

Accelerating the Future of Canadian Golf

The next step towards the top of the professional golf world for Canada.

Draft as of January 2022

Based on the report submitted to Own The Podium on Oct 25, 2021



Table of Contents

Executive Summary.....3

Introduction to Golf Canada’s Updated High Performance Strategic Plan.....5

Structural Factors Influencing the Achievement of Golfing Countries.....6

Canada’s Position in the Global Professional Golf Landscape.....8

Systemic Enhancements for Golf Canada’s Player Development System.....10

- Clarify the overarching objective of our player development system.
- Emphasize a culture of teamwork and collaboration among all stakeholders.
- Generate additional financial support to enable budgets that match peer countries.
- Broaden the player development system at the junior level.
- Combine the amateur and young pro squads into one expanded tier that is specifically focused on preparing players to launch successful professional golf careers.
- Create a training base in the United States for transitioning professional players.
- Increase support for young professional players.
- Assess and fund specific professional player needs.
- Create scalable and low-cost digital educational resources that can be made available to all aspiring Canadian players and their families.
- Ensure the appropriate depth and pipeline of coaching talent.
- Improve the metrics used to evaluate performance and player development progress, including the development of a Gold Medal Profile.
- Re-evaluate the infrastructure and pathway for Canadian professional women’s golf.
- Especially emphasize how we can support the development of Canadian golf champions from traditionally underrepresented backgrounds.

Conclusion.....18

Appendix A: *Data about golfing countries from around the world*.....19

Appendix B: *Stakeholder feedback about Canada’s player development system*.....20

Appendix C: *Updated framework for Canada’s player development system*.....24

About the Authors.....25

Executive Summary

This document presents an in-depth analysis about global high-performance golf and outlines an updated strategic plan for Canada to develop more world-class golfers. Specifically, it sets the goal of increasing the total number of Canadian players with LPGA and PGA TOUR status to 30 players by 2032 (i.e., an increase from the current total of 13) and outlines the systemic adjustments and financial investments needed to accomplish this goal. Increasing the number of total LPGA and PGA TOUR players will also deepen the pool of Canadian world-class players who are able to contend for major championships and Olympic medals.

Canada has made significant progress over the past decade in the performance of its top professional golfers. However, an examination of the structural factors shaping the golfing achievement of countries around the world (see Appendix A) also shows that there is significant additional potential to further increase the number of world-class players coming from Canada. Other golfing countries produce world top-200 players at a more efficient rate relative to the size of their participation bases, including countries that are geopolitically and culturally similar to Canada such as Denmark, Sweden, Australia, and England. The number of top players coming from Canada will increase substantially if Canada can match or even approximate the rate at which peer countries generate world-class players as a share of the overall golfer base.

This report outlines strategic changes that will be made to further enhance the effectiveness of the Canadian player development system. The changes outlined in this analysis were shaped by in-depth feedback gathered in conversations with over 200 stakeholders in Canadian high-performance golf (see Appendix B). These changes are summarized here:

- Clarify that the primary objective of the Canadian player development system is to increase the number of Canadian players on the LPGA and PGA TOUR. Align all strategy and decisions around this guiding objective.
- Emphasize a culture of collaboration and teamwork among all stakeholders in Canadian high-performance golf.
- Allocate resources and fundraise aggressively to ensure Canada invests in player development at the same level as peer countries.
- Expand the player development base at the junior level, while also allocating resources efficiently for the broadest reach. A wider junior development base increases the probability that resources will be directed towards the best eventual LPGA and PGA TOUR prospects.
- Combine the amateur and young pro squads into one expanded Team Canada tier that is specifically focused on preparing players to launch successful professional golf careers.
- Create a training base and transitional housing resource in a warm-weather US state to support professionals at the outset of their careers.
- Support young professionals more broadly and robustly to match the investment level of peer countries. Identify specific funding and support plans for each young professional player through an individualized needs assessment.
- Create a library of digital educational resources that is accessible to all Canadian players and their families at every stage of the player development journey.
- Ensure that the player development system is supported by a sufficient number of coaches in the right roles. Integrate provincial coaches and provincial programs into the national player development system to the maximum extent possible.
- Improve the metrics used to evaluate performance and player development progress, including the development of a Gold Medal Profile.
- Study and enhance the pathway for Canadian professional women's golf. Increase the number of domestic professional events for women. Consider alternatives to US college golf that allow female players to turn professional earlier without sacrificing the opportunity for a university education.
- Especially consider how we can support the development of Canadian golf champions from traditionally underrepresented backgrounds – in light of increasingly multicultural demographics in Canada and the implications for sources of future athletic talent.

Please see Appendix C for an outline of the player development structure that includes these updated strategic changes.

Central to enhancing Canada's player development system is the need to generate additional financial resources. Canada must match the player development investments that peer countries are making. Golf Canada and the Golf Canada Foundation are embarking on the ambitious *Drive* campaign to generate significant additional support for the Team Canada player development program. In addition, Golf Canada seeks the continued support of Own The Podium and its funding partners.

The time is now for Canada to take another step towards the top of global golf.

Introduction to Golf Canada's Updated High Performance Strategic Plan

Canada has made significant progress over the past decade in the performance of its top professional golfers on the global stage. At the time of this writing in October 2021 there were nine male players with status on the PGA TOUR – a significantly higher number than has been the case historically¹. Canada also has four LPGA Tour players, including one of the very best players in the world. Our current player development system has helped Canadian players to achieve their potential more than ever before.

The purpose of this report is to chart a course for Canada to take another step towards the top of the professional golf world and towards the top of the podium at the Olympic Games. It outlines a strategy for Canada to increase the total number of Canadian players with status on the LPGA and PGA TOUR to a total of 30 by 2032.

This document represents the culmination of research, analysis, and gathering of feedback from over 200 stakeholders in Canadian high-performance golf that has occurred since the beginning of 2021. It contains both a long-term vision and strategy for high-performance golfer development in Canada and specific commentary on the short-term tactical actions that will be taken in pursuit of this strategy in 2022.

This report starts with an analytical review of the structural factors influencing golf achievement by various countries around the world. It then transitions to an examination of Canada's global positioning in relation to other golfing countries. The report continues by outlining specific strategic changes that will be implemented to enhance Canada's system of high-performance player development and makes note of the implementation steps that will be taken in 2022.

Also included in this document are several related appendices:

- **Appendix A: Data about golfing countries from around the world.** Includes data summarizing various national characteristics of major golfing countries.
- **Appendix B: Stakeholder feedback about Canada's player development system.** Contains a summary of information gathered from meetings, interviews, discussions with over 200 stakeholders in Canadian high-performance golf.
- **Appendix C: Updated Framework for Canada's player development system.** Contains a summary of the framework for the Canadian player development system, updated with the strategic recommendations in this report.

Excellence in golf for Canada is an intrinsically worthwhile goal, especially given its broad recreational popularity in our country. Golf is the most participated sport in Canada, with over 5 million people playing at least one round of golf each year.

In addition, the presence of highly visible heroes competing on the global stage will inspire the next generation of Canadian athletes to participate in golf. In particular, the achievements of future Canadian golfing champions from traditionally underrepresented backgrounds will create important role models

¹ Based on work developed in his PGA of Canada master's thesis in 2007, Henry Brunton (former RCGA National Coach) proposed that Canada should expect to produce one PGA TOUR player every eleven years. During the 1990s and 2000s, the total number of PGA TOUR and LPGA players from Canada ranged from 2 to 5.

for a larger portion of our multicultural Canadian population and help to remove some of golf's historical barriers.

