, these recent developments will act as the hub or core of the Arboretum, from which visitors will proceed to the other areas of interest, such as specific collections or natural areas.

The Arboretum has now reached a position of some significance within the Metro community. Development, however, has really just begun. Funds are still required for bridge construction to span the West Humber, for plant collection development and to develop a suitable valley drainage system so that the total area might have optimum use.

Program development is another area in which the Arboretum has been active. Over the past year the Arboretum has conducted nature study tours and classes for elementary school children, sponsored a Grounds Maintenance Training Program for the developmentally handicapped, offered Landscape and Horticulture Seminars and Landscape Technology credit courses in the evenings.

The Arboretum will always maintain an educational focus. It does and will provide practical training in such horticultural skills as chemical and spray techniques, pruning principles and practices, plant identification, entomology, general cultural practices related to growing plant materials, landscape construction practices, plant material forms and habits of growth and related uses, biological insect control, effects of plant materials on localized climates, hardiness of plant materials under many different growing conditions, grafting and budding practices and some nursery training.

Expansion planned

There is a need for such a facility in the Metro area and the Arboretum hopes to continue to expand its facilities and programs to meet this need.

It is hoped that the community as a whole will make use of this living library of existing native and introduced plant material, and that the horticultural trades will use it as a tool to meet their own immediate future educational needs. □



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Large organizations best for the industry

"I believe that it is critical to the future success of horticulture in Ontario that we have strong trade organizations and that you participate as individuals in the discussions relating to research and the needs of the group," Dr. Clay Switzer, Dean of the Ontario Agriculture College, University of Guelph, told the 1980 L.O. Congress.

"I fully realize that each group or organization likes to have its place in the sun but I think it is essential that we do not proliferate into too many small groups. I think we all understand that many of the problems that will face horticulture in the future are related to government actions. Governments, in my experience, listen more to large organizations than they do to small ones."

Stressing the importance of promoting the industry to the general public, Mr. Switzer said: "Society is very much aware in 1980 of the importance of a quality environment. That awareness, and public interest in the environment, will increase in the future. Thus an important key to a successful future in horticulture is to make the public aware that your industry is central to the development of the kind of environment that everyone would like to have."

Improving communications

He said interaction between ornamental horticulturists and researchers has been reasonably good but suggested it could be improved by considering these points:

- Attendance at meetings where nurserymen, landscapers, researchers and interested home-owners can meet to discuss problems that need attention.
- Communication to the researchers of problems that need attention.
- Better ways of getting information from researchers to the users of the new information.

He gave these areas that he felt are badly in need of additional research:

1. The use of marginal land to grow fruits and vegetables.
2. New more energy-efficient plant types that will grow under less than optimal light and temperature conditions.
3. Varieties of plants that will require less nitrogen, less water.

4. The development of better growth regulators — "We have some fairly good ones now but they do have a slight phytotoxic effect on grass. Indeed, these chemicals probably offer one of 'the greatest promises for the future.'"

5. Additional research is required on the post-harvest storage of fruits and vegetables, and also of ornamental plants.

Optimistic view

Earlier Dr. Switzer said: "I am particularly optimistic about the future of agriculture and horticulture because I firmly believe that we are in an important industry and that people in this industry have the ingenuity to find ways to solve the problems of the future."

"However, it is important that we recognize and understand as fully as possible the problems that we are most likely to face. We must also recognize our existing strengths and find ways to build on those strengths."

"If we do these things we will have done what the 1980 Congress theme has advised us to do — Invest in our future."

Pointing out that fuel costs in the greenhouse industry have doubled since 1975, Dr. Switzer said "ways must be found to reduce these costs by using waste heat, and new construction techniques such as thermal screening and solar panels."

As an example of higher fuel costs affecting all uses of machinery, Dr. Switzer said mowing grass uses a great deal of petroleum energy.

"We could make great savings if we could find ways of slowing down the growth rate of turf. Less fertilizer and the use of growth regulating chemicals would have this effect, but we would have to be prepared to live with turf that is slightly less attractive in appearance."

"However, as higher fuel costs also might mean a reduction in pleasure travel, this would mean more activity around the home and in nearby parks and golf courses thus providing more opportunities for the landscape and garden maintenance industries."

More regulations

He expects an ever-increasing number of regulations to affect

the horticultural industry. As more and more Canadians become interested in the quality of the environment they will request governments to make changes in regulations which presumably would make the environment better. But he hoped that before new regulations are made, there is adequate consultation between the governments and knowledgeable people.

Declaring a need for greater efforts to reduce labour input, Dr. Switzer said he saw the whole industry moving further toward automation. "With the increasing availability of small computers, more companies will utilize this technology. This means that the nurseryman and landscaper must become an even better manager than at present and it would seem likely that financial management will become the most important factor in all phases of the horticultural industry in the near future."

Despite the need to reduce labour input, Dr. Switzer reported that the interest of young people in the ornamental horticulture area at Guelph continues and told of more than 100% gains in both the two-year Diploma Horticulture Program and in the four-year Degree course in Horticulture since 1974.

However, he expressed concern about the small number of students going in for graduate study in order that they may carry out research and/or become involved in university or college teaching. He said the number of graduate students have decreased markedly in the last three or four years.

New programs

"Some of the new programs that are developing at Guelph are:

1. Internship in the degree program.
2. More independent study courses for the diploma in agriculture and more non-credit courses, with the hope of additional independent study courses for degree credit.
3. The Landscape Architecture Program has now become five years in length and some professional experience is involved before the students graduate. Also, more activity in the MLA program.
4. More use of the Arboretum in teaching programs. A biologist in the Arboretum is taking the lead in offering programs for the benefit of all people who are interested in this area of woody plants. □

INDUSTRY ACTIVITIES

Frank G. Kearney, president of H.C. Downham Nursery Company, Limited is pleased to announce that the company has agreed to purchase an additional 170 acres of land for use in the propagating and growing of its product line. The company now owns approximately 725 acres of land and rents an additional 80 acres. The land acquisition program is designed to make the company self-sufficient in its productions of shrubs, vines, evergreens and most fruit and ornamental trees. The company's long term goal is to limit purchases for resale to roses and certain specialized types of fruit and ornamental trees. □

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How not to make your Association work

1. Stay away from meetings.
2. If you come find fault.
3. Decline office or appointment to a committee as this could make you responsible for something.
4. Get sore if you aren't nominated or appointed.
5. After you are named, don't attend board or committee meetings.
6. If you get to one, despite your better judgement, clam up until it's over. Then sound off on how things really should be done.
7. Do not work if you can help it. When the Old Reliables pitch in, accuse them of being a clique.
8. Oppose all banquets, parties and shindigs as being a waste of the members' money.
9. If everything is strictly business, complain that the meetings are dull and the officers a bunch of old sticks.
10. Never accept a place at the head table.
11. If you aren't asked to sit there, threaten to resign because you aren't appreciated.

