

PGA OF CANADA STRATEGIC PLAN 2022 - 2026



PGA OF
CANADA

MESSAGE FROM THE PRESIDENT

Over the past several months, the PGA of Canada has worked closely with the nine Zone offices to put together the framework of the strategic plan that will guide our operations over the next five years.

Representing our 3,700 members, it is our number-one priority to ensure the work we do, from a zone level, from a national level and from an executive level, serves them as we continue our work as leaders in the golf industry.

When I speak with PGA of Canada members

throughout the country, I'm thrilled to hear how proud they are to be a member of our association; I am very proud to be a PGA of Canada member myself, and I hope that members throughout the country who read this strategic plan see that we have taken their feedback into account when making our strategic decisions.

Our promise is that we will continue to innovate, promote a culture of excellence and inclusivity, and provide world-class education to members looking to grow their careers within the golf industry.

**GORD
PERCY**

PRESIDENT, PGA OF CANADA



EXECUTIVE SUMMARY

ORGANIZATION: PGA of Canada

PROJECT: 2022-2026 PGA of Canada Strategic Plan

The PGA of Canada is committed to executing a strategic plan that serves the needs of our 3,700 members based across the country and abroad.

As leaders in golf, we recognize the importance in adapting to meet the ever-changing needs of our members and the global golf industry. With consultation from Sheffe Consulting, the association has prepared the framework for the direction we will be moving towards for the 2022-2026 term.



OUR PRIORITIES

A woman in a black jacket and white cap stands on a golf course, looking at a group of people in the background. The group consists of several individuals, some in golf attire, standing on a green field with trees in the background.

MISSION

We provide expertise through training and education to support, promote, and develop our members in achieving excellence through a successful career in the golf industry.

VISION

To be the world leading association of golf professionals, revered for our contributions to the sport and business of golf.

VALUES

Innovative
Diversity & Inclusion
Excellence

Pride
Accountability
Integrity

HOW WE GET THERE

MEMBER DEVELOPMENT & GROWTH

Leading-edge training and education, giving members the opportunity to excel in all golf industry career pathways.

ORGANIZATIONAL STRUCTURE

An organizational structure that provides equal and consistent services, improved efficiencies, and a united stance across the country.

LEADERSHIP & GOVERNANCE

Organizational and operational excellence is the foundation to our success.

BRAND AWARENESS

Elevate the PGA of Canada brand as a premier association to members, stakeholders, and the public.



MEMBER DEVELOPMENT & GROWTH

WHAT WILL WE ACHIEVE

- 1.1 Expand and diversify the training and development of golf professionals
- 1.2 Create multiple pathways to membership with relevant education provided
- 1.3 Support members to be compensated at an appropriate living salary
- 1.4 Increase the number of golf facilities who employ a PGA of Canada member
- 1.5 Implement equitable and inclusive programs and services to diversify the composition of the PGA of Canada membership

HOW WILL WE ACHIEVE IT

- 1.a Review of the membership categories structure
- 1.b Refine education professional development/training pathways for each membership category by developing more training opportunities
- 1.c Determine why some golf facilities choose not to hire PGA of Canada professionals and develop a plan to work with golf industry to hire professionals
- 1.d Implement the recommendations of the PGA's EDI task force

