



The Future For Golf in Canada

Strategic Plan 2019-2022

Always check your yardage.

Golfers who compete at the highest levels value their yardage guide as critical to performance. It is a roadmap for collaboration between athlete and caddie that fosters fact-based decision making in the moments when execution matters most. It is a tool best employed through consultation, focus on detail, measured risk and a deep trust in planning—a strategic resource for every shot or decision that can save strokes and impact peak performance.

Developed through meaningful consultation with our provincial, national and international partners, Golf Canada's 2019-2022 Strategic Plan is our yardage guide—a roadmap for operational, competitive and commercial

success that outlines the most critical priorities of our business. The plan is supported by a sound organizational structure and a commitment to ensuring an environment for our sport rooted in fun, excellence, inclusion, respect and accountability both on and off the golf course.

Thank you to the many stakeholders and partner organizations who have collaborated in the development of our Strategic Plan. As the National Sport Federation and governing body, this is our yardage guide—a foundational framework that when executed with precision will advance the sport and drive Golf Canada's vision to be a world leader in golf.



Laurence Applebaum
Chief Executive Officer
Golf Canada

CANADIAN CHAMPIONSHIP CHAMPIONNAT CANADIEN	
DUNNING	6
BEAULIEU	2
HOFFMAN	2

Vision

To be a world
leader in golf.

Être un leader
mondial du golf.



Mission

To increase
Canadian
participation and
excellence in golf.

Accroître la
participation
et l'excellence
canadienne au golf.

Values

Fun

Excellence

Inclusion

Respect

Accountability

Plaisir

Excellence

Inclusion

Respect

Responsabilité

Strategic Priorities

Golf Services

Sport

Championships

Commercial

Relationships

Services de golf

Sport

Championnats

Commercialisation

Rapports

Golf Services

Our Goal

In collaboration with our provincial, national, and international partners, provide resources and services to drive value and growth to our entire membership including all golfers and facilities.

Membership

- Deliver robust resources, tools and services to enhance the value to member golfers and facilities
- Identify and engage public golfers and facilities to join Golf Canada

Rules

- Provide educational opportunities for all golfers through our integrated Rules program, and promote awareness and understanding of the modernized Rules of Golf

Handicap/Course Rating

- Facilitate the integration and education of the new World Handicap System in 2020
- Implement a national course rating strategy

Heritage

- Curate, promote and grow Heritage Services including the Canadian Golf Hall of Fame and its honoured members
 - Celebrate our heroes and highlight the storied history of the game through access and conservation

Sport

Our Goal

To increase participation in golf through a variety of engaging programs by providing leadership, resources and education while developing Canadian athletes to perform consistently at the highest levels of the sport.

Participation

- Operationalize the new strategic plan for Future Links
 - Drive value to facilities, instructors and families through the Future Links suite of programs
 - Increase accessibility of golf programming to under-represented groups including women, girls, indigenous peoples and golfers with a disability

Performance

- Deliver on all elements of the Team Canada Program
 - Invest in our high-performance programs and support for our future Team Canada athletes and coaches
 - Enhance the National Training Centre at Bear Mountain to better serve National Squad and Next Generation athletes and coaches

Health

- Promote the long-lasting physical and mental health benefits that golf provides to people of all ages
 - Utilize golf and health research to enhance public perception of the sport, drive individual and family participation, and increase public and private support for golf

Professional Championships

Our Goal

Elevate our National Open Championships to premier, internationally recognized tournaments that are must attend events for players, spectators and corporate partners.

- Enhance the staging, profile, legacy and overall championship experience at world-class host venues
- Build a platform for hosting the world's best golfers that includes competitive opportunities for Canadian athletes as an extension of our sport development programs
- Deliver significant value to our title partners RBC and CP, and continue to engage corporate and regional partners
- Strengthen our dynamic partnerships with the PGA TOUR and LPGA

Amateur Championships

Our Goal

Enhance the overall experience at our Amateur Championships to provide an environment that promotes participation and development at the highest level.