12. Don't rush to pay your dues. Let the directors sweat; after all they wrote the budget.

13. Read mail from headquarters only now and then; don't reply if you can help it. □

Something to think about!

One way to make better use of time and knowledge is to have an information centre, manned by a highly knowledgeable person. The biggest product you have to sell is information. Another way to give out information is in the form of handouts with your logo, firm name and address. One successful nursery runs house plant clinics. Another operates a diagnostic centre, charging customers for diagnosis of their plants' ills. One firm in southern California has produced four visual programs showing how to water a plant. When the machine was on, sales of fertilizer or related items went up 46%. When the machine was removed, sales went down. So an audio-visual machine can not only be a self-teaching device, but also a sales promoter. □

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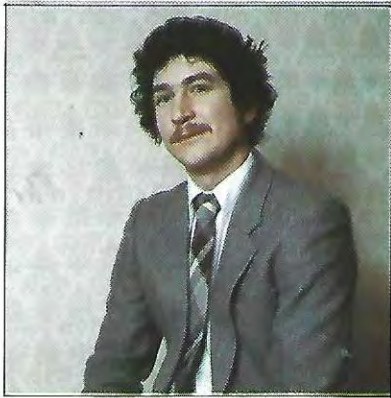
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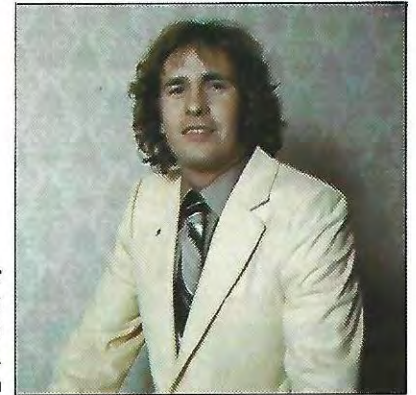


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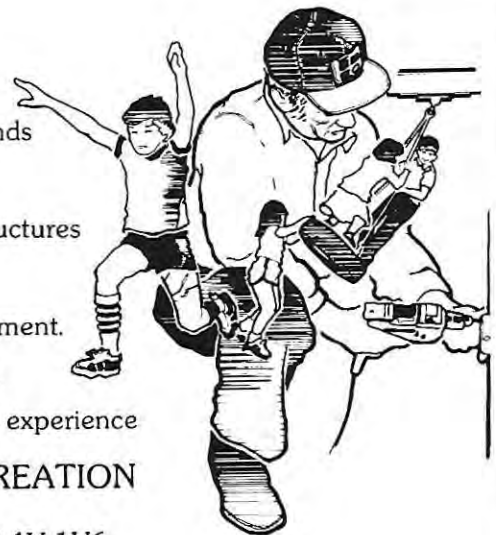
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- 2) It is also reported that private tree companies are not using tree paint on tree wounds since it has been found to be ineffective in preventing decay.
- 3) In another research project on the pruning of trees during transplanting, it was found that the less foliage removed the better, so the tree has the maximum foliage to produce the food needed to establish new root growth.

The following tree and shrub maintenance can be completed during the winter months of November, December, January and February:

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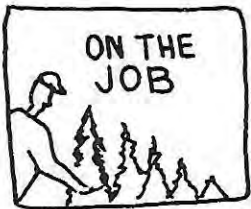
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Bob Cheesman (Director, Member Services, Landscape Ontario), and Howard Gallup (Farmers Supply & Equipment) congratulate Martin Kovacs who won the trip for 2 to Banff at the Landscape Ontario Draw, as Jim McCracken (Hugh McCracken) holds up his hand and Karl Stensson (Sheridan Nurseries) and Mark Cullen (Weall & Cullen) look on.



The Honourable Lorne Henderson, Ontario Minister of Agriculture and Food receives a plaque commemorating his honorary membership in Landscape Ontario after giving a speech at Congress. Karl Stensson (Landscape Ontario president 1979) presents the plaque on right.

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Reinstated plant import regulations violate agreement with CNTA in 1979

Regulations requiring import permits for plant materials from the United States have been reinstated, Agriculture Minister John Wise has announced from Ottawa.

The regulations were in effect until 1975, when they were suspended on a trial basis.

Basically, the reinstatement means that Canadian importers of plant materials will be required to apply for permits from Agriculture Canada. Imports must then be accompanied by necessary certification.

"The regulations will allow us to once again closely monitor import levels of importations of plants and plant materials from the U.S.," Mr. Wise said. "They already apply to importers bringing such material into Canada from anywhere else in the world."

In addition to providing statistical information, control procedures can be put into place where there is a

chance that plant material could result in diseases or pests entering Canada.

"All imports must be accompanied by certification that the material is free from such problems. For instance, it would be unlikely that we would allow the importation from the United States of tobacco seedlings this spring," Mr. Wise said. "We experienced a big problem with blue mold disease last summer, and wouldn't want to take a chance with imported seedlings just in case they carried the disease."

Mr. Wise said the regulations should pose few problems for Canadian companies that now import plant materials from the U.S.

Landscape Ontario has learned that according to an Agriculture Canada official, there is now a substantial backlog of permit applications for nursery stock imports from the United States. As a result, Plant Quarantine officials have been instructed not to delay the entry of a shipment of plant

material for lack of a permit. United States suppliers should mark their export papers with the notation "import permit applied for" if the permit is not received prior to the shipment.

Many people in the industry think that the introduction of the permit system for imports of plant material from the United States violates an agreement made last year between Agriculture Canada and the C.N.T.A.

Political decision

"It would appear that the new requirement is primarily a political decision made necessary by the criticism received by the government concerning blue mold disease coupled with a lack of co-operation between customs, agriculture and postal officials.

"It is unfortunate that the nursery industry must suffer the inconvenience of a permit system when it has done so much to educate its members as to the plant quarantine requirements. The timing of this announcement, just prior to the busy Spring shipping period, together with the four week backlog in the permit office, couldn't come at a worse time." □