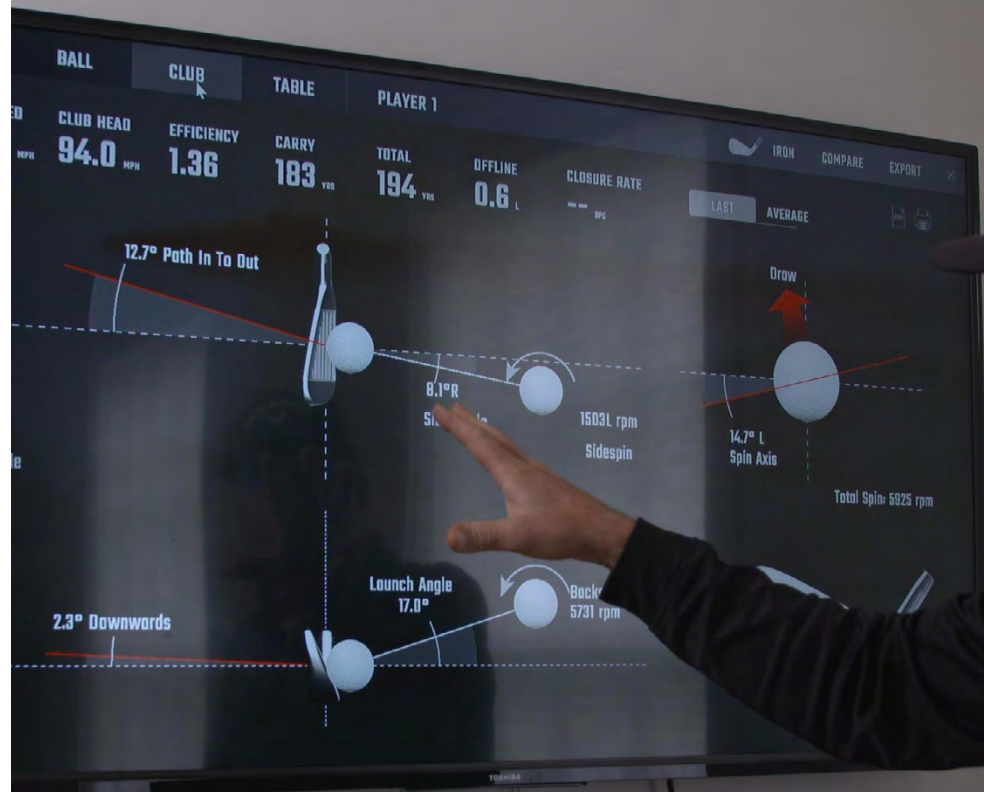
ORGANIZATIONAL STRUCTURE

WHAT WILL WE ACHIEVE

- 2.1 Create equitable services and programs for all Zones in both official languages
- 2.2 Strong, united association in supporting aligned programs, services and support to members
- 2.3 Elevate services, efficiency of operations and communication between stakeholders, members and Zones
- 2.4 Plan and implement meaningful and mutually beneficial partnerships (services, in-kind, dollars, programs etc.)

HOW WILL WE ACHIEVE IT

- 2.a Conduct an organization governance and structural review of PGA of Canada and its Zones
- 2.b Implement change to the governance structure to optimize National and Zone operations
- 2.c Increase partnership opportunities and dollars





LEADERSHIP AND GOVERNANCE

WHAT WILL WE ACHIEVE

- 3.1 Foster direct and open communication between PGA of Canada and its Zones
- 3.2 Recruit, develop, and retain a dedicated staff to lead the organization
- 3.3 Recruit and develop a competency based board of directors
- 3.4 Implement strategies to diversify the leadership within the operational and governance levels of the organization

HOW WILL WE ACHIEVE IT

- 3.a Develop a board and staff succession plan with thought put towards compensation and benefits to attract top-level candidates
- 3.b Complete a review of the governance model of the association
- 3.c Develop a skills matrix for board positions to meet the skills and diversity required to govern the PGA of Canada
- 3.d Implement hiring practices to recruit and retain the best candidates for the PGA of Canada
- 3.e Aspire to become Canada's Best Workplaces by 2025

BRAND AWARENESS

WHAT WILL WE ACHIEVE

- 4.1 Increase the number of members who would recommend the PGA of Canada as a career pathway
- 4.2 Improve the use of the current brand image and logo
- 4.3 Actively promote our member's stories, successes and innovation
- 4.4 Strategic marketing aimed at the users of the game to spread the word on the diverse roles of PGA of Canada professionals

HOW WILL WE ACHIEVE IT

- 4.a Convey the benefits of PGA of Canada membership and encourage the pursuit of this career, with emphasis on younger and more diverse demographics
- 4.b Ensure PGA of Canada and its Zones align programs and services with the priorities of its membership
- 4.c Invest in paid advertisements and marketing educating the public of the PGA of Canada professional
- 4.d Offer innovative, high-quality and creative branded merchandise to members through the PGA of Canada shop



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FOR MORE INFORMATION

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