Increasing the number of world-class players from Canada is directly aligned with Golf Canada's mission to increase participation and excellence in golf.

Structural Factors Influencing the Achievement of Golfing Countries

Appendix A contains data about golfing countries from around the world, listed in order of the number of total male and female players from each country ranked within the world top-200 on July 3, 2021. It is useful to refer to Appendix A while reading this section of the report.

The top golfing country in the world at present is the United States, with 124 total players in the women's and men's world top-200 as of July 3, 2021². South Korea (70) and Japan (46) make up a second tier, with most of their world top-200 players being on the women's side. England (22), Australia (18), and South Africa (17) comprise a third tier, with men's golf accounting for most of the success in these countries³. Canada (6) is classified in a relatively large fourth tier with Thailand (9), Sweden (9), Spain (8), Ireland and Northern Ireland (6), France (6), Germany (6), Denmark (5), China (5), and Mexico (4).

Several factors combine to determine which countries are most successful at producing world-class golfers. Some of these factors are structural and geopolitical in nature – such as national population, GDP, income distribution, and weather – and cannot be controlled or influenced by the national golf federation. Others are more nuanced and are related to the accessibility of golf, cultural influences, and the availability of resources for top juniors, amateurs, and young professionals.

To a significant degree, the number of world top-200 players hailing from a particular country is a function of the total number of golfers in that country. Data in Appendix A show a strong correlation ($r = 0.87$) between the number of world top-200 players and the number of golf courses in a country⁴. In most cases, the volume of golf courses can be used as a reasonable proportional approximation for the total number of golfers in a country⁵ since the number of courses in a country will adjust over time to match the size of its golf market⁶.

² The world rankings change on a weekly basis and have evolved since July 3, 2021, but not enough to materially change conclusions of this analysis.

³ There are nuanced differences between the player development paths for men and women. Some countries are better at producing either male or female players. For the purposes of this report, we are combining male and female players together, even though the specific tactics for developing male and female players differ at times. There is a positive correlation ($r = .48$) between achievement in men's golf and achievement in women's golf for the countries in the data set in Appendix A.

⁴ The correlation strengthens to $r = 0.97$ if South Korea is removed from the regression.

⁵ In other words, since the United States (16,752 courses) has around 40x the number of golf courses that New Zealand (415 courses) does, we can reasonably assume that USA will have a *directionally similar* multiple of total golfers compared to New Zealand. However, it is also acknowledged that in some countries (e.g., South Korea) a significant amount of golf participation happens in non-course environments like driving ranges and golf simulators. Accordingly, the number of courses likely underrepresents the total number of golfers in these countries.

⁶ Gathering accurate data on the number of golfers in each country is difficult, because the proportion of total golfers who are members of the national federation (i.e., the most readily available golfer count) is not consistent globally. Also, as mentioned earlier, the number of courses in some countries may not fully represent the number of golfers (e.g., South Korea) because a significant amount of golf participation happens in non-course environments like driving ranges and golf simulators.

Relatively wealthy countries (i.e., those with above-average GDP per capita) with large populations – such as the United States and Japan – tend to have more golf courses and a larger base of golfers, and thus a higher baseline probability of producing world top-200 players. On the other hand, countries with low GDP per capita tend not to have many golfers relative to the size of their populations.

Importantly, the eventual number of world top-200 players from a given country also depends on the *rate* at which top players emerge from the participant base in the country (i.e., regardless of whether the participant base is large or small). In other words, some countries produce world-class players at a rate that exceeds or falls short of the number that would be predicted by the size of their national golfer base.

Variance between countries in the rate of producing top players is shown using the “top-200 efficiency index” in Appendix A, which is a ratio comparing the number of world top-200 players to the number of golf courses (i.e., approximately representing the size of the overall golfer base) in each country. A country develops its top players efficiently (or inefficiently) if they place more (or fewer) players in the world top-200 than would be expected according to the number of golf courses in their country.

For example, even though golf is not broadly accessible in South Africa due to extreme levels of income inequality⁷, and there are not many golfers or courses relative to the size of its population, South Africa has the sixth-most players ranked in the world top-200. There are nearly 3x as many South Africans in the world top-200 as there are Canadians even though South Africa has less than one-fifth of Canada’s total number of golf courses (i.e., and thus much smaller base of overall golfers). South Africa has the second-highest top-200 efficiency index of any golfing country.

South Korea has the highest top-200 efficiency index of all golfing countries. There are 70 Korean players in the world top-200 despite only 810 golf courses in a country of nearly 52 million people. The United States has 1.8x more players ranked in the world top-200 than South Korea, but it achieves this edge with around 21x more golf courses. Granted, a significant number of golfers in South Korea participate in non-course environments like driving ranges and golf simulators, so the low number of courses does not fully represent the total size of its participant base (i.e., its efficiency index is thus overestimated to a degree). However, we can still conclude that South Korea produces world top-200 players at a rate that is vastly more efficient than the median.

In cases like South Africa and South Korea, where golfing achievement significantly outperforms expectations, there is an interaction of factors at work. Variables such as cultural norms, historical role models, better access to resources (i.e., among the modest portion of the population who can participate in golf), and weather all combine to create unusually effective developmental conditions.

For example, broader cultural norms in South Korea related to education and childhood may encourage more intensive specialization during youth than is commonly found in North America. This culture of

⁷ South Africa has a GINI index score of 63, the highest of any of golfing countries listed in Appendix A (mean = 34.9, median = 33.3).

intensive specialization likely accelerates development for the most talented players, even if it might create unwanted side effects. Additionally, in countries like Thailand and South Africa, where GDP per capita is low, the relatively small group who can afford to participate in golf are also likely to be in a financial position to have access to robust resources and a year-round playing season – i.e., conditions that augment the development of top players.

It is important to emphasize that many of the circumstances associated with the production of top players in some countries cannot or should not be replicated in Canada. For example, Canada's modest population does not produce players from sheer golfer volume in the same manner as the United States and, to a certain extent, Japan. In addition, since golf is recreationally popular in our country, Canada (and other relatively wealthy countries with a high volume of recreational golf, like the United States) cannot match the per-golfer rate of top-200 player production that occurs in countries like Thailand and South Africa, where golf participation is confined to a narrower and relatively wealthier segment of the population.

Canada's Position in the Global Professional Golf Landscape

As of July 3, 2021, Canada had six players ranked in the world top-200 and was tied with France, Germany, and Ireland/N. Ireland for tenth most overall. Further enhancing Canada's golf performance on the world stage requires an understanding of our positioning relative to other golfing countries, with particular emphasis on those who share similar geopolitical and cultural characteristics.

Compared with other golfing countries, Canada is a moderately populated nation with above-average GDP per capita. Our weather is highly seasonal and resembles the Nordic countries for golfing conditions. And, by global standards, golf in Canada is highly accessible for recreational players (even as we strive domestically to include more people from all backgrounds in our sport). Canada has the third most golf courses of any country in the world despite having the 17th largest population among global golfing countries.