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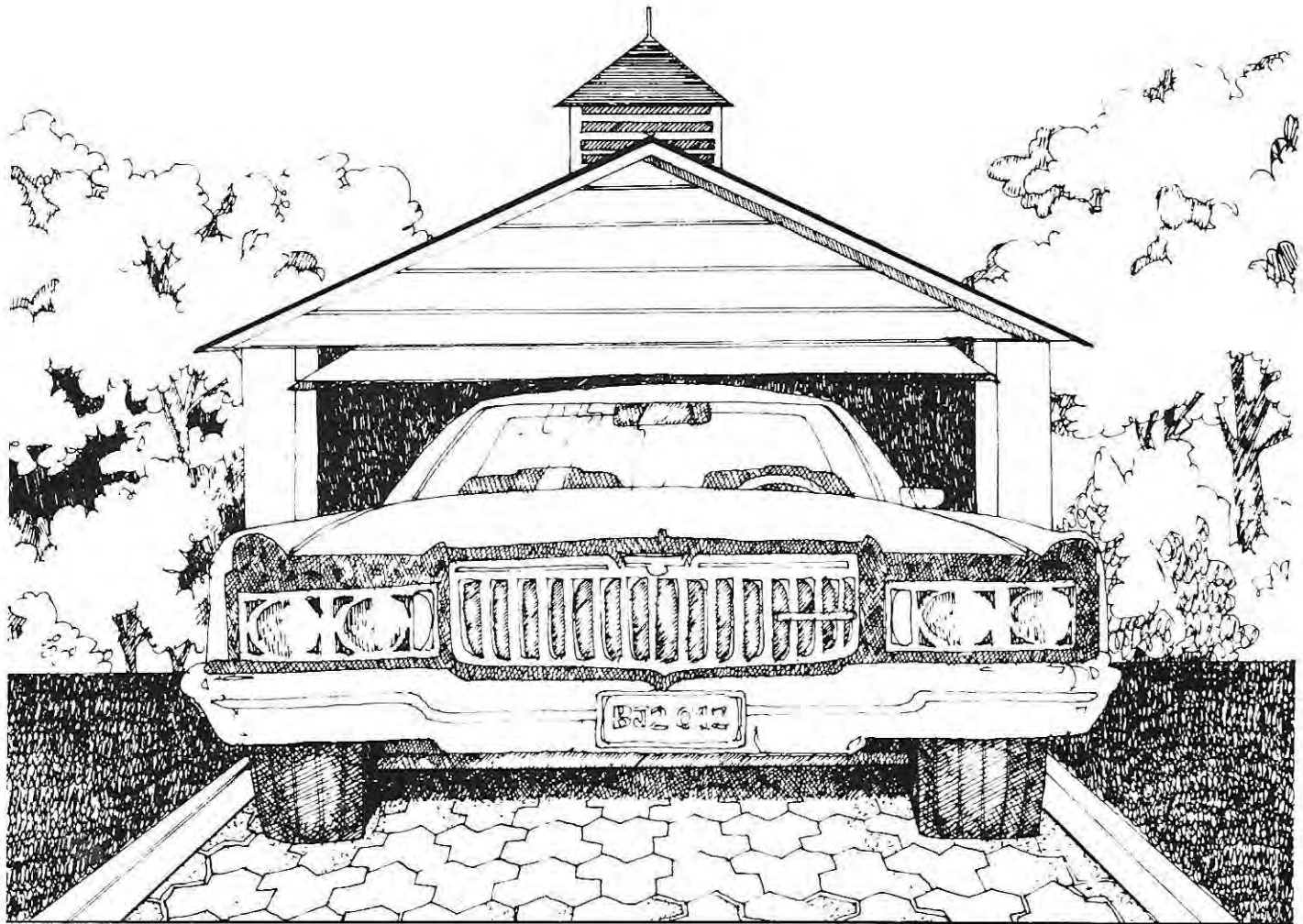
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"We have to develop a working capital and generate it into the business. Nobody should feel that they can borrow their way into a good nursery. Internal growth should come from earnings high enough to generate a throwoff that can be re-invested in the business."

This was one of the key points made by Melvin Brady of Melvin Brady & Associates, marketing management consultants in Brea, Calif. who spoke on marketing and sales development at the Landscape Ontario 1980 Congress.

According to a study he conducted of Garden Centres throughout California and elsewhere, Mr. Brady said 10% of nurseries show a net profit of from 10-15% on sales; 40% of the nurseries in the United States are in the 5-10% net profit sales area; another 40% make only 1-5% net profit on sales — not enough to replenish capital — and there are 10% of nurseries who are not making a profit.

High gross profit

Yet he told of one garden centre that after seven years of operation has a 61% gross profit. In other words, of \$296,333, 61% was gross profit and 38% was what the merchandising cost him.

"He has almost a 3-time mark-up. He bought something for \$5 and sold it for almost \$15 on an average. And this includes a lot of garden tools on which there is only a 40% mark-up. So what do you think he is making on green goods, and hanging baskets, etc.?"

"This is a full service nursery of high quality. He's picked a certain select market in a city. He says he doesn't even expect to sell to the people who want low products and low quality. He said the people who come into his nursery want high quality plants and expect to pay a high price for them. And he said 'we have our people so well trained that the people coming to our store are very happy being here.'

"For example, he has a staff meeting once a week just on training. He knows exactly what he wants his people to do and how they should respond to customers and teaches them to do it. This is

his seventh year of operation and before that he was not in the industry. I thought this was pretty good for a guy who can learn an industry and do that in his seventh year."

Mr. Brady explained that with the operation's 61% gross, expenses included 14% on salary and wages and 6% on officers' salaries for a total of about 20% for labour costs.

Labor costs

"If you can keep your labor costs at or below 20% generally you are doing well. The two important keys are: a gross profit of more than 50% and a labour factor of less than 20%."

Returning to his example, Mr. Brady said the \$296,000 figure was 100% of annual sales.

"Now he paid 38% for the product leaving a gross profit of 61%. And out of that 61%, 20% is total labour.

"I've seen it down as low as 15% on some operations.

"If this man shows a 15% profit, (15% of \$300,000 = \$45,000 after management earnings) maybe they will take out 8% to 10% of that \$45,000 a year in retained earnings. That still leaves \$25,000 or \$30,000 for additional growth capital so that the following year they can have bigger inventory or increase size, or buy new registers, or they can increase personnel benefits. In this case he put it back into retraining and upgrading the skills of his people.

"Now there aren't many nurseries like that but this is the kind of nursery I would like to see more of.

"You've got to buy right, and you've got to price right and you've got to develop a sales staff that can sell it for you at that higher cost. That's the real secret.

"You can mark anything on it that you want but your total store image has got to be consistent with what you want to charge.

"Once you have certain guaranteed fixed costs that are set and you can run through a lot more volume, then your profits accumulate rapidly."

Shows weakness

Showing the financial statement of another nursery that had depleted current assets, Mr. Brady said "an overdraft is the most

serious indication of weakness in your capital structure.

"The very fact that a supplier calls for a reference and you have an overdraft, makes the bank wonder about suggesting that you have another liability. So the supplier might say that no more credit be extended. Not that he doesn't like you. He just has to protect his own. He knows that the retailer is overextended and is not meeting his current obligations to the bank. Surely he won't recommend that he have additional obligations."

Pointing out that the nursery business is very critical, Mr. Brady said that operating costs vary greatly because each nursery is so independent from the other.

"But the key issue is a gross profit above 50%. 55% is what we are striving for and labor factor of less than 20%.

