



The PGA of Canada launched its new **strategic plan** in 2022 and the National Office, National Board, and Zones have been working closely together over the past two years to deliver on the objectives we set out to achieve to satisfy the needs of our members and the golf industry.

This **scorecard** outlines what we're currently working on in each of our **four pillars** and how we are tracking with each deliverable. This is the first quarterly update we have committed to provide through the expiration of the strategic plan in 2026.

We are proud of our successes to date and excited about the work that lies ahead as we grow as an association and continue to find new and innovative ways to support our members and their career pathways.



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.



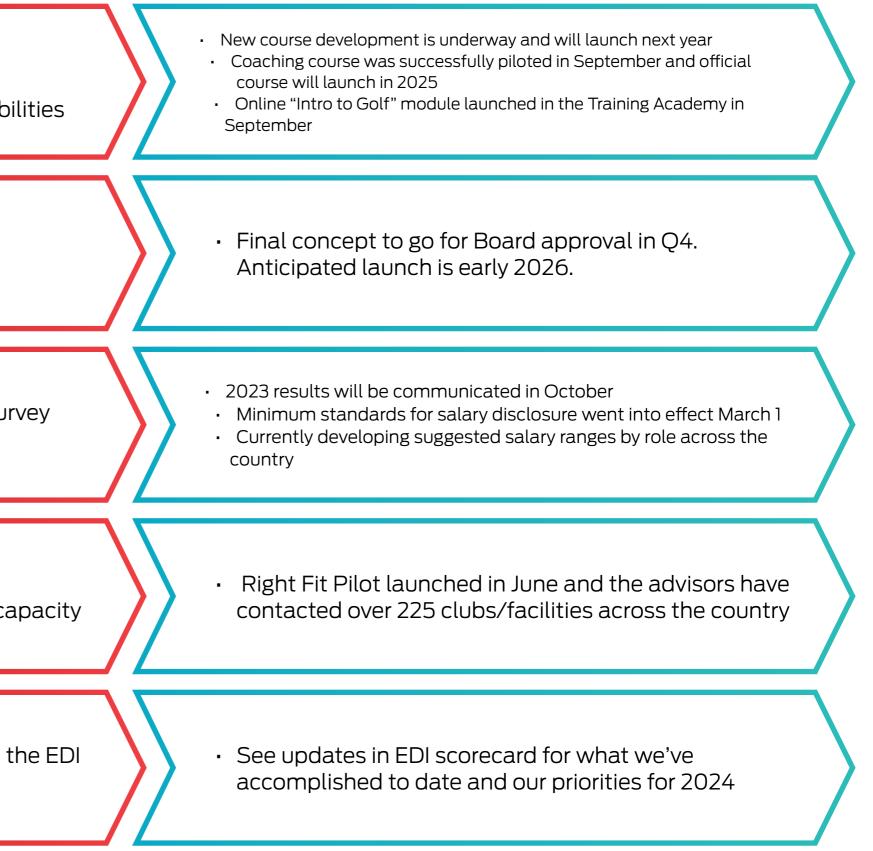
PILLAR1 MEMBER DEVELOPMENT & GROWTH

> **OBJECTIVES**

>> WHAT ARE WE WORKING ON

Expand and diversify the training and development of golf professionals.	 Developing courses to align with and support specializations Developing more training for golfers of different abil
Create multiple pathways to membership with relevant education provided.	 Developing a concept for a non-PAT membership pathway
Support members to be compensated at an appropriate living salary.	 Conducting annual compensation and benefits surv Mandating salary or salary range on job postings
Increase the number of golf facilities who employ a PGA of Canada member.	 Launching Right Fit Pilot Expanding employment department to increase cap
Implement equitable & inclusive programs and services to diversify the composition of the PGA of Canada membership	 Continuing to implement recommendations from th Taskforce report





PILLAR2 ORGANIZATIONAL STRUCTURE

> **OBJECTIVES**

>> WHAT ARE WE WORKING ON

Create equitable services and programs for all Zones in both languages.	 Reviewing our official languages policy Making every effort to ensure membership and public communication/services are provided in EN and FR simultaneously
Strong, united association in supporting aligned programs, services and support to members.	 Engaging Governance Committee to help deliver leader retreat Conducting series of surveys and focus groups with natisstaff, board and Zone EDs and their Boards to gather feedback prior to retreat Updating Zone agreements
Elevate services, efficiency of operations & communication between stakeholders, members and Zones.	 Adding Zone share to monthly National/Zone calls Ensuring National Director reports for the Board meet provide updates on the programs/services being offer each Zone
Plan and implement meaningful and mutually beneficial partnerships (services, in-kind, dollars, programs, etc.)	 Establishing tracking mechanism for new, existing an prospective partners Creating a sponsorship department within PGA of C Establishing a sponsorship working group