The rate at which Canada converts golfers into world top-200 players is currently among the lowest globally. As shown in Appendix A, Canada's top-200 efficiency index is 0.234 compared to the median of 1.047. In other words, Canada has a much larger participation base than many other countries who produce a higher number world top-200 players.

Several factors likely create this efficiency gap. By definition, the relatively high number of recreational golfers in Canada creates a statistical headwind for developing top players at maximum efficiency on a per-golfer basis. The breadth of recreational golf participation in Canada is an asset that we are seeking to grow further, so expectations for our statistical rate of player development efficiency should take this into consideration.

There are also structural factors related to the golf industry in Canada that impact our rate of player development. For example, a larger proportion of golf facilities in Canada (and the United States) are owned by for-profit operators than is the case in competitor countries like Sweden and Australia.

Accordingly, Canadian course operators who are trying to maximize revenue are challenged to help would-be competitive juniors gain affordable access to courses, especially in major metropolitan areas. In contrast, the member-owned non-profit golf club structure in many competitor countries reduces the incentive to charge high fees and enables a greater emphasis on junior access and competition. Many non-profit member-owned clubs in Europe and Australasia also take a more frugal approach to non-golf club amenities (e.g., food and beverage, clubhouse furnishing, etc.) than is found in North America, which further helps golf membership costs to remain low. For example, in Sweden, golf is ranked as the 15th most expensive sport for kids and a junior membership usually costs less than \$200 CAD annually⁸.

Weather is also a factor impacting player development in Canada, but the scope and magnitude of its impact is not clear. Reduced training time and limited ability to engage in deliberate practice during the winter are obviously not facilitative of talent development in golf. Indeed, during a recent research collaboration with York University, we analyzed data that helped us conclude that professional golfers who grew up in winter climates had a much lower probability of achieving world-class results at young ages for than those who grew up in non-winter climates⁹. However, competitor countries with similar weather, like Sweden and Denmark, are still able to produce world top-200 players at rates of efficiency that exceed the global median. Further research is necessary to isolate the specific impact of weather on player development in Canada.

And lastly, Canada’s investment in player development has trailed peer countries. For example, Australia’s current annual player development budget is the equivalent of \$4.5M CAD compared with Canada’s total investment of under \$2.5M CAD in 2021. A significant portion of this difference in investment is due to the more robust depth by which Australia supports their emerging young professionals. The number of world-class players coming from Canada will grow significantly when we are able to invest in the development of top players at a rate that approaches our peer countries.

When considering geopolitical, cultural, and socioeconomic similarity, Canada’s current peer group in global golf consists of Denmark and Sweden. Our aspirational peer group for future achievement consists of England and Australia. Additional detail about the player development systems in each of these countries was gathered in interviews with their principal high-performance leaders.

Country	Total M & W in World Top 200	# of courses	Men in top 50 OWGR	Men in top 200 OWGR	Women in top 50 Rolex	Women in top 200 Rolex	Population	Top 200 efficiency index	Courses per 1000km ²	Population per course	GDP per capita	GINI index (income inequality)	Google golf popularity index	Weather score (max 4/4)
England	22	2,270	6	17	2	5	55,977,200	0.969	17.42	24,660	\$ 42,323	34.8	57	4
Australia	18	1,584	3	11	2	7	25,364,307	1.136	0.21	16,013	\$ 55,060	34.4	49	4
Sweden	9	662	0	4	1	5	10,285,453	1.360	1.47	15,537	\$ 51,615	28.8	34	0
Canada	6	2,564	1	4	1	2	37,589,262	0.234	0.26	14,660	\$ 46,195	33.3	49	1
Denmark	5	346	0	2	0	3	5,818,553	1.445	8.03	16,817	\$ 60,170	28.7	31	0
Median	3	346	0	2	0	1	37,970,874	1.047	1.25	75,218	\$ 40,247	33.3	23.0	4.0
Mean	11.8	1105	1.5	6.0	1.5	5.8	129,044,926	1.323	3.00	345,462	\$ 36,593	34.9	30.0	2.5

⁸ According to Swedish head coach Katarina Vangdal.

⁹ Specifically, we found that the probability of male players reaching the world top-200 by age 25 was significantly lower for players who grew up in winter climates compared to players who grew up in non-winter climates.

Systemic Enhancements for Canada's Player Development System

Canada has made substantial golfing progress in the past decade. However, as the above analysis shows, there is further opportunity to significantly increase the number of top players coming from Canada if we continue to improve our player development system.

The next section this report focuses on the strategic systemic enhancements that will help Canada improve its player development efficiency. Each systemic enhancement is briefly outlined, followed by the tactics that will be pursued in 2022 for its implementation.

The recommendation of these systemic enhancements is built not only upon research and analysis, but also based on feedback provided by over 200 stakeholders connected to high-performance golf in Canada. A detailed summary of this stakeholder feedback is available in Appendix B.

- 1. Clarify the overarching objective of the player development system.** The primary goal of the Golf Canada player development system must be clarified and stated unambiguously. *The primary objective of our player development is to increase the number of Canadian players on the LPGA and PGA TOUR.* All decisions and strategy should be aligned with this guiding objective¹⁰.

Tactics for 2022:

- Publicly clarify the guiding objective of the player development system.
- Examine internal systems, processes, and cultural tendencies. Modify any that are not directly aligned with this objective.

- 2. Emphasize a culture of teamwork and collaboration among all stakeholders in high-performance golf in Canada.** Evolve the culture of our player development system to become unmistakably collaborative and prioritize alignment among coaches, parents, agents, associations, golf course owners and operators, operators of tours, and other important stakeholders in Canadian golf.

The principle guiding this alignment will be to always prioritize the best interests of the players. Internally, we will examine our compensation and evaluation structures to ensure that they incentivize a culture of collaboration with provincial systems, personal coaches, and college coaches.

Tactics for 2022:

- Modify national program coach evaluations to ensure that collaboration with personal coaches is rewarded.

¹⁰ Increasing the number of players on the LPGA and PGA TOUR will increase the pool of players who are competitive for major championships and Olympic medals.

- Develop a system of onboarding meetings for each player that involve national coaches, personal coaches, parents, and administration. Outline specific roles and responsibilities, along with an ongoing communication plan.
- Invite provincial and personal coaches to attend national program camps.
- Build a database of hotbed coaches and keep them informed about ongoing national program business.
- Educate the National Golf Course Owners Association of Canada (NGCOA) on the concepts included in this strategic plan. Communicate about the role that golf course access plays in elite player development.

3. Generate additional financial support to enable budgets that match peer countries. Golf Canada’s total player development budget was slightly less than \$2.5M in 2021. Australia spends significantly more annually on its player development program. Australia’s robust support of its young professionals comprises a large portion of the difference in spending. England also invests more than Canada annually – while only investing in their amateur and junior programs (they do not support young professionals). Sweden has 12 coaches on staff, compared with Canada’s six.

Canada currently lags these countries in both the absolute number of world top-200 players and the rate at which top-200 players are generated on a per-golfer basis (i.e., “top-200 efficiency rate”). Reducing the difference in investment level will help Canada to close its current resource gap by supporting more players, hiring more coaches, and supporting emerging professionals at a more robust level. The system enhancements articulated in this report will require increasing the annual budget from \$2.35M of actual spending in fiscal 2021 to a target budget of \$3.8M in 2022 dollars.

