

>>> 2024 Q3

STRATEGIC PLAN

SCORECARD





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.



PILLARS

MEMBER DEVELOPMENT & GROWTH

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

1

ORGANIZATIONAL STRUCTURE

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

2

LEADERSHIP & GOVERNANCE

Organizational and operational excellence is the foundation to our success.

3

BRAND AWARENESS

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

4

PILLAR 1

MEMBER DEVELOPMENT & GROWTH



> OBJECTIVES

>> WHAT ARE WE WORKING ON

>>> STATUS

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 abilities

- New course development is underway and will launch next year
- Coaching course was successfully piloted in September and official course will launch in 2025
- Online "Intro to Golf" module launched in the Training Academy in September

Create multiple pathways to membership with relevant education provided.

- Developing a concept for a non-PAT membership pathway

- Final concept to go for Board approval in Q4. Anticipated launch is early 2026.

Support members to be compensated at an appropriate living salary.

- Conducting annual compensation and benefits survey
- Mandating salary or salary range on job postings

- 2023 results will be communicated in October
- Minimum standards for salary disclosure went into effect March 1
- Currently developing suggested salary ranges by role across the country

Increase the number of golf facilities who employ a PGA of Canada member.

- Launching Right Fit Pilot
- Expanding employment department to increase capacity

- Right Fit Pilot launched in June and the advisors have contacted over 225 clubs/facilities across the country

Implement equitable & inclusive programs and services to diversify the composition of the PGA of Canada membership

- Continuing to implement recommendations from the EDI Taskforce report

- See updates in EDI scorecard for what we've accomplished to date and our priorities for 2024

PILLAR 2

ORGANIZATIONAL STRUCTURE



> OBJECTIVES

>> WHAT ARE WE WORKING ON

>>> STATUS

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

- New Official Language policy was approved by the Board in August
- Working more closely with the PGA of Quebec to identify gaps

Strong, united association in supporting aligned programs, services and support to members.

- Engaging Governance Committee to help deliver leadership retreat
- Conducting series of surveys and focus groups with national staff, board and Zone EDs and their Boards to gather feedback prior to retreat
- Updating Zone agreements

- Complete
- Action items from working groups are now going into scoping or implementation phase including a new website RFP and new member onboarding presentation/video
- Zone agreements being updated

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 meetings provide updates on the programs/services being offered in each Zone

- Zone shares are now a standing agenda item
- Are reviewed on an ongoing basis

Plan and implement meaningful and mutually beneficial partnerships
(services, in-kind, dollars, programs, etc.)

- Establishing tracking mechanism for new, existing and prospective partners
- Creating a sponsorship department within PGA of Canada
- Establishing a sponsorship working group

- Final reports are currently being developed for partners. These will be shared in December.

PILLAR 3

LEADERSHIP & GOVERNANCE



> OBJECTIVES

>> WHAT ARE WE WORKING ON

>>> STATUS

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 Zones and 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 EDs on Board Committees and working groups

- Month calls continue to be held
- 9 monthly round ups disseminated so far this year
- PGAC CEO attended 8 AGMs
- One Zone President call has been held so far with another planned for late October
- Second scorecard was disseminated in Q3
- Three monthly reports of the working groups/Board committees have been disseminated

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

- New employee onboarding has been completed and will be used for any future hires
- Completed application for Great Place to Work Canada and expect the results in Q4

Recruit and develop a competency-based Board of Directors.

- Executive Committee creating process to address accountability of the Board in carrying out their duties (ie. meeting attendance, participation, Zone engagement, engagement with PGA of Canada properties)

- Minimum standards being established for the National Board

Implement strategies to diversify the leadership within the operational & governance levels of the organization.

- Annual review of hiring practices

- Implementing practices to remove bias from hiring (interview, resume review) and implemented consistent interview processes (i.e. multi staff, minimum two rounds of interviews)

PILLAR 4

BRAND AWARENESS



> OBJECTIVES

>> WHAT ARE WE WORKING ON

>>> STATUS

Increase the number of members who would recommend the PGA of Canada as a career pathway.

- Targeting specific audience of low handicaps and younger demographic

- This project has been moved to 2025

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

- Zone logos have been completed and shared
- Commemorative logos have been shared with the Zones and both the National Office and the Zones changed their social profiles to a logo for National Day for Truth & Reconciliation.

Actively promote our member's stories, successes and innovation.

- Creating Women in golf campaign in partnership with the Gist
- Ongoing storytelling/social media/content

- Learn to Golf content continues to be shared through our social channels and featured during National Coaches Week
- Instagram followers up from 9,500 to 13,000 this year thanks to quality storytelling (37%)
- 8 member stories shared through the first three quarters

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

- First Shop expansion was launched in August, and we had over 40 new sales in the first week
- 1000 new photos have been added to the database so far this year



NEXT SCORECARD – Q4, 2024

