

PGA OF CANADA  
**EQUITY,**  
*Diversity*  
**AND**  
**INCLUSION**  
TASK FORCE REPORT





## BACKGROUND

PGA of Canada supports a safe, open, and inclusive environment for everyone. Recent tragic events and subsequent protests in the United States, here at home in Canada, and around the globe have shown a spotlight on racial injustice. In June of 2020, the PGA of Canada made the following statement through its social media channels:

*"Silence is not an option. As a leader in the golf industry, the PGA of Canada has a responsibility to its members and the golfing public to stand up against racism & injustice. While we have made great strides in cultivating an inclusive sport environment in the communities, we serve, now is the time to look within and reflect on the ways in which we can, and must, do better. Golf has the opportunity to act as a powerful catalyst for change, and the PGA of Canada is committed to being part of the conversation. We choose to move forward as an organization with open eyes, open ears and most importantly, an open heart."*



## PURPOSE

A task force was assembled to provide a forum focused on ensuring PGA of Canada's stated values of inclusiveness, equal opportunities and trust are inherent in all work we do and all policies and procedures result in safe sport and employment for all.

The task force serves in an advisory capacity. The main objectives include:

- Development of a PGA of Canada Diversity and Inclusion Repository.
- Creating an outlet where stakeholders, professionals, players can reach out to if they are facing discriminatory experiences as no such system exists.
- Recommendations for PGA of Canada and its zones to adopt new policies and practices in its operations and governance to be more inclusive and diverse.
- Intentional and active recruitment plan for the golf industry to increase the diverse perspective in the game and business of golf.
- Marketing plan on allyship and education to the realities of discriminatory actions in the golf industry.
- To target equity, diversity and inclusion from the lens of **1. Participation, 2. Workforce, 3. Association.**

## IDENTIFIED PRIORITIES

- New Canadians
- People of Different Abilities
- BIPOC (Black, Indigenous, and people of colour)
- Women
- LGBTQI2S+ (Lesbian, gay, bi, transgender, queer/questioning, intersex, two-spirit, +)
- Socio-economic status

The task force will target these identified priorities from three perspectives:

1. Governance
2. Operations
3. Participation and Workforce

## CHAIR

Matt Allen, the PGA of Canada's Chief Innovation Officer served as Chair of the task force, as voted upon by the task force.



## PARTICIPANTS

### PRIORITY AREA 01

#### NEW CANADIANS

Saj Jamal,  
Jason Logan,  
Graham Coulter



TASK FORCE MEMBERS  
(from top to bottom)



### PRIORITY AREA 02

#### BIPOC BLACK, INDIGENOUS & PEOPLE OF COLOUR

Samba Niang,  
Chris Ward



TASK FORCE MEMBERS  
(from top to bottom)



### PRIORITY AREA 03

#### LGBTQI2S+

Emma de Groot,  
Jaime Steedman,  
Stephanie Shostak



TASK FORCE MEMBERS  
(from top to bottom)



### PRIORITY AREA 04

#### PEOPLE OF DIFFERENT ABILITIES

Aristotle Domingo,  
Nicola McGovern,  
Melanie van der Hoop



TASK FORCE MEMBERS  
(from top to bottom)



## MEMBERS AT LARGE

FROM LEFT TO RIGHT



Kevin Thistle, Teejay Alderdice, Steve Carroll, Brendan Stasiewicz, Matt Allen, Adam Frederick

### PRIORITY AREA 05

#### WOMEN

Laura Upenieks,  
Liz Hoffman,  
Cindy Soukoroff,  
Kate Lawson



TASK FORCE MEMBERS  
(from top to bottom)



### PRIORITY AREA 06

#### SOCIO-ECONOMIC STATUS

David Sheman,  
Gord Percy,  
Wenqin Shao



TASK FORCE MEMBERS  
(from top to bottom)





## STRUCTURE

The task force was split into working groups (as identified by the task force itself) and assigned a specific area of Equity, Diversity and Inclusion and to develop a framework relative to the purpose of the task force. A lead for each working group was identified from within the task force.

Meetings were held every third Monday of the month from 7-9 PM. Additional working group meetings were scheduled as required in between task force meetings.

The working groups focused one month in what was called a Discovery Period for each of the four priority areas. Each working group would spend this month exploring the current status of the PGA of Canada, collect relevant data and information, identify best practices in this area, and more. The working groups would report back to the task force at large for feedback.

The working groups then spent another month on this topic in a Refining Period. During this time, the working groups made any adjustments to their recommendations, collected more background information and supporting research in order to present their final recommendations (using a toolkit provided) to the task force at large.

A vote of support was conducted for each recommendation brought forward, with a consensus of 51% required to bring the recommendation forward. A quorum was established at 11 voting individuals.

In total, the working groups spent eight months in the priority areas - Governance, Operations, Participation and Workforce, with two months dedicated to each priority area.

Special guests were invited to a number of task force meetings to support the team with education and training on a variety of equity, diversity, and inclusion topics. Task force members were encouraged to take these learnings into the development of their recommendations to the PGA of Canada.