Golf Canada and Golf Canada Foundation are embarking on an ambitious capital campaign to raise additional funds to support Canadian golf, a significant portion of which is targeted towards our player development program. This campaign should be supported by effective communications and marketing, including an enhancement to the existing weekly internal Team Canada email so it is appropriate for external audiences.

Tactics for 2022:

- Work with Golf Canada Foundation to present this strategy to the top-25 prospects who are capable of making gifts larger than \$1M.
- Secure the lead principal gift and complement it with four other major gifts by the end of 2022.
- Redeploy a portion of the investment returns from Golf Canada’s investment portfolio to increase internal resources for high-performance.
- Secure funding from Own The Podium that is commensurate with our commitment to grow investment and resources for high-performance.

- 4. Broaden the player development system at the junior level.** Increasing the number of elite junior players in Canada will lead to a commensurate increase in the probability of developing LPGA and PGA TOUR players. The following approaches will be considered:
- Invest in First Tee – Canada and Youth on Course to increase the supply of youth entering the sport – especially from traditionally underrepresented backgrounds that will make up an increasing share of Canadian athletic talent as Canada’s demographics continue to shift.
 - Focus on increasing the number of tournament-playing juniors in Canada. Measure the number of juniors who attempt to play in provincial junior competitions nationwide and actively seek to grow this number.
 - Encourage golf course operators to provide accessible junior membership options, especially in highly populated parts of Canada where course access has traditionally been more difficult. Work with course operators as partners to help balance the incentive to drive revenue with the importance of creating accessible golf options for aspiring juniors. Provide recognition and rewards for facilities who are providing affordable access to aspiring and high-performing juniors.
 - Increase the number of top developing players who receive nationally supervised coaching and support.
 - Increase the involvement of provincial and local coaches in the national system. Operate regional talent identification camps each year to build relationships with every junior player in Canada who is aspiring for professional golf. Integrate the provincial player development systems within the national system.
 - Provide financial support for elite junior players according to family financial need.
 - Hire a National Talent Identification Director to coordinate with provincial, academy coaches, and local coaches. Implement a “coach the coaches” framework. Work with the PGA of Canada to ensure that top quality high-performance coaching education is disseminated broadly to all coaches who are working with juniors.
 - Recognize and reward coaches across Canada who are helping to develop high-performing juniors.
 - Develop a national golf performance centre as a hub for talent identification, junior golf training, sport science, and our national high-performance coaching infrastructure.
 - Provide bridge support to players who have aged out of junior competition but are not ready to enter the Team Canada amateur and professional tier (i.e., given its increased focus on preparing for professional golf within 2-3 years; see below). The “junior” program should evolve into a development program that includes some younger college players. Please see Appendix C for an outline of the proposed structure.
 - Provide additional specific coaching support during the critical developmental periods of ages 13-16 for girls and ages 17-20 for boys.

Tactics for 2022:

- Implement First Tee – Canada nationwide and RBC Community Junior Golf in 15 communities across Canada.

- Gather contact information for every junior player in Canada who entered their provincial junior championship and add them to our communications database so they can receive information.
- Design and implement a recognition and reward program for courses who provide affordable access to competitive junior players.
- Continue to host a National Junior Squad selection camp as a means of talent identification for elite junior golfers and an opportunity to integrate national, provincial, and personal coaches. Increase the number of junior players on the National Junior Squad from 14 to 25.
- Provide access to spring training at Bear Mountain Resort for approximately 12 members of the National Junior Squad.
- Develop a recognition system for local and personal coaches who are producing national-level junior players.
- Budget resources to enable national junior coaches to travel to support players who have recently aged out of junior competition (i.e., have recently started college) but aren't yet qualified for senior national program support.
- Hire an additional assistant coach at the junior level to help distribute the additional support player load.
- Ensure compliance with Golf Canada and Sport Canada Safe Sport policies throughout the player development system. Ensure players are fully educated about Safe Sport reporting mechanisms.

- 5. Combine the amateur and young pro squads into one expanded tier that is specifically focused on preparing players to launch successful professional golf careers.** Amateur players who are selected should be identified as being certain to have the talent and intent to turn professional within two to three years. Amateur participants should make professional starts as often as possible and begin training and managing their careers with the rigors of professional golf in mind. Players who do not intend to turn professional within two to three years should not be selected for the pre-professional (i.e., "amateur") and professional team. Combining pre-professionals and professionals into one tier allows for appropriate coaching continuity and encourages pre-professional players to optimally prepare for the process of turning pro. Please see Appendix C for an outline of the proposed structure.

Tactics for 2022:

- Begin to modify coaching resources and engage in budget planning in preparation to make this adjustment to program tiers for the 2023 selection year.

- 6. Create a training base in the US for transitioning professional players.** Canadian players often do not have a suitable place in good weather to live and train early in their professional careers. There is a gap between finishing college and breaking through in professional golf where our players need support to continue their professional golf journey. Too often we see young professionals "couch surfing" without a home base to train in the US. We should establish a more permanent training base for transitioning Canadian players. Part of this training base

should include housing that can be used on a temporary basis, similar to the US housing resources available to Australian and Swedish players. Over time, Canada should consider developing a training base in Florida and a training base in Arizona.

Tactics for 2022:

- Secure housing accommodations in Phoenix, AZ.
- Continue partnership with Legacy Golf Club in Phoenix as a warm weather training facility.
- Explore options in Florida with the help of Golf Canada Foundation donors.

- 7. Increase support for young professional players.** Golf Canada Foundation has done excellent work in getting the Young Pro Squad program off the ground. Now is the time to take it to the next level by funding more players and funding them more substantially. Current financial limitations must be reduced with increased fundraising. The budget for the Young Professional Squad needs to increase substantially to bring our player support in line with Australia and other aspirational peers.

In return, players who reach certain professional earnings thresholds will be asked to give back to the program at a rate commensurate with the direct investment made in their development.

Special consideration should be given to (a) mental health support and (b) athlete exit pathways for touring professionals who choose to retire prior to reaching the LPGA or PGA TOUR. Ensuring players are provided with holistic support helps to mitigate common issues that impact performance and career longevity, such as feelings of loneliness and the opportunity cost of persisting in professional golf.

Tactics for 2022:

- Identify options to provide additional mental health support, especially to female professional players.
- Utilize and integrate existing programs, including Game Plan, to support current and retiring athletes.
- Continue robust fundraising activity to generate the necessary resources by end of 2022 in preparation for the implementation of substantially increased player funding in 2023.
- Design the professional player give-back system so it is ready for implementation in 2023.

- 8. Assess and fund specific professional player needs.** Rather than providing young professionals with a flat amount of monetary support, work with each player every year on a thorough needs assessment to understand where Golf Canada support can be best directed. For example, some players might need support from a coach, others might need their caddie funded for the year, and others might need funding to help with travel. Golf Canada would then fund player needs on an individualized basis. This might be facilitated through an application process.

Tactics for 2022:

- Design the needs assessment process and procedure for implementation in 2023.

9. Create scalable and low-cost digital educational resources that can be made available to all aspiring Canadian players and their families. The increase in acceptance of Zoom delivery during the pandemic has helped make digital educational opportunities more feasible. Accordingly, we will create educational resources to be available for all Canadian junior players and parents (e.g., “How to get a scholarship”, “How to be an effective junior golf parent”, etc.), rising amateurs (“Principles of course management decision making”, “How good do you have to be to make the LPGA or PGA TOUR?”), and transitioning professional players (“Navigating the immigration process”, “How to work effectively with your agent”).