"Now all other costs should be in proportion to your sales and in proportion to the kind of business you are doing. But it has been my observation that most nurseries spend very little money on personnel improvements. I hardly ever see a nursery that will spend \$2,000 a year on training personnel.

"We can't just hire people and take it for granted that they know how to do it. We really need in-store training and it can best be done by whoever runs the store. You could spend a few hundred dollars a month and get several thousand back in return."

Mr. Brady said he rarely saw funds allotted to training on statements and said he would like to see 1% or 2% spent on employment development.

Departmentalization

Turning to ways of improving departmentalization, Mr. Brady said: "Instead of having all people selling all things in all areas, try to have someone responsible for a particular area.

He gave this example:

"Ron, would you take this section here and be responsible. I want you to be an expert on all hard goods and tools. Don't just say 'this is a nice shovel.' You should be able to tell the customer that the handle is hickory and it's a case-hardened steel shovel that is

Continued on page 39

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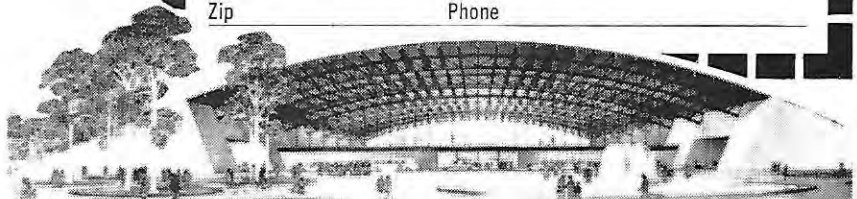
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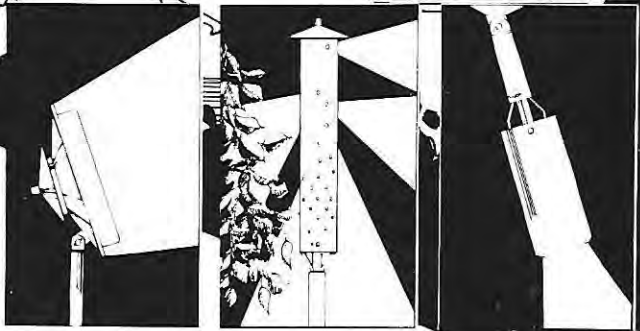
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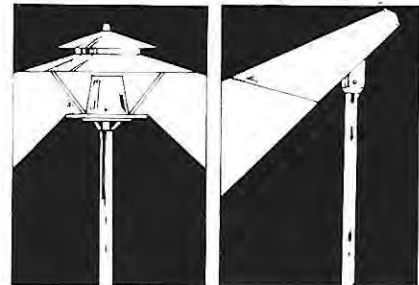


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Continued from page 36

bevelled this way for this and that reason. In other words you've got to know specific product information to help sell that product, and at our sales meeting I would like you to tell everybody else in the store how they can sell these better. These are your suppliers and I want you to sit in with me each time we take an order. Every time that salesman comes in on those product lines you'll be right with me. You get from him all kinds of literature and in your own mind decide who you want to have come to our store and teach our people how to sell his products.

"Do you know that the supplier will bring you point of sale information, give you advertising mats and advertising layouts? In some cases they will even give you co-operative money to advertise. You can even get them to come in and help set up displays.

Builds rapport

"Now that is if you have a manager who is handling just the one section, and who is so concerned with it that he builds that rapport with his suppliers.

"Now if you were in a wholesale supply business to the nursery industry, the best thing you can do is to tie a nurseryman to you

and have him buy from you repeatedly. You become almost an exclusive source if you offer those services to him.

Mr. Brady said wholesale salesmen don't like to get that involved in the retail business but where they do, they will find that they can give that store good ideas on retailing; and the wholesale salesman selling to the retail trade should be a specialist in the retail merchandising of his product line.

"There may be some wholesalers who disagree and say that they just don't have the personnel and the time and money to do that, but I can only come back and say the best thing for the wholesaler, in order to make more money, is to train his staff on retail merchandising methods so his staff can easily and quickly disseminate information to the retailer. That retailer is so grateful to have somebody who knows how to sell that product showing him how, that he rewards the wholesaler with long and continued service.

Integration essential

"We have to have this integration within the industry. If we don't have integration we are losing about 4 to 6% growth profit.

"The grocery chains do have that integration. They are so verti-

cally integrated that the same company that owns the retail stores also owns the wholesale store, the manufacturing plant, and even the tuna fleet. So they have full integration from the supplier all the way down to the consumer. Because they have that integration they gain an advantage over everybody else where these segments are independent and have a feeling or an attitude of dissociation with the next level.

"There's about 6% slippage or loss of the retail dollar that could be earned by wholesalers and retailers working more closely together."

"But nurseries don't have much product identification. There are few things that consumers know less about than green goods. A survey showed that less than 10-17% of the people contacted knew the names of the products and plants that they had in their own yard.

"We have a product that the average consumer knows so little about that there is a great vacuum of information in our business. So we as retailers should be capable of conveying more product information to our buyers and we simply have to get it from our wholesale suppliers."

Continued on page 40

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Continued from page 39

Personal rapport

Mr. Brady said that personal rapport is the name of the business and K-Mart cannot touch that kind of thing. We should be super strong at giving personalized service. "Just as we can't hope to touch their distribution system and discount prices, they can't touch our personalized selling systems. Our personalized selling system is just as powerful as is their distribution system."

Mr. Brady said that "value is in the mind of the buyer.

"We can sell value to our customers. I don't know how you are going to do it but if you group colors and you expand the customer's mind and you expand their thinking about what it can be you can build value into your product.

"And wherever you can that's reasonable, get exposure in your community so people know who you are. It always leads to a higher sale. But when making personal appearances make sure that everything is proper and you are well informed. Get you and your wife into community activity so people know who you are.

"Have well-trained and motivated sales personnel.

"If we follow these strategies we have separated ourselves and distinguished ourselves from the K-Mart type of discount operation.

"We have a strategy that is unique for us. The man who got that 16% net profit doesn't care about the discount type of business. He's built the kind of image and the kind of personnel, the kind of product lines that are almost a separate kind of business from the competitive discount oriented nurseries."

Nursery features

At the end of his talk Mr. Brady showed color slides of successful nurseries featuring beautiful interiors with artistic displays and attractive entrances to create a favorable image as the customer enters the store.

Mr. Brady projected some slides to show the value of attractive displays with a lot of signing at the entrance.

"Artistry in the signs suggests that the product is beautiful," he said.

"All nurseries should start with making their main business nursery stock. Don't ever think you can make it in the nursery business if

you are going to sell things other than green goods. You just can't compete with other stores if you get deep into hardware. You can't make it as a nurseryman. If you get deep into patio and lawn goods, you can't make it because other specialists in those areas can beat you.

"So we have always got to have green goods as the centre of our business and have these things like pottery and other items secondary in our inventory.