- Provide opportunities for a greater number of golfers to compete, with a focus on the advancement of women and girls as well as inclusion of golfers with a disability
- Implement a comprehensive national hosting strategy to conduct world-class competitions at premier, member-club host venues across Canada
- Enhance the overall experience and refine our player recruitment strategy to attract top international golfers and increase our event strength on the global ranking
- Strengthen our partnerships with the R&A, USGA and other international bodies and work collaboratively on reciprocal championship benefits to attract the top-ranked players in the world

Commercial

Our Goal

Develop world-class sport properties and integrated marketing platforms that enhance the Golf Canada brand while delivering sustainable, profitable revenues to maximize our reinvestment into the sport.

Professional Championships

- Build best-in-class Professional Championships
 - Establish the RBC Canadian Open and CP Women's Open as inspiring national sports properties that attract fans, corporate Canada, media and volunteers

Marketing, Communications & Brand Development

- Elevate engagement with the golf consumer to build the Golf Canada brand
 - Launch the Golf Canada Digital Network as a vital communication platform to enrich the conversation with our membership base
 - Drive consumer outreach through this integrated multi-media platform including social, digital, and experiential engagement
 - Become *the* Voice of Golf in Canada by promoting and celebrating Canadian players, programs and achievement

Partnerships

- Drive revenue growth and profit enhancement that support Golf Canada's reinvestment objectives
 - Deliver significant value to our partners across all Golf Canada properties
 - Build an integrated, long-term media partnership strategy to drive continued commercial success
 - Leverage the Golf Canada Digital Network as a commercial platform that delivers enhanced Premium Sponsor benefits

Relationships

Our Goal

Establish deeply connected and mutually beneficial relationships with Canadian and International partners.

- Accelerate collaboration with Provincial Golf Associations to increase participation and excellence while deepening engagement with member clubs and golf facilities
- Drive industry initiatives through integrated work with the leadership and constituents of the PGA of Canada, National Golf Course Owners Association of Canada, Canadian Society of Club Managers and the Canadian Golf Superintendents Association
- Collaborate with key international golf bodies including the R&A, USGA, IGF and Augusta National Golf Club on shared initiatives to increase participation and excellence in golf
- Enhance relationships with all levels of government as well as Sport Canada, Own the Podium and the Canadian Olympic Committee to increase support for golf programs and services
- Engage with associations representing groups of golfers including those based on gender identity or expression, age, racialized groups and persons with disabilities to support their objectives and include them as part of Golf Canada
- Foster meaningful relationships with our Canadian amateur and professional athletes competing on the global stage



Thank you.

Golf Canada is profoundly grateful to RBC and CP. These two iconic Canadian organizations have provided the leadership and support for Golf in Canada and we are incredibly appreciative of their exceptional contributions. The RBC Canadian Open and the CP Women's Open showcase the best players in the world while inspiring Canadian fans to the wonders and joys of our great game.

Their investment in our National Championships are the flagship of their support, however, this represents just one aspect of their total commitment to Golf Canada. Both of these wonderful partners support Canadian athletes, Amateur competition, High Performance development and our Golf Canada Foundation. We could not be more proud of the relationship with RBC and CP and Canadian golf fans across the nation thank you for your support.



Golf Canada is fully committed to fostering a safe sport environment for golf.

All golf enthusiasts deserve to participate and compete in an environment free from harassment, abuse or discrimination, regardless of gender identity or expression, race, religion, language, age and ability.

Together with the PGA of Canada as proud signatories of the Responsible Coaching Movement pledge, Golf Canada supports the need for training and education platforms as well as enhanced policies and compliance procedures.

Golf Canada is also proud to implement *Respect Group* training across our organization including mandatory *Respect in the Workplace* for all staff and corporate volunteers); *Respect in Sport* for all coaches and support staff and *Respect in Sport for Parents* for parents of National Team athletes). These exceptional modules provide the base training and education for our broader organization. In addition, an Ethics Commissioner has been appointed with a mechanism

for internal and external access and we have the following safe sport policies in place:

- Recognition and Prevention of Harassment and Violence Policy
- Recognition and Prevention of Abuse Policy
- Whistleblower Policy
- Volunteer and Staff Screening Policy
- Code of Ethics
- Code of Conduct
- Junior Code of Conduct
- Parent/Spectator Code of Conduct

Golf Canada is fully aligned with the important work of Sport Canada in this critical issue and encourage all those connected with our sport – athletes, parents, coaches, staff, volunteers and club representatives – to maintain an open dialogue to ensure a safe and supportive environment, without exception, across the Canadian golf landscape.