Tactics for 2022:

- Identify at least 15 specific topics for educational modules.
- Create a library of content and ensure it is appropriately bilingual.
- Develop a system to make the content available to a specific set of recipients.

10. Ensure the appropriate depth and pipeline of coaching talent. In 2021, our program included four full-time coaches, two part-time assistant coaches, and one high-performance staff member. At maturity, as Golf Canada supports more players and garners an appropriate base of resources, we should add coaching support and staffing support. Specifically, we should add a National Talent Identification Director to manage nationwide work with provincial and local coaches at the early-stage junior level. In addition, we should add coaches so that our resources more closely match the number of coaches that are provided by Sweden, Australia, and England. National coaches will hold regular educational sessions with provincial and local coaches over Zoom. Please see Appendix C for a summary of the proposed staffing model.

In additional, further analysis is needed to identify the most effective coach development and succession pathways. When players graduate from our system and advance to the top tours, they often want our coaches to continue working with them. This creates a potential gap in coaching for younger players that must be resolved.

Tactics for 2022:

- Hire an additional assistant coach for the women’s professional and amateur squads.
- Hire an additional assistant coach for the men’s professional and amateur squads.
- Hire an additional assistant coach for the junior (i.e., NextGen) squad.
- Refine the position requirements and objectives of the National Talent Identification Director. Hire the position when funding is confirmed.
- Create a global network of Canadian coaches who are involved with high-performance juniors and implement regular communication among this group over Zoom.

11. Improve the metrics used to evaluate performance and player development progress, including the development of a Gold Medal Profile. The quality and utility of performance data

has increased significantly in recent years. For example, capabilities in each skill area (i.e., driving, approach, around-the-green, and putting) can be isolated and evaluated relative to a baseline using the strokes-gained methodology. In addition, granular information about technique (e.g., angle of attack, club path, strike location, clubhead speed, etc.) and ball patterns (e.g., spin rate, spin axis, angle of descent, etc.) derived from modern technology tools has dramatically improved coaching methods. Also, modern performance metrics such as “true strokes gained” provide a more accurate measure of the true quality of a player than world rankings, which can be influenced by intentional scheduling.

However, there is still improvement to be made in how these modern data and insights are best utilized for the purposes of player selection, tracking, and long-term player development. Additionally, the quality of available data is often poor at developmental levels of golf – often requiring players themselves to collect and enter the data – making statistical analysis less reliable or useful in these situations. Going forward, we will develop better metrics for evaluating the previous and current performance of players, projecting future performance at higher levels of competition, and measuring skill improvement.

As a start, we will utilize strokes-gained data from the LPGA and PGA TOUR to construct a “Gold Medal Profile” of a world-class player who has the highest probability to succeed in major championships and Olympic competition. We will study the strokes-gained profiles of the world top-10 to understand the best, average, and threshold levels of performance among this elite group of players at each measured skill. This will create a band of performance in each measured skill – including the thresholds that must be exceeded – as the target level of performance on each skill for developing players.

We will then measure these skills at various stages of development through standardized testing. We will attempt to find an analytical basis for projecting the level of performance relative to a LPGA or PGA TOUR standard that should be demonstrated on each skill at various points along the developmental timeline.

Finally, we use emerging data from 3D imaging technology to study the physical techniques that are used by the world top-10 players to produce these outcomes in each measured skill. We will then create bands that capture the variance in physical techniques employed by these elite players and use these as the basis for evaluating player technique and coaching player technique.

Tactics for 2022:

- Complete the strokes-gained composite analysis for the world top-10 in men’s and women’s golf.
- Re-evaluate the rankings data used for player selection and evaluation. Consider the development of an updated methodology that relies on an amalgamation of different

rankings to discourage players from manipulating their schedules to preserve their ranking.

12. Re-evaluate the infrastructure and pathway for Canadian professional women's golf. The pathway to world top-200 for Canadian women merits additional analysis. On average, the best female players in the world (i.e., those who eventually reach the world top-200) turn professional at 19.6 years of age and break through into the world top-200 at 20.7 years of age¹¹. Given these age milestones, the best path to global success in women's golf often does not include NCAA competition. Additional consideration should be given to creating pathways that allow Canadian women to develop on a timeline that maximizes the chances of professional success while also preserving the opportunity for a university education.

Further attention must also be given to restoring the Canadian women's tour. These events created important playing opportunities for young professional players and Canada's best juniors and amateurs.

Tactics for 2022:

- Design a pathway that enables the best Canadian women to turn professional at earlier ages without making harmful educational sacrifices.
- Educate parents of junior girls so they consider this alternative pathway rather than defaulting to the traditional NCAA pathway.

13. Especially emphasize how we can support the development of Canadian golf champions from traditionally underrepresented backgrounds. An increasing percentage of athletes in Canada will come from racialized backgrounds in future years. We must encourage participation from multicultural communities, or a decreasing percentage of Canadian athletic talent will be available for golf. If executed properly, First Tee – Canada will help with this.

Tactics for 2022:

- With the assistance of internal and external experts, review all process and procedures through a diversity, equity, and inclusion lens to help reduce systemic barriers to achievement.
- Provide need-based financial aid to participants in the player development program to help reduce costs and make opportunity more equitable.

Please see Appendix C for an updated structural outline of the Canadian player development system with these recommendations included.

¹¹ Koenigsberg, Pilgrim, and Baker (2021). *A longitudinal analysis of the ranking trajectories of top 100 ranked male and female golfers*. *Journal of Quantitative Analysis in Sports*.

Conclusion

After implementing these systemic changes, Canada will be positioned to make significant gains in the number of world-class players that are being produced. Improving our efficiency of top-200 player development to a rate that matches the United States - i.e., a top-200 efficiency index of 0.746, which is significantly improved from our current level of 0.234, but still trails the median and our aspirational peer countries – will yield 20 world top-200 players who come from Canada. This means that there would be approximately 30 players from Canada who have status on the LPGA or PGA TOUR.

The number of tour cards held by Canadian players is a more understandable and stable metric than positions on the Official World Golf Ranking (OWGR) or Rolex Rankings, where ranking order can vary from week to week in non-intuitive ways. *Accordingly, Golf Canada's stated goal is for 30 Canadians to hold cards on the LPGA and PGA TOUR by 2032, with a minimum of 10 Canadian players on each tour.*

The player development team at Golf Canada will embody the following organizational characteristics in pursuit of this goal:

- *Athlete centric.* The wellbeing, safety, and performance needs of our athletes are prioritized in decision-making.
- *Mission focused.* We are uncommonly focused on our mission of helping Canadian athletes reach the LPGA and PGA TOUR. Everything we do is in service of this mission.
- *Analytically oriented.* We seek facts and truth to guide our decisions and actions.
- *Globally ambitious.* We believe that Canada is a world-class golfing country and ambitiously strive for global success. Our ambition is supported by world-class people, resources, and work ethic.

We are eager to help more Canadians reach the LPGA and PGA TOUR, win major championships and Olympic medals, and inspire generations of Canadians from all backgrounds to participate in golf.