"What I have been trying to point out here," he concluded, "is that there are three basic strategies for the convenience goods, the shopping goods and the specialties, and that we are in the specialty business. Now the discounters have reached in and taken specialty inventories and sold them by discount methods. That has been their strategy.

High quality methods

"We can counter that simply by separating ourselves from them and building our own markets on our own high quality ways of operating with strong emphasis on personnel development, personnel training and personal selling in our stores, maintaining our high quality and high priced image." □

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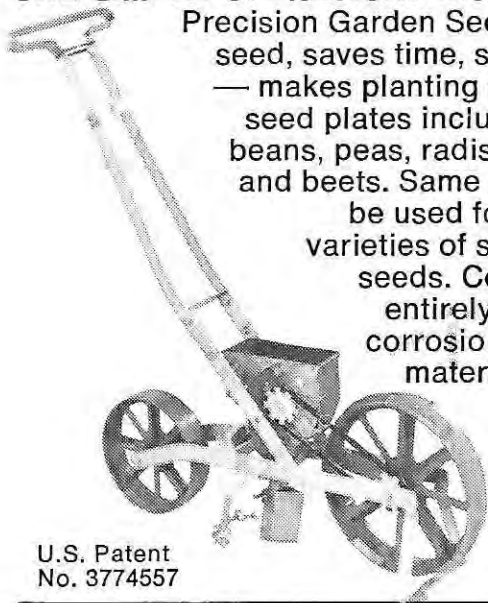
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We have joined in an effort to fund a continentwide program aimed specifically at selling more living plants and related products and services. You may have sold everything you could get your hands on this year — but there are all sorts of pressures now (and more on the way) that may force people to reduce the dollars they spend with you.

Did you know the B.C. Fruit Growers Association collects and spends over \$1.5 million per year for advertising? Or that the Ontario Milk Marketing Board's "Thank you very much, Milk" campaign is supported by more than \$3,000,000 in advertising and research (that's 1/3 cent per litre of milk sold in Ontario)? Or that the "Let's get cracking" campaign of the Canadian Egg Marketing Agency is supported by \$2,800,000 in advertising (that's 2/3 cent per dozen eggs sold in Canada)? And these are just a few examples.

It's time those of us in the business of growing and selling living plants joined together in an effort to sell more. Here's how you can help yourself . . .

If you will contribute the ¼ of 1% we've shown on your invoice, we will match it, dollar-for-dollar. We will send the combined total to the Nursery Marketing Council and they can get about the business of selling more living plants and related products and services for you and for us.

(Incidentally, the ¼th of 1% is only \$2.50 on a \$1,000 purchase!) The program does not put a heavy burden on any one person, but when hundreds of us combine our support this small percentage can easily produce millions of dollars.

And it's all to be devoted to that one objective: to increase the sale of living plants and related products and services.



Continued on page 12

1. Some plants have been left outside this winter and are still in good condition after some periods of 10°F and with no snow cover.

2. Other plants are growing inside with an average temperature of 40-45°F, and are doing extremely well.

3. The rest of the plants (we now have a total of approximately 400 plants originating in one season from 24 stock plants) are placed in Hofland's Greenhouses with an average temperature of 60-60°F, and are growing faster as in the above-mentioned situation.

To publish results

We are eagerly looking forward to the results of this project which will be published as soon as data is available. In the meantime, we are searching for new introductions of interest to both the florist and the landscape industry. If any of my readers know or have heard of some interesting plants suitable for the industry, please keep me updated with your findings.

If I can be of any help to you, I will be pleased to do so. In the meantime, I wish you strength, wisdom, and patience for the busy months ahead of you. □

CONGRESS CLIPS



Frank Kearney (H.C. Downham) is looking very happy because the number of participating companies in the Nursery Marketing Council program more than doubled after the inspiring talk given by Paul Dawson and Wayne Dickson, promoters for the Nursery Marketing Council. Karl Stensson is on the right.



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Delegation: The real power of management

How to successfully perform as a manager came through in the clear and meaningful language of Dr. J. David Jackson in his keynote address to the Landscape Ontario 1980 Congress in Toronto recently.

Dr. Jackson, a registered psychologist, is a partner in the firm of Jackson, Smith & Associates of Toronto.

He defined management as the achievement of pre-determined objectives through other people.

Referring to the portents for the 80s, Dr. Jackson said that the one thing that all analysts agree on is that the speed of change is going to increase.

"Things are going to change more quickly for us in this decade now here than they have ever before."

Within the context of the 1980s he said there are three critical components of management: managing change; delegation, the real power of management; and motivation.

"It is a real tragedy that we in Toronto and North America have an increasing crime rate and bigger strikes in our post offices and airlines. Last year we were second only to Italy in the number of man-days lost per capita through strikes. We have a rising and critical suicide rate among our children and yet we can participate in placing a man on the moon.

Managing faulty

"There is something wrong. And I think what's wrong is that we haven't been able to learn about managing from a personal point of view while our technological and scientific advances have outstripped them.

"It is a responsibility for a psychologist, and for everyone of us who are parents, who are bosses, to keep up."

Declaring that change has to be managed, Prof. Jackson said there is change in terms of attitude; and change in terms of the whole question of productivity.

"In any system you look at we introduce a change and what hap-

pens? Initially there is a drop both in morale of the people in that system and in efficiency. We do know that. The first thing that happens is that it goes down and we call this the valley of despair.

"One of the things to understand is the basic sociology of change, and that is — When you change something, it gets worse before it gets better.

"You have to be prepared for that Mr. Manager, Mrs. Manager, whether you are changing your job, or have a new employee come into your organization.

"So understanding the principle of the change curve is important. "You move and your kids start at a new school. Now that's a change curve.

Important principle

"Understanding that you have to accept that it is going to go down before it goes up is one of the most important principles in managing change."

Prof. Jackson called a manager that keeps changing a 'slot-machine manager'.

"Why is it that when I pull the lever I am always going to lose, never get the jackpot. Well one of the points of this is that you can imagine what happens in a slot-machine management situation if I am talking about the change curve. It gets deeper and deeper and deeper because we keep piling change on top of change.

"You've got to manage change. Change costs and there is going to be a cost initially in a change. So don't just randomly pull the lever, make a whole lot of changes and shut your eyes and hope to God it is going to work. Because that's not the only way to manage change, any more than it is to say, we are not changing anything, we are freezing everything right here. Change has to be managed. It has to be carefully thought through; it has to be orchestrated over time. You are the people who know that you plant a seed and it takes a while to grow. You don't have an apple tree tomorrow. And yet in our social relationships we keep thinking that that's the way we can run our organizations. They don't run any differently than the other systems

in the universe and you have to work through it with care and husbandry."

North-wind theory

Referring to what he called the north-wind theory, Prof. Jackson said the north-wind is caused by a vacuum in the south that draws the cold air from the north.

