



Toward a nation golfing

PARTNER FOCUSED

A strategic plan for
Golf In Ontario



Toward a nation golfing



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Welcome

We are very pleased to introduce to you **Partner Focused**, an updated strategic plan for Golf in Ontario.

The aim of this document is to outline the strategic direction for Golf Ontario which acts as the Provincial Sport Organization for golf in Ontario as recognized by the Ministry of Tourism, Culture and Sport. During the strategic plan development process, a common theme emerged, and what became clear is our partnership with **golf club or facilities** was vitally important to strengthen our relationship with golfers and enhance our impact on the great golf community.

Over the next four years, we will aim to put our partner facilities at the heart of everything we do. By understanding each motivations and responding to their differing needs and wishes, we will:

- engage them in a way they want
- implement a club-centric approach across all areas of the organization
- improve effectiveness of Golf Ontario communications and
- expand their involvement, ultimately growing the game.

There's no doubt about recent progress. Together with Golf Canada, we've seen the successful launch of the Gold Membership program across the country and outstanding performances by Ontario athletes on the world stage. Who can forget Brooke's win at the CP Women's Open and we continue to run and enjoy outstanding championships for the best amateur players including the World Junior Girls Championship.

However, significant change is upon the sport. In 2019, a new and fresh rules code will be introduced and in 2020 the World Handicapping initiative will be unveiled. Together with Golf Canada, this plan will see Golf Ontario invest time, energy and funding to ensure a smooth transition at all levels.

While this strategic plan is led by Golf Ontario, it has to be recognized that it also requires a major effort by all our stakeholders and partners which will need to engage in the plan. This is the driver behind our new strategy and were looking forward to working with the entire golf community to inspire and enable more Ontarians to play and to grow the sport of golf in Ontario.



Mike Kelly, PGA
Executive Director
Golf Ontario



John Gallinger
President
Golf Ontario



Howard Atkinson
Vice President
Chair, Strategic Planning Committee
Golf Ontario

Partner Focused



The facility is at the centre of our strategic plan

Building Stronger Relationships

We believe there is still much work to be done if golf is to realize its potential to shape the lives of more Ontarians. There's consensus on where this work needs to be concentrated: reaching more new golfers, particularly women and girls, and retaining more existing golfers.

The facility is at the centre of our new strategic plan and we believe that working together as partners will give us the greatest chance of being able to...grow golf in Ontario.

We must better understand how we can support our facilities to be the best that they can be at providing more and better golf opportunities for both current and potential golfers. We believe that **strengthening support for facilities** is the key to unlocking the changes we need to see.

Our focus will be on building **stronger relationships with facilities** to understand their needs and address our common interests such as membership growth, junior development and other aspects of participation development that will bring more players to the game.

We aim to put **facilities at the heart of everything we do**. By understanding each facility's priorities and the manner in which they engage with their communities, we will together work toward building **win-win partnerships that strengthen both the facility and our provincial organization.**

of golf facilities in Ontario:
805

Ontario represents
35%
of Canada's facilities

Canada is
2nd
in the world in total golf facilities

Daily fee courses **680**
Private courses **125**

Ontario has more than **double** the golf facilities than any other province



Our Vision

Toward a nation golfing

Our Mission

WE SHAPE LIVES BY LEADING, CREATING, AND PROMOTING POSITIVE GOLF EXPERIENCES

Our Values

Passion | Respect | United | Accountable | Brilliant





Our Values

PASSION

We share our incredible **PASSION** for golf with Ontarions

RESPECT

We demonstrate **RESPECT** and integrity in everything we do

UNITED

We work as a **UNITED** team with the goal of a **UNITED** golf industry

ACCOUNTABLE

We are **ACCOUNTABLE**, engaged, and committed with our actions

BRILLIANT

We strive to be **BRILLIANT** in everything we do and in the work we deliver



Our Strategic Objectives

1



PARTICIPATION

More golfers,
playing more golf.

2



JUNIOR PERFORMANCE

World Class Junior
Development.

3



LEADERSHIP

Driving more value to
attract more members.

4



ORGANIZATION SUSTAINABILITY

Continual strengthening
of Golf Ontario.



PARTICIPATION

More golfers,
playing more golf

WE WILL ACHIEVE THIS BY:

- 1.1 **Younger golfers** - Encouraging participation amongst youth
- 1.2 **Diverse and inclusive environment** - attracting a diverse demographic of golfer
- 1.3 **Women and girls in golf** - attracting more women and girls of all ages to the sport
- 1.4 **Competition and Events** - a wide range of competition / events for all skill levels, age and gender

HOW WE'LL MEASURE SUCCESS:



Increasing the number of facilities delivering future links programming



Increasing the number of facilities offering programs for women and girls



Growing participation in our Championships and events

JUNIOR PERFORMANCE

World class junior development

WE WILL ACHIEVE THIS BY:

- 2.1 **Athlete pathway** - providing athletes with a clear development pathway
- 2.2 **Training environment** - working with Ontario Golf facilities to create the best training environment possible
- 2.3 **Coach development** - developing best in class coaches, trainers and athlete support team members

HOW WE'LL MEASURE SUCCESS:



Ensuring the success of Ontario athletes on Ontario and National Order of Merit



Increasing the number of regional golf development centers



Building on the number of trained coaches

2

LEADERSHIP

Driving more value to attract more members

WE WILL ACHIEVE THIS BY:

- 3.1 **Member Golfer Value** - adding value to increase the number of member golfers'
- 3.2 **Facility support** - providing support to all Ontario golf facilities
- 3.3 **Core service delivery** - rules, handicapping and course rating
- 3.4 **Brand and marketing** - building an inspirational brand that enhances the image and benefits of golf

HOW WE'LL MEASURE SUCCESS:



Driving the number of Member Golfers



Increasing the number of our member facilities



Ensuring a deep pool of engaged and certified officials



Engaging social media and website content

3

ORGANIZATIONAL SUSTAINABILITY

Continual strengthening of Golf Ontario

WE WILL ACHIEVE THIS BY:

- 4.1 **Structure policies and procedures** - having the highest standards to yield organizational growth
- 4.2 **Strong financial position** - growing a more diversified revenue stream and control expenses
- 4.3 **Skilled and motivated workforce** - delivering innovative programs to attract and retain skilled, diverse and motivated volunteers and staff

HOW WE'LL MEASURE SUCCESS:



Increasing the number of facilities adopting equity, diversity and inclusion policy



100% of stakeholders trained in respect in sport



Growing a more diversified net revenue stream



Ensuring strong retention rates with staff and volunteers

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