



Golf For All

2023-2026 Strategic Plan



Golf Ontario Vision, Mission & Values

Vision

- **Golf For All**

Mission

- We shape lives by connecting people to positive golf experiences

Values

- **Passion** – We share our incredible **PASSION** for golf with Ontarians
- **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





Executive Summary

Golf For All

There is no doubt that golf is in a great place, not only in our province but across the entire country. The surge in participation over the last 2 years has been incredible, and our job now is to continue connecting people to positive golf experiences to enable us to sustain this momentum.

During this time of growth, our previous Strategic Plan has been an important document that has guided Golf Ontario and helped us remain focused in our efforts to support growing the game. We are incredibly proud of the work we have done and are thrilled to have many new initiatives in our toolbox, including **First Tee – Ontario, Youth on Course, Junior Golf Pathway**, and **Try Golf Women's Series**.



Executive Summary (continued)

We know, though, that there is still much work to be done for us to continue to make golf not only the sport of now, but the sport of the future. With this in mind, there are many areas from the 2022 Strategic Plan which we will continue to strengthen including:

- Delivering **world class championships** and expanding the reach of those events;
- Attracting **more women and girls** into the game with programs like Try Golf Women's Series and LPGA Girls Golf;
- Implementing our **Equity, Diversity and Inclusion (EDI)** strategic action plan;
- Growing our **Public Player** membership category and value for the recreational golfer; and

- **Building stronger relationships** with our facilities through our Regional Support Strategy.

We look to this new Strategic Plan 2026 to push us to do more and to do it better.

Each of the four Strategic Pillars is supported by a number of Strategic Objectives as described in this document. The Strategic Objectives and related Key Success Metrics will be reviewed annually and achieving them will allow us to deliver on our Mission — **To shape lives by connecting people to positive golf experiences.**

Golf Ontario Strategic Pillars

1. Participation

We will retain significant emphasis on Youth and Women's Participation. In addition, there will be a strong focus on ***Community Partnerships, Recreational Play*** and the expansion of our ***Regional Support Strategy*** across the province.

2. Performance

All competitions are now in this pillar and will continue to be a strength, along with our Junior Golf Pathway initiative. And, we have added a new objective around ***world class player development and athlete development***.

3. Membership

This strategic pillar has increased the focus on membership – providing more value to both club and player in both private and public facilities. We will put more resources into further growing both ***public player and facility acquisition***.

4. Organizational Strength

We have retained emphasis on policies, financial strength, and workforce that will ensure a strong and thriving Golf Ontario. ***Brand/Marketing and Communications*** will be a core strategy across all that we do. And perhaps most importantly, we will place significant additional focus on ***Equity, Diversity and Inclusion (EDI)*** and ***Safe Sport*** as bedrock principles underpinning all of our efforts to ensure access to **GOLF FOR ALL**.



Strategic Objectives – Participation

1 Participation

- 1.1 Youth Participation:** Providing and supporting **TRY, LEARN & PLAY** programming opportunities targeted at Females and Males to encourage participation amongst **YOUTH** under the age of 18.
- 1.2 Women's Participation:** Providing and supporting **TRY, LEARN & PLAY** programming opportunities to encourage participation amongst **WOMEN** over the age of 18.
- 1.3 Community Partnerships:** Supporting community groups and organizations that engage with golfers from underserved communities in an effort to enhance the golfing experience.
- 1.4 Recreational Play:** Supporting golf facilities offering **RECREATIONAL** initiatives that engage ALL golfers to play more often to enhance the golfing experience.
- 1.5 Facility Partnerships:** Building and strengthening relationships between facilities and Golf Ontario and amongst facilities fostering collaborative partnerships that will result in more people playing golf.



Strategic Objectives – Performance

2 Performance

- 2.1 Jr. Pathway–Athlete Development:** Outlining key benchmarks for athlete development to help junior golfers reach their highest potential.
- 2.2 Jr. Pathway–Training Environment:** Identifying and communicating programming, facilities, technology, and coaching that is available to athletes to reach their highest potential.
- 2.3 Jr. Pathway–Talent ID:** Bringing athletes into a pathway that includes education and testing to help them reach their highest potential.
- 2.4 Competitions:** Delivering world class competitions to allow athletes to play and reach their highest potential.



Strategic Objectives – Membership

3 Membership

- 3.1 Drive Member Golfer Value:** Adding and communicating membership value to increase the number of member golfers.
- 3.2 Drive Facility Value:** Providing support to Ontario golf facilities to help strengthen, grow, and sustain their baseline operations.
- 3.3 Member Service Delivery:** Upholding the integral elements of the sport such as Rules, Handicapping, and Course Rating through education and delivery of core service activities.



Strategic Objectives – Organizational Strength

4 Organizational Strength

- 4.1 Structures, Policies & Procedures:** Implementing structures, policies and procedures having the highest governance standards to yield organizational growth, safety of the sport and leading adoption and implementation of EDI in Ontario Golf.
- 4.2 Strong Financial Position:** Growing a more diversified revenue stream, maximize investments and controlling expenses to ensure the organization retains a strong financial position.
- 4.3 Skilled & Motivated Workforce:** Delivering innovative development programs for all GO staff and volunteers to attract and retain skilled, diverse and passionate volunteers and staff.
- 4.4 Marketing, Communication and Brand Awareness:** Creating an inspiring brand by emphasizing the accessibility, approachability, and benefits of golf for all.