"If you want me to change you have to create in me some vacuum. Someone says 'hey, I would like that to happen. I can see that we shouldn't be doing this or doing that, we should be trying something different.' So you cause in me a vacuum, you cause some sort of pressure on the part of the people in your organization to say 'Yeh, we should look at that', not 'now hear this, we are going to change.'

"Mr. and Mrs. Manager have to create the vacuum. You've got to talk to people and listen to them, explain to them, reason with them. It takes time to do any of these things and you have to be prepared to spend time with your people. That includes your family as well as your business organization as well as your church and your civic responsibilities.

"So the north-wind theory says if you are going to change, prepare people for the change by talking to them and making sure that they understand the why of it and have some acceptance for that. Don't try to push it."

Delegation

Professor Jackson said delegation could be described as the art of management through other people.

"The first of two principles of delegation is called the 'organization pie' which says very simply that you Mr. Manager and Mrs. Manager have a whole series of things that are your responsibility to get done.

"And what you need to do is go through all those things and decide what are the things that only you can do and what are the things that other people supporting you can do." He suggested that his listeners take a big chunk of foolscap paper and draw on it little headings: "First major tasks you have to do, then in another column

who can do it other than you, right now, and lastly, who could do it with training, or be developed to do it. The major tasks will come to about 17 or 20. And when you say 'could I get somebody else to do it' the first reaction you will have is "no, no, no, it is very complex and I'm very intelligent and nobody else in my organization could do that for sure!"

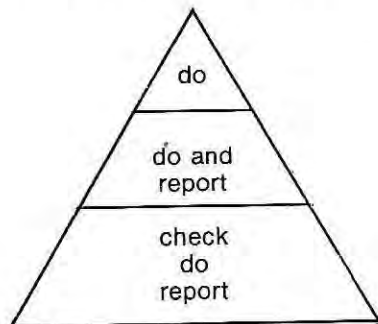
"They can do it, or they can be trained to do it. Change is occurring at an increasingly rapid rate and you are going to have to do this about every three to six months. You are going to have to do a little delegation chart for yourself, slice your pie up again because your pie is going to be changing. You are going to get new responsibilities. Mark Cullen, Congress chairman was telling me about your new marketing program. You are going to get into whole new areas and that is going to change your pie. And that is how we get carried away by having to do too much and not giving away enough responsibility.

Define your work

"In making up that list you say, 'well, it's hard to define all the things that I do. But you can't get started on your pie chart until you define what you do and most of us don't do that. If you can't define it, you can't delegate it because if you can't define it you can't really explain it to somebody else when you say 'this is an area of responsibility I want you to take over.'

"The time that is spent in planning and delegation analysis will give you a four-to-one payoff, according to the experts. When you delegate a whole responsibility to somebody and you don't have to do it any more and just have to supervise them, think of the gains for you in your time as a manager."

Prof. Jackson showed a model of a delegation triangle, in three segments. The one at the bottom is called 'check, do and report'; the second, 'do and report'; the third or top component, 'do'.



"What we mean by that," he said, "is that when someone starts working with you or is given a new job, they are down at the bottom of this triangle. They are in the check do and report component. Check with me and I'll explain this job to you. Got it? You are going to see this customer. Do you understand what you are going to do. Yep. Then you should come back and tell me how it works. Because you are the responsible boss you are giving a lot of support to your new employee. You are not an advocator. You are a delegator. You are not the deep-end of the pool kind of guy who says if you've never done it, go out and do it and if you fall on you face we'll see what happens. That is not the way to delegate."

In the check, do and report situation, Prof. Jackson explained that the person checks with you to get everything clear, then they do it and they report what's happened and you are able to give them feedback, maybe help them to do a little better.

Moving up ladder

"As they get better at it they can move into the 'do and report' mode where they know it pretty well. You just want to hear from them now and then how it's going. Of course on some jobs they will just go ahead and do it and you never have to hear about it after they have been there for a while.

"When a person starts on a job, or when you are giving a new job to a person, then most of the activity is at the bottom of the triangle. Now if you have a lot of new people reporting to you and you wonder why you are so busy you can see why — because it takes a lot more of your time to supervise somebody at the bottom of this triangle in the 'check, do and report' mode than it does in the 'do' mode (at the top).

"So that leads to what you want to happen in delegating. You want to put this triangle upside down. Your goal is to take your employees and move them primarily into the 'do' mode. Once in a while you are going to have to 'check, do and report' because of an unusual problem, and they are going to have to 'do and report' some things, but most things are going to be 'do'.

"How fast you can turn that triangle around is the key. One of the issues is defining the task clearly and another issue is to make

sure that the person is able to do this, that they are suited to the job, and that they are motivated to do it.

Triangle turnover

"You have people working for you who can but won't, and others who would if they could but they can't because they do not have the ability. So you have to make sure they can and will and then you can start turning this delegation triangle over. One of the keys then, is not to have too many people in this bottom area at once. If you have all new employees or you are going to start a whole bunch of people out you are going to be very busy. If you have a turnover in this 'check, do and report' mode it takes a lot more of your time. So an employee who stays with you and learns your way is a much more efficient employee for you as a manager because you have him in the 'do' mode most of the time.

"So you want to rotate that triangle and you are going to make delegation work. Not the deep-end of the pool; not holding on to responsibilities because nobody can do it like I can do it but a careful modulated approach taken slowly that gives the employees the advantage of learning that job carefully and taking over more and more responsibility."

Prof. Jackson said getting the job done rests squarely on the issue of motivation which he said happens when someone is dissatisfied.

"Why do you do things you want to do? Because in some way you are dissatisfied, or want to achieve something or want to build something, want to climb a mountain, want to get from A to B.

"Motivation equals dissatisfaction. Hey, that is true for your customers as well. The reason I got a landscape gardener in was that I bought seven Austrian pines on my own, dug the holes and saw six of them die. I said, gee, there's got to be a better way and I don't even have a plan for this place. I was dissatisfied for a couple of years and that took me down to my landscape gardener.

The key

"Motivation equals dissatisfaction," he repeated. "That has real meaning for you with your employees, with your customers, with your family. What do they need and want? That is the key.

"If you want them to be motivated you have to listen to them and understand what their dissatisfactions are, what their needs

Continued on page 46

and wants are. And the most important thing to say about motivation is in one word — listen.”

Showing a model of the attitude steps, Prof. Jackson pointed out that there are five steps of progression people go through in changing their attitudes toward anything and this has to be respected.

The first step in attitude change is awareness, just knowing it's there. 'I don't know of certain varieties of plants so my landscape gardener can tell me about that.'

The second step is understanding. 'When I hear about it I want to know more about it, so there is a little brochure that shows the different trees, so now I have talked it over with my wife and I understand it.'