Appendix A: Data about golfing countries from around the world.

Country	Total M & W in World Top 200	# of courses	Men in top 50 OWGR	Men in top 200 OWGR	Women in top 50 Rolex	Women in top 200 Rolex	Population	Top 200 efficiency index	Courses per 1000km ²	Population per course	GDP per capita	GINI index (income inequality)	Google golf popularity index	Weather score (max 4/4)
United States	125	16,752	26	86	12	39	328,239,523	0.746	1.76	19,594	\$ 65,298	41.1	41	2
S. Korea	70	810	2	5	19	65	51,709,098	8.642	8.08	63,838	\$ 31,846	31.6	19	1
Japan	46	3,140	1	11	5	35	126,264,931	1.465	8.31	40,212	\$ 40,247	32.9	59	4
England	22	2,270	6	17	2	5	55,977,200	0.969	17.42	24,660	\$ 42,323	34.8	57	4
Australia	18	1,584	3	11	2	7	25,364,307	1.136	0.21	16,013	\$ 55,060	34.4	49	4
South Africa	17	477	3	16	0	1	58,558,270	3.564	0.39	122,764	\$ 6,001	63	52	4
Thailand	9	317	0	1	3	8	69,625,582	2.839	0.62	219,639	\$ 7,807	36.5	5	4
Sweden	9	662	0	4	1	5	10,285,453	1.360	1.47	15,537	\$ 51,615	28.8	34	0
Spain	8	497	2	7	1	1	47,076,781	1.610	0.98	94,722	\$ 29,600	34.7	22	4
Canada	6	2,564	1	4	1	2	37,589,262	0.234	0.26	14,660	\$ 46,195	33.3	49	1
Ireland (N. Ireland)	6	494	2	4	0	2	6,826,444	1.215	5.85	13,819	\$ 78,661	32.8	100	4
France	6	804	1	4	0	2	67,059,887	0.746	1.25	83,408	\$ 40,494	31.6	23	4
Germany	6	1,050	0	2	2	4	83,132,799	0.571	2.94	79,174	\$ 46,445	31.9	28	1
Denmark	5	346	0	2	0	3	5,818,553	1.445	8.03	16,817	\$ 60,170	28.7	31	0
China	5	617	0	0	1	5	1,397,715,000	0.810	0.06	2,265,340	\$ 10,262	38.5	7	3
Mexico	4	263	1	2	0	2	127,575,529	1.521	0.13	485,078	\$ 9,946	45.4	8	4
Finland	3	191	0	2	0	1	5,520,314	1.571	0.56	28,902	\$ 48,783	27.4	37	0
Austria	3	205	0	3	0	0	8,877,067	1.463	2.44	43,303	\$ 50,138	29.7	28	0
Italy	3	321	0	3	0	0	60,297,396	0.935	1.07	187,842	\$ 33,228	35.9	15	2
New Zealand	3	415	0	2	1	1	4,917,000	0.723	1.58	11,848	\$ 42,084	32.5	42	4
Scotland	3	614	0	3	0	0	5,454,000	0.489	7.88	8,883	\$ 39,257	34.8	57	4
Belgium	2	121	0	2	0	0	11,484,055	1.653	3.96	94,910	\$ 46,421	27.4	23	4
Philippines	2	131	0	0	1	2	108,116,615	1.527	0.44	825,318	\$ 3,485	46.5	5	4
Norway	2	191	1	1	0	1	5,347,896	1.047	0.59	27,999	\$ 75,420	27	21	0
Netherlands	2	330	0	1	0	1	17,332,850	0.606	7.89	52,524	\$ 52,331	28.5	22	0
Poland	1	47	0	1	0	0	37,970,874	2.128	0.15	807,891	\$ 15,693	29.7	18	0
Colombia	1	67	0	1	0	0	50,339,443	1.493	0.06	751,335	\$ 6,429	49.7	3	4
Wales	1	186	0	1	0	0	3,136,000	0.538	8.95	16,860	\$ 31,589	34.8	57	4
India	1	298	0	0	0	1	1,366,417,754	0.336	0.09	4,585,294	\$ 2,100	35.7	2	4
Argentina	1	348	0	1	0	0	44,938,712	0.287	0.13	129,134	\$ 9,912	41.2	9	4
Switzerland	0	114	0	0	0	0	8,574,832	-	2.76	75,218	\$ 81,994	32.7	28	0
Czech Republic	0	132	0	0	0	0	10,669,709	-	1.67	80,831	\$ 23,495	24.9	20	0
Portugal	0	106	0	0	0	0	10,269,417	-	1.15	96,881	\$ 23,252	33.8	19	4
Median	3	346	0	2	0	1	37,970,874	1.047	1.25	75,218	\$ 40,247	33.3	23.0	4.0
Mean	11.8	1105	1.5	6.0	1.5	5.8	129,044,926	1.323	3.00	345,462	\$ 36,593	34.9	30.0	2.5
Variables														
Rankings data	Rolex gathered July 3, 2021. OWGR gathered July 2.													
# of courses	Number of golf courses in each country, according to 2021 R&A "Golf Around the World" report. European country data from 2019 report (no European update in 2021). Used as general proxy for number of golfers.													
Population	Population in each country from 2019, per World Bank data. Population of UK countries (England, Scotland, Wales, combined Ireland and N. Ireland) comes from different source.													
GINI index	GINI index from 2017 (World Bank data) measures the extent to which the distribution of income among individuals or households within an economy deviates from a perfectly equal distribution. Higher number is more unequal.													
GDP per capita	From World Bank as of 2019 https://data.worldbank.org/indicator/NY.GDP.PCAP.CD . Info for England, Scotland & Wales from a different source. Ireland info does not include N Ireland													
Google Golf popularity index	Frequency of searches for the term "golf" in Google on a per capita basis. Taken for the past 5 years. No separate info for UK countries (UK=59).													
Top 200 efficiency index	Number of Top 200 golfers per course, times 100. Attempt at a general measurement for the rate at which a country produces top 200 players from its total pool of golfers.													
Weather score	Data gathered from weatherspark. Analyzed the temperature patters of top four population cities. One point for each city where average low temp never dips below 0c. Four possible points.													

Appendix B: Stakeholder Feedback about Canada's player development system.

Since January 2021, Golf Canada has engaged with over 200 stakeholders in Canadian golf to gather feedback about the current system of player development, including Canadian touring professionals, coaches with experience at the very highest level, administrators, and others involved in the Canadian golf ecosystem. This document contains a summary of feedback received.