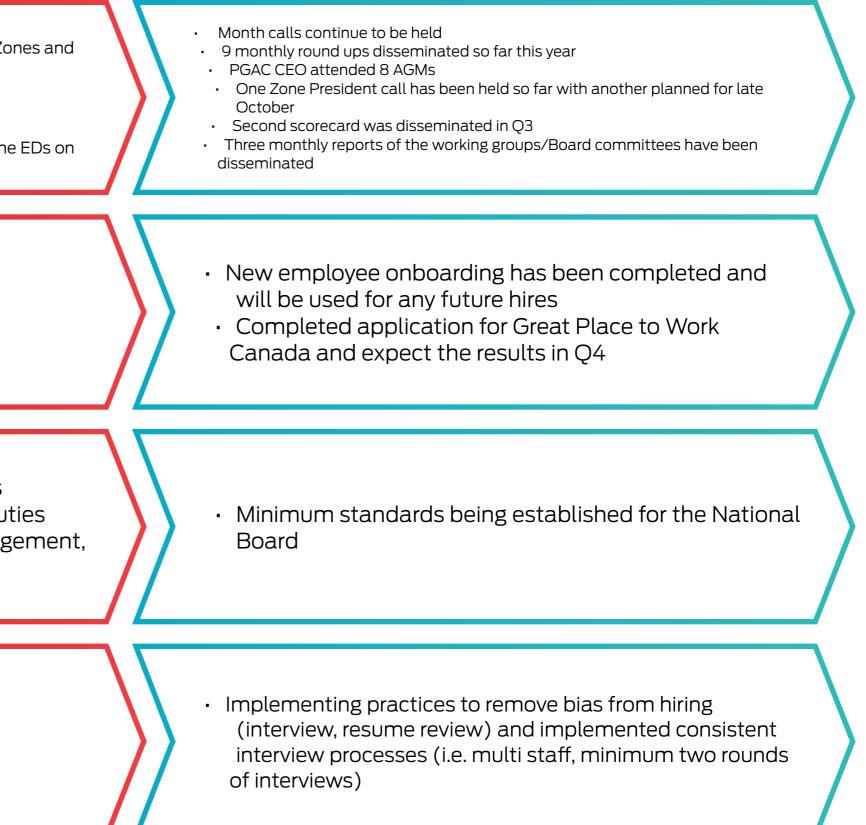
PILLAR3 LEADERSHIP & GOVERNANCE

> **OBJECTIVES**

>> WHAT ARE WE WORKING ON

Foster direct and open communication between PGA of Canada and its Zones.	 Holding monthly calls with Zone EDs Sending out monthly round ups outlining operational updates to Zone National Board Having a National Rep attend Zone AGMs Developing a schedule for Zone President calls Disseminating quarterly strategic plan and EDI scorecard Providing monthly reports to National Board, Zone Boards and Zone E Board Committees and working groups
Recruit, develop and retain a dedicated staff to lead the organization.	 Developing orientation manual for new staff Establishing minimum on-boarding requirements Reviewing job posting criteria
Recruit and develop a competency-based Board of Directors.	 Executive Committee creating process to address accountability of the Board in carrying out their dutie (ie. meeting attendance, participation, Zone engager engagement with PGA of Canada properties)
Implement strategies to diversify the leadership within the operational & governance levels of the organization.	 Annual review of hiring practices





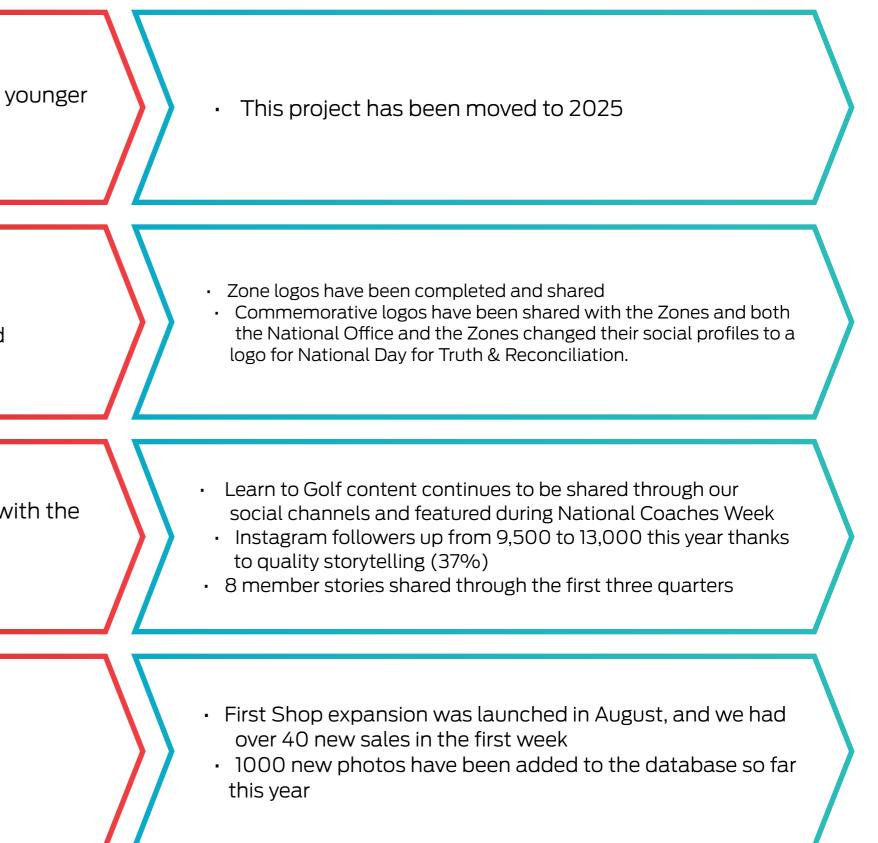
PILLAR4 BRAND AWARENESS

> **OBJECTIVES**

>> WHAT ARE WE WORKING ON

Increase the number of members who would recommend the PGA of Canada as a career pathway.	 Targeting specific audience of low handicaps and yo demographic
Improve the use of the current brand image and logo.	 Updating our brand guidelines Creating new profile picture logos for Zones Co-posting content with Zones Auditing Zone social media channels to ensure brand compliance Creating and distributing templates to Zones
Actively promote our member's stories, successes and innovation.	 Creating Women in golf campaign in partnership wit Gist Ongoing storytelling/social media/content
Strategic marketing aimed at the users of the game to spread the word on the diverse roles of PGA of Canada professionals.	 Expanding PGA Shop Diversifying photo database





NEXT SCORECARD - Q4, 20