### SPECIAL GUESTS FROM LEFT TO RIGHT ▼

*Christine Hsu, Sandy Cross, Janelle Benjamin, Maurice Allen, Shana Kelly, Keri Moffat, Karen B.K. Chan, Kate Moore, Lynn Wilson, Chris Mosier*



## DIVERSITY STATEMENT

---

At the PGA of Canada, equity, diversity, and inclusion are at the core of who we are. Our commitment to these values is unwavering – across all of our work and through our 3,600 professionals. These values are at the core of our brand and our responsibility to ensure both the PGA of Canada and the golf industry reflects the diversity of Canada.

We strive to champion equity, diversity, and inclusion for all. This empowers us to reach our full potential, fueling innovation and connection with our members, the stakeholders, and the communities we serve.

- Create an environment in which individual differences and the contributions of all team members are recognized and valued and will create an environment that promotes dignity and respect for every employee and member.
- Expand the diverse perspectives within the leadership of the PGA of Canada.
- Ensuring that equity, diversity, and inclusion principles are incorporated into all strategies, plans and actions of the PGA of Canada.
- Promote an inclusive community within the membership of the PGA of Canada in which diversity is valued, and all members feel included and respected. Diversity includes but is not limited to sex, gender identity, sexual orientation, ethnicity, language, age, geography, religion, and socio-economic status.
- Promote diversity by working to improve opportunities for participation and leadership for all, but especially for designated groups who have traditionally experienced societal and workplace discrimination, women, visible minorities, and people with visible and non-visible disabilities.

- Continue to create and promote programs and policies to develop and support underrepresented groups within the golf industry. Encourage equitable recruitment and retention practices to ensure diversity among the workforces in golf.
- Develop and communicate policies, as well as promote values that discourage intolerance and discrimination.
- Encourage a commitment from all PGA of Canada professionals to develop, foster, promote, and maintain a work environment and golfing experience that values and respects diversity.

## NEXT STEPS

---

A final report and presentation will be made to the National Board of the PGA of Canada for its “consideration” and approval. This report and the work of the task force resulted in 88 recommendations from the three pillars of the PGA of Canada. Once approved, the PGA of Canada will commit to completing the recommendations of the task force within a 3-4 year timeframe.

The PGA of Canada will commit to providing semi-annual Equity, Diversity and Inclusion updates to our members and the public to ensure we hold ourselves and our stakeholders accountable to our commitment to making systemic and organizational change.



# RECOMMENDATIONS GOVERNANCE OF THE ASSOCIATION



NEW  
CANADIANS



WOMEN



PEOPLE OF  
DIFFERENT ABILITIES



BIPOC



SOCIO-ECONOMIC  
STATUS



LGBTQI2S+





SUBMITTED BY:  
NEW CANADIANS

## ECONOMICS AS THE DRIVER

### RECOMMENDATION:

*Noting: Boards have an important role in building a diverse and inclusive environment that drives performance and financial results.*

*Leverage 'good for business' to drive the adoption of governance changes and formation of the diverse advisory committee.*

The following actions will build the case of why changing the governance (and creating a Equity, Diversity and Inclusion Advisory committee) has to happen now and the case for staying with it (money is a good driver to sustain practice.):

Develop an economic case in terms of addressable market (customers and talent) and team performance to increase profitability.

- Engage the National Golf Course Owners' Association – Assess the current economic state and outlook. Develop a relationship on the activities PGA of Canada is taking to meet the needs of the changing market/population.
- Commission a report of the golf industry economic landscape, the effect of the pandemic, and expectation after.

Develop Canadian case studies/stories of Equity, Diversity and Inclusion providing opportunities to increase profitability in practice. ►

Develop programs/courses to educate members on implementing Equity, Diversity and Inclusion to increase profitability for themselves and the courses that hire them.

### PURPOSE OF RECOMMENDATION:

Equity, Diversity and Inclusion is good for long-term business. Publicly signaling Equity, Diversity and Inclusion commitment and creating a Equity, Diversity and Inclusion Advisory Committee is not optional in this socio-economic environment. The hard reality is 100% of new growth will come from immigrants.

A Equity, Diversity and Inclusion Advisory committee working directly with an inclusivity-committed Board will make better decisions to advantage the changing market of customers and talent.

Equity, Diversity and Inclusion Governance changes will not only provide equality, but they will drive financial results for:

- PGA of Canada the Association – Grow membership and increase the value of being a member.
- PGA of Canada Members – Positively impact the earning potential and grow participation.
- National Golf Course Owners' Association – Increase profitability, grow participation and strengthen business relationship with PGA of Canada.

### BACKGROUND:

Canada's population will look very different as a nation and has a unique make-up by zone. This make-up will represent both the addressable customer and the future workforce. Not addressing the situation is bad for business.

### CURRENT STATUS:

The PGA of Canada at the governing level both nationally and by zone is not gender equal and is not diverse with under-represented groups.

*recommendation continued on the following page ►*



In the current socio-economic environment, golf's inherent barriers to new/different audience are not good for business. With the exception of the pandemic creating a spike in golf participation/revenue, long-term effects are unknown. What is known that revenue will need to come from growing markets.

#### ISSUES:

##### Financial Implications:

- Cost/time to conduct reports and develop case studies.

#### SUPPORTING INFORMATION:

- In 2030, Canada will be 100% dependent on immigration for any growth - *Conference Board of Canada*.
- Diverse teams make better decisions, are more productive, innovative and are 33% more profitable