Mission, Values, and Culture

- **Canadians have a lot of pride in Canadian golf.** People want Canada to be a successful golfing country. Even those who haven't been directly involved with Golf Canada player development are willing to be involved and help Canadian players be successful.
- **The overarching purpose of our player development efforts must be clarified and restated: to help more players earn LPGA and PGA TOUR cards.** All decisions should be guided by this north star. Amateur competitions and achievements are important but are ultimately a means to the end of helping players earn their LPGA and PGA TOUR cards.
- **Canada has made significant progress in the past decade.** Canadian players are showing they can succeed with the right resources. Universally, people acknowledge and are proud of the improvements in Canadian performance. There is broad acknowledgement of the quality of our national coaching staff.
- **Canada is a small country, and all stakeholders must be aligned to maximize our potential.** Some countries are not able to support their players as effectively because of internal turf wars and politics between regions, the PGA, etc. Canada should try its best to ensure national alignment and avoid these pitfalls.
- **Viewing winter as an advantage during younger developmental stages.** We must find ways to make winter work in our favor. We can't change winter, so we should try to take advantage of the fact that most of our junior players can't play outdoors. This allows time for focus on technique, improving movement and/or body, learning about strategy, etc. Culturally, we must turn the negative of winter into a positive.
- **What is the defining cultural characteristic or belief of our program?** Sweden takes pride in their status as underdog ("We against the world"). Denmark is particular about technique ("We believe that players need to hit the ball solid, and we are committed to technique"). Spain is intentionally indifferent about long game technique but pays close attention to short game technique. We need to be internally clear about our own cultural or philosophical beliefs and make sure this permeates high-performance golf in Canada.

System and finances

- **We can improve the underlying program infrastructure.** Even with recent success, Canada can still improve our national infrastructure to systematically develop players from younger ages. In particular, the infrastructure at the youth level (i.e., before the national junior squad) and coordination with provinces at this level can be improved.
- **Growing fundraising and player development budget.** Golf Canada has the opportunity to generate more philanthropic support to support player development. Golf Canada's investments trail competitors by a significant amount.

- **The uniqueness of Canada impacts our player development system.** There are several attributes of Canada that impact how we should think about player development:
 - Multiculturalism – an increasing percentage of athletes in Canada will come from racialized backgrounds in future years. We must encourage participation from multicultural communities, or a decreasing percentage of Canadian athletic talent will be available for golf. If executed properly, First Tee – Canada will help with this.
 - Multilingual – our system must be designed to foster athletic talent from Quebec and other cultural communities where English is not the first language.
 - Geography – Canada is spread out across an unusually large land mass. In smaller European countries, players can more easily meet in training locations around the country.
 - Weather – Obvious impacts to continuity of training.
- **Regulate the outputs, not the inputs.** Tennis Canada supports players based on their progress and does not always force the players to use particular coaches or follow a particular method. Finding the balance of allowing players to follow their own path while also encouraging best practices takes some skill and thoughtfulness.
- **Coordinating effectively with regional and local coaches is a challenge that the global golf world has not fully solved yet.** All of the countries we talked with cited this as a continuing challenge. There is an opportunity for better coordination with provinces, especially at the junior level. We should consider how to integrate more fully with provincial programs. England and Australia attempt to be particularly organized in their integration with regional and county systems. Sweden is especially committed to involving the local coaches.
- **Scalable and low-cost educational opportunities.** There is more desire and opportunity for inclusive education opportunities, such as seminars that can be targeted at transition professionals (“navigating the immigration process”, “how to work effectively with your agent”) and junior players and parents (“how to get a scholarship”, “how to be an effective junior golf parent”). These educational opportunities can involve current tour players and coaches. In Denmark, national coaches hold regular educational sessions with regional and local coaches over Zoom. The increase in acceptance of Zoom delivery has helped make these kinds of educational opportunities more feasible.
- **The importance of having a Board of Directors that wants to win.** The Board, and especially the President, must make a commitment to winning at a global level. We are fortunate to have this alignment at Golf Canada right now.
- **Tracking player performance.** Are the World Amateur Golf Ranking (WAGR), Official World Golf Ranking (OWGR) and Rolex Ranking the best ways to track player development progress? There are some new metrics based on strokes gained (e.g., [metrics developed by Data Golf](#)) that might more accurately predict future performance than current ranking systems.
- **There are differences in the development paths of male or female players.** Data tells us that women reach higher levels at earlier ages and also stop playing sooner. We should take these differences into consideration and try to avoid defaulting to “like for like” when a more nuanced structure is warranted.

Young Professional Development

- **There is a need and desire to broaden the number of players supported at the professional level and deepen the amount of support provided to these players.** Golf Canada Foundation has done excellent work in getting the Young Pro Squad program off the ground. It is time to take this to the next level by funding more players and funding them more substantially. Current financial limitations must be reduced with increased fundraising. In addition, there are perhaps other ways to broaden the number of players supported without adding much incremental cost (e.g., Zoom calls, other informational resources).
- **Assessing and funding specific player needs.** Rather than providing young professionals with a flat amount of monetary support, several other countries provide work with each player on a thorough needs assessment to understand where federation support can be best directed. For example, some players might need support from a coach, others might need their caddie funded for the year, and others might need funding to help with travel. The federation takes care of expenses and needs on an individualized basis rather than providing a standard lump sum of money each year. This might be facilitated through an application process.
- **US training and housing for transitioning tour professionals.** We need a warm-weather base for players who are transitioning to professional golf. Often, Canadian players don't have a convenient place to live and train in the US, since they can't go home and may have gone to college in a northern state or a place that is not conducive to early-career professional golf. Players need a place where they can live and train, ideally in a location where there is a robust professional golf ecosystem. We are working on solutions for this in Arizona and Florida. Australia has a house in Windermere and Sweden has a condo in Scottsdale.
- **Supporting player business affairs.** Feedback from professional players indicates they would like more guidance from Golf Canada on immigration, taxes, how to pick and work with an agent, and other business aspects of their careers. With the amateur status rules changing to allow endorsements, it is possible that Golf Canada might be able to increase its involvement on the business side with all players, including juniors and amateurs.
- **Creating a give-back system for professional players.** Australia has a give-back system where successful professionals put money back into the system that helped them reach the professional tours. The annual contribution from each player is determined by the amount that was invested in their development and is capped after a certain period of time.
- **Breaking through in pro golf takes patience.** We must ensure our system is designed to support players as they make their way through the entry levels of professional golf.

Junior and Amateur Development

- **Making "Team Canada" is an honour for players, but the prestige and expectations that come with being part of "Team Canada" may have unintended consequences at the junior level.** Players are honoured to be part of Team Canada and associate it with a sense of prestige. However, the status associated with being named to a "national team" at the junior level may create problematic expectations, a false signal about how good they are, and a hinderance to the long-term player development process. There also becomes an "in-group vs out-group" dynamic at domestic junior tournaments that we operate. Australia has tried to phase out the idea of a national "team" and instead emphasized the notion of a "development program". We should evaluate how the national "team" construct is managed going forward, especially at the junior level.