The third level of attitude change is concern. 'My concern in this case is I don't have any and they look terrific. Gosh, why don't we have some, wouldn't it be great to have some of those trees?'

"So we are concerned about not having any, and what are we doing? All those years have gone by and we don't have any fruit trees, so now the concern moves into dissatisfaction. We can't get along without it.

How to motivate

"Dissatisfaction does tell you how you can motivate people but it doesn't guarantee action. And it is our job as managers and parents and leaders in our community to help people move from dissatisfaction to action.

"In selling a customer, in working with an employee, we have to find out where they are on the attitude steps and then we have to help them move up to the point of action. It is a lot more complicated than yelling through the back door of your office and saying 'hey George, I want you to do this.'

"So part of the message here in motivation is to respect how people's minds work and be aware of where they are and if you want to be effective and successful with them, move them up the steps one step at a time, understand where they are and then help to move them to action".

The last model in Prof. Jackson's series was related to motivation and the seven areas of life: involvement, job, family, church, civic, health, recreation, and self-development.

"The tragedy of all this is the fear we all have that what we do really doesn't make any difference.

"It is folly to put everything into one cause. If I had to pick a cause from the 80s, something that you and I have to be aware of and work towards, it is a sense that our life makes a difference, and that we have to support the people working for us and the people living for us in having their life make a difference."

Wider vista needed

"We have to take a bigger view of it if we are going to be effective. If we are going to stay alive we all have to take responsibility, we all have to get a hell of a lot more sophisticated about what our lives mean and how we can support each other to make them meaningful.

"One of the issues is to set some goals for yourselves. If you want to motivate yourself and your people be clear on your goals.

"We have at least seven ports we are sailing for. We have a job port. We are trying to be the best damned landscape gardener we can be and do the best job and run a successful enterprise. We have a family port that we try to support. We have some kind of religious or church port; a civic port, members of a community; a

Continued on page 47

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Continued from page 6

health port; a recreation port which is separate from health, just having fun. We also have a self-development port and that's what I have been selling this morning, trying to move you up the attitude steps of self-development.

"The point of this is that you and I have seven ports to sail towards, and that is hard. There are trade-offs here. Job and family — you may be unable to come home three nights in a row so you are making a trade-off between the job port and the family port.

"If you are going to be outstanding in the job port you probably are going to have to diminish some of these others. All I say to you is make that a conscious decision and share that decision with the other important people around you."

Prof. Jackson told of a 45 year old professional whose son had just been convicted of bank robbery to support a drug habit and sent to Kingston for five years.

Make conscious decisions

"The tragedy," said Prof. Jackson, "was not that he had decided to spend 95% of his time in the job port, the tragedy was that he never consciously made that decision. He had thought that he was spending his time equally in all those ports, and when it didn't work out, he was disappointed.

"Your employees are operating that way too. They are whole people. They have kids with the croup, and mothers-in-law who are hard to get along with, wives who fall down the back stairs, and they have to get up early in the morning with little kids who cry and they come to work with all that. You've got to be aware of it.

"Make a conscious decision about which ports you are sailing for."

Prof. Jackson then spoke of the anxiety streams.

"The first one is guilt, a major source of anxiety that can be destructive if it is not properly managed. The second one is fear of death. It is real for everybody and it comes back to that point I was making: Hey, does this make a difference? Does life make a difference?" What is it all about? Is it worth it, what I am doing? Or am I just getting along?

He told of Helen Keller, born blind and deaf, saying, 'Life is either an exciting experiment or it is nothing.'

"The fear is not that I am going to die, but that I am going to die and it won't matter. So that takes you right back to square 1.

Sense of purpose

You have to do something. You have to climb a mountain. You have to build an organization with real integrity that contributes to the people and the community and to customers.

"That's your sense of purpose and, it is going to make you anxious because it is going to take a lot of energy, a lot of motivation and a lot of help from other people.

"If you can get those ports straightened out in your mind and clear with the people who support you, then there will be less guilt. "And if you can be sure of your sense of purpose and be clear about it that is the best antidote for fear of death.

"As time goes by, opportunities decrease. As time goes by the opportunities to change decrease.

Today is the day you can decide where you are going and what you want to do and how you want to relate to the people who work with you, and live with you and support you. And making it today is easier than making it tomorrow.

"And that's true for the people working with you, and for your kids and for your spouse, and you can help them. Because the help you can give them now has a lot more leverage than 10 years from now.

Goals change

"As soon as you reach a goal it evaporates and there is another goal. Be clear about setting goals but be sure they are temporary because when we get there we set new ones.

"And that is a key to motivating your employees." □

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1980 should also see the first use of our charitable foundation, Horticultural Trades Foundation. Through this foundation we will try to obtain funds from individuals and other organizations and to get the best value for our research dollar, for all segments of our industry.

I'm enthusiastic about 1980, your Board is enthusiastic and I hope you will be too. While the Provincial Board may be in the lime-light, Landscape Ontario works because its membership at the chapter level makes it work. Each of us knows that the real successes are achieved by hard work at all levels; I hope you too will be "gung ho" for Landscape Ontario. □

**Reprinted from
Garden Centers of America
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• Paul Mahoney, Mahoney's Rocky Ledge Farm and Nursery, Winchester, Mass., has a **sick bay for plants**. Customers bring their plants into this "hospital" where they are given a thorough diagnosis and treatment. "It's a pain," Mahoney admits, "but it builds goodwill. It also helps draw traffic because not only do customers bring the plant in, they come back to visit it. We have 75%-80% recovery rate. We use a greenhouse for our hospital." □



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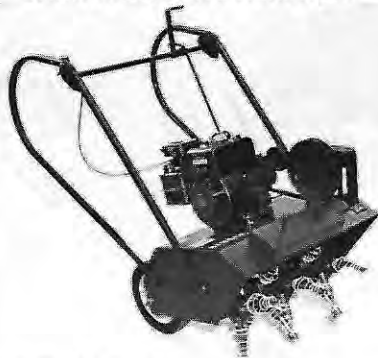
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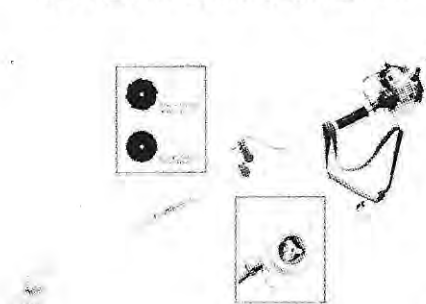