- **We need to broaden the number of players involved at the junior level.** The number of boys and girls involved in the program is too few. Accurately picking junior players who have the best chance for professional success is especially difficult in Canada, where even the best juniors are very early in their development trajectory (i.e., compared to warm-weather Americans) because of weather limitations. Sweden runs a series of camps that allows them to interact with every junior player in the country who has high-performance potential. Australia includes 200-400 players in their entry level development tier, where the primary goal is to build relationships and identify talent. We should consider ways to broaden the number of junior players who are involved with the Golf Canada player development infrastructure and provide more players with guidance earlier in their careers.
- **Consistency of commitment to players.** Some players and other affiliated individuals have expressed negative feedback about the in-and-out nature of year-to-year selection, claiming that this method of selection creates awkward dynamics. For example, being named to the junior team and then not making it back the following year is especially challenging. There will always be resource limitations, and a certain level of player performance is expected, but we should consider if/how we can make a more sustained commitment to players. Poorly performing players shouldn't keep their level of funding, but perhaps there are ways to keep them engaged in the system.
- **No relative age effect.** We studied birthdays of all players who have been involved in the national player development program to date and did not find evidence of a relative age effect (i.e., that you have an advantage if you were born at certain times of the year).
- **Thinking through how Bear Mountain can be used most effectively.** Some people have been very complimentary about the semi-centralization structure. Others have suggested that the weather is not good enough for proper training and suggest that kids being away from home creates behavioral challenges that are problematic. There is also a point of view that mandatory centralization is not culturally sensitive. We will need to think through this in more detail over the next year to ensure our model is most beneficial for the players.
- **Helping players select the right US college.** Many countries attempt to help players attend the right US colleges – i.e., where the environment is about development in addition to performance. We need to make sure that our players are attending schools that are the right fit for them at their stage of development. To date, successful tour players from Canada have not come from traditional college golf powerhouses. The players reaching the LPGA or PGA TOUR came from schools such as Kent State, Washington, Wyoming, Boise State, New Mexico State, or didn't attend college (Brooke). Canadian players who attended Georgia, Stanford, Oklahoma State, UNLV, Alabama, Texas, etc., have not reached the highest levels.

Appendix C: Updated framework for Canada's player development system.



Tier	Who	Objectives	Key activities	Financial resources	Metrics	Coaching staff model	Facility portfolio
<p>Team Canada NextGen</p> <p>Juniors and amateurs who are more than 2 years from turning pro.</p>	<p>First Tee – Canada and Youth on Course to build pipeline.</p> <p>Top 10-30 players from each province invited to regional camps held 3x per year.</p> <p>Top 50 junior players nationally qualify for national selection camp.</p> <p>Top 25 players retained for the national Team Canada NextGen program.</p> <p>Approximately 15+/- players are given the option of spring training at Bear Mountain, based on age and circumstances. Others are trained regionally by national, provincial, and personal coaches.</p> <p>Support will continue for promising players who have aged out of junior golf but are not ready for the pre-professional tier.</p>	<p>Create the broadest possible base of competitive junior players.</p> <p>Educate all juniors/parents in Canada about the player development process.</p> <p>Have contact with every player in Canada who has LPGA or PGA TOUR potential.</p> <p>Produce as many players as possible who are ready to turn professional within 2-3 years and deliver them to the Team Canada tier.</p> <p>Help players choose the right next career step, whether NCAA or pro.</p>	<p>Deliver online educational resources to every aspiring player and family in Canada: “Principles of course management”, “Is college golf right for me?”, etc.</p> <p>Conduct regional camps 3x per year in each province, operated by provincial talent ID coordinators, to identify promising young juniors.</p> <p>Support a nationwide network of coaches who are working with high-performance junior players.</p> <p>Train and support the most promising junior and young amateur players in Canada - approximately 25 per year as part of Team Canada NextGen squad.</p> <p>Conduct the annual national selection camp. Conduct spring training and winter camps.</p> <p>Coaching travel to support players recently aged out of junior (i.e., starting NCAA) but not yet ready for Team Canada.</p>	<p>Budget: Target operating budget of \$370k and staffing budget of \$645k (in 2021 dollars).</p> <p>Player support: National program players are responsible for the cost of their own tournaments, but financial aid will be provided to families who demonstrate financial need.</p>	<p>Number of players attempting to play in their provincial junior (i.e., size of base).</p> <p>Number of players transitioning to the Team Canada squad.</p> <p>Percentage of players who reach the LPGA or PGA TOUR.</p> <p>WAGR, Sagarin, and other junior rankings.</p> <p>Data Golf “true stroked gained” analysis.</p> <p>Performance on Golf Canada national testing protocols.</p>	<p>National NextGen HC Trains players at Bear Mountain during spring training. Travels to support players at other times.</p> <p>National NextGen ACs (2) Train players at Bear Mountain and travel to train players in other locations. One of the assistant coaches is specifically focused on girls aged 13-16.</p> <p>Talent Identification Director Responsible for working with provincial and local coaches to monitor player pipeline, quality control of player training activities.</p> <p>Provincial Talent ID Coaches Part-time contracts for operating provincial camps and helping with talent ID. Usually would be the provincial coach. May also coach players in their region.</p> <p>Integrated Support Personnel Part-time sport psych and strength/conditioning IST.</p>	<p>Bear Mountain used for spring training, player training in BC, fall/spring camps.</p> <p>TPC Toronto will be used for national selection camp.</p> <p>Legacy Golf Resort and Verrado Golf Course in Phoenix will be used for winter camps.</p> <p>Other facilities in Canada and the US are also under consideration.</p>
<p>Team Canada</p> <p>Professionals and pre-professional amateurs who are less than 2 years from turning pro.</p>	<p>Top 10-20 amateur players who have the best chance to be successful pros and intend to turn professional within 2 years. Players who do not intend to turn professional within 2 years will not be selected.</p> <p>Top 10-20 professional players who have the best chance to be successful LPGA and PGA TOUR players.</p> <p>Selection based on WAGR and OWGR trajectory for age, results in events, and Golf Canada evaluations</p>	<p>Help young professionals earn LPGA and PGA TOUR cards.</p> <p>Help the best pre-pro prospects prepare for professional golf within 2 years.</p> <p>Supportive retirement transition planning for players who stop pursuing professional golf.</p>	<p>Online educational resources available to every player in Canada: “What to expect when you turn pro,” etc.</p> <p>Training camps during US Thanksgiving, winter holidays, and late spring.</p> <p>Perform an annual needs assessment with each player to identify gaps that may impact performance and development. Provide funding support to eliminate these gaps.</p> <p>Provide options for coaching, facility access, strength and conditioning, and sport psych support.</p> <p>Support the business affairs of players, including help with agents, immigration, and taxes.</p>	<p>Budget: Target operating budget of \$1.3M and staffing budget of \$860k (in 2021 dollars).</p> <p>Player support: Based on annual needs assessment. Annual budget of \$970k for pros and \$125k for amateurs. Athlete Assistance Program (AAP) funding is also available.</p> <p>Amateurs are generally responsible for the cost of their own tournaments and travel, much of which happens through college, but financial aid for summer competition will be provided to players who demonstrate financial need.</p>	<p>Number of LPGA/PGA TOUR cards earned.</p> <p>Made cuts in professional events (i.e., for amateurs).</p> <p>Change in OWGR, Rolex rankings. WAGR, and Data Golf “true strokes gained” analysis.</p> <p>Development time from entry in Team Canada tier until LPGA or PGA TOUR card earned.</p> <p>Utilizing the Gold Medal Profile to evaluate performance.</p>	<p>National Head Coaches (2) One each for men and women. Train players and coaches by travelling. Coordinate with the college coaches and personal coaches.</p> <p>Assistant Coaches (4) Two each for men and women. Train players by travelling and coordinate with the college coach and personal coaches. May be based in the US, if appropriate.</p> <p>Integrated Support Personnel Part-time sport psychology and strength/conditioning coaches.</p>	<p>Legacy Golf Resort in Phoenix will be used for winter camps. House in Phoenix is available to players for lodging during training when on break from college.</p> <p>Phoenix house. House in Phoenix is available to players for lodging when a base is needed.</p> <p>TPC Toronto will be used for summer training.</p> <p>Other facilities in the US and Canada are under consideration.</p>

About the Authors

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