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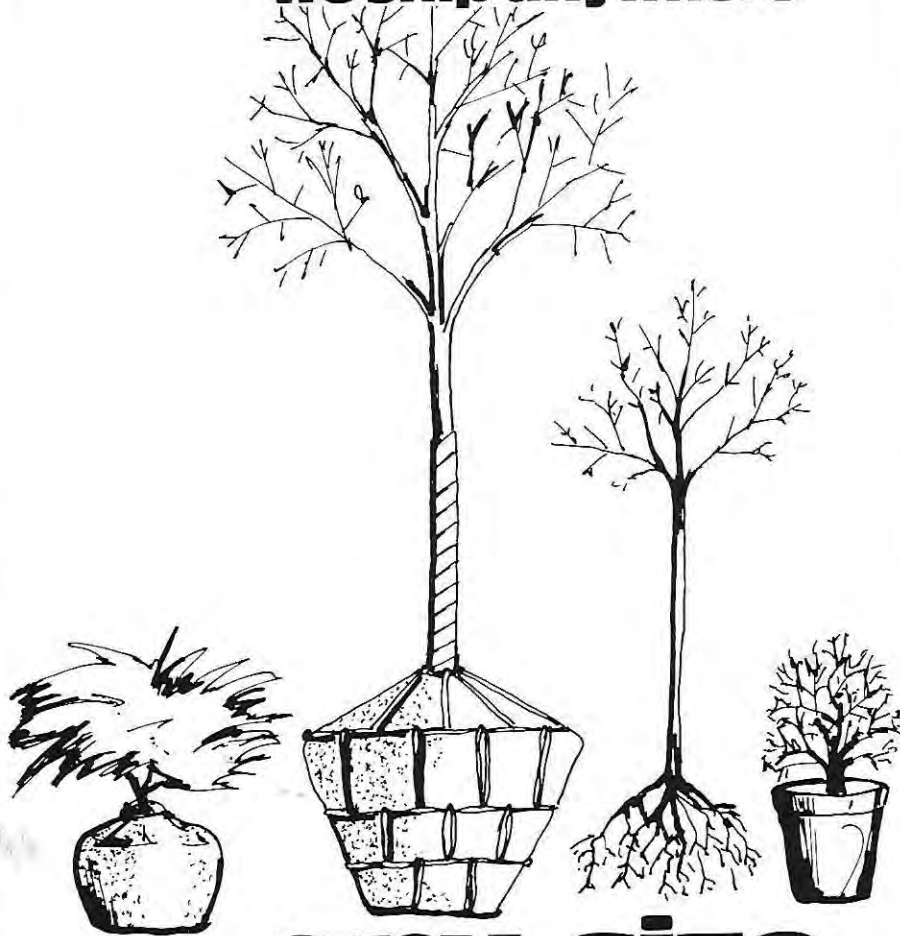


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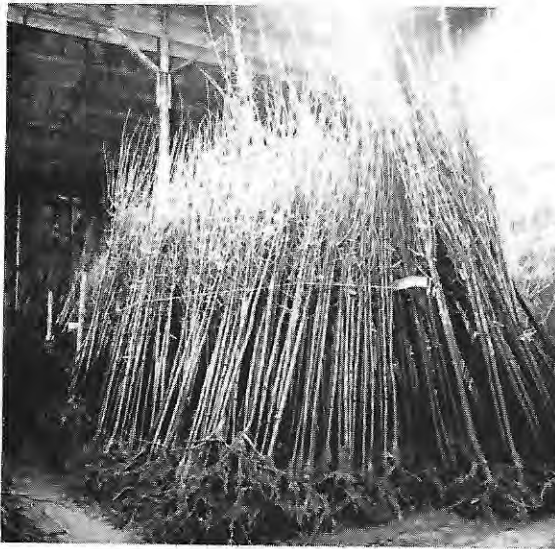
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- 60" Yazoo, 12.5 hp, 1 year old
Clintar (416) 291-1611
- IHC 185 Cub Low Boy 20 hp
c/w 60" deck
Pinder (416) 934-3468
- 84" National 12 hp, 3 years old
Clintar Ltd. (416) 291-1611
- HT 23 Bolens, 23 hp,
c/w 54" mower
AJ Equipment (416) 857-1103
- Grasshopper, 12 hp, Kohler
c/w 44" mower
**Snider Turf Equipment
(519) 886-3310**
- 109 IHC Cub Cadet, 10 hp,
42" Deck
Hudson's Supply (613) 342-4578
- 432 Gravely Tractor, 12 HP
no deck, 6 years old
Clintar (416) 291-1611
- 86" National
Hudson's Supply (613) 342-4578
- Toro Trojan II, 16 hp
Kohler, c/w sulky
Pinder (416) 934-3468
- IHC 129 Tractor, 12 hp
50" Deck
Hudson's Supply (613) 342-4578
- Kut Kwik 36" walk behind
Wisconsin engine
Clintar (416) 291-1611
- IHC 1650 Tractor, 16 hp
50" Deck
Hudson's Supply (613) 342-4578
- Ronsommes 5/7 not including
tractor, 4 years old
Clintar (416) 291-1611
- 68" National
Hudson's Supply (613) 342-4578
- 32" Buntin, 8 hp, B&S
Self propelled walk behind
Pinder (416) 934-3468
- International Tractor, 12 hp
Hydrostatic c/w 42" mower
**Snider Turf Equipment
(519) 886-3310**
- 48" Yazoo, 16 hp, B&S
3 years old
AJ Equipment (416) 857-1103
- 68" National, 8 hp,
2 years old
Clintar (416) 291-1611
- 1600 Massey, 16 hp, 42" deck
2 years old
Clintar (416) 291-1611
- 60" Yazoo, 18 hp, Wisconsin
1 year old
Clintar (416) 291-1611
- 48" Howard, 16 hp, Kohler
2 years old
Pinder (416) 934-3468
- Toro Professional Reel Mower
c/w sulky
AJ Equipment (416) 857-1103
- 84" National
4 years old
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- 60" Yazoo, 12.5 hp,
Wisconsin
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(519) 434-8251**

Any of the above dealers would be happy to talk with you about a new Yazoo.
Call us about our new Heavy Duty utility trailers.

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Deadline for ordering is March 31, 1980. Shipment will be made in spring 1980. Minimum order is 100 trees and minimum quantity of any one variety is 50. Sale and prices listed apply to bare root only. Prices are F.O.B. Oakville, Ontario, Canada. No other discounts apply.

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Columnar Norway Maple			
Acer 'Emerald Queen'	300 cm (10'-12' ht)	\$12.15	reg. \$16.20
Emerald Queen Maple	50 mm (2" cal)	\$22.20	reg. \$29.60
Acer 'Superform'	300 cm (10'-12' ht)	\$12.15	reg. \$16.20
Superform Norway Maple	50 mm (2" cal)	\$22.20	reg. \$29.60
Acer 'Summershade'	300 cm (10'-12' ht)	\$12.15	reg. \$16.20
Summershade Maple	50 mm (2" cal)	\$22.20	reg. \$29.60
Gleditsia 'Skyline'	300 cm (10'-12' ht)	\$10.65	reg. \$14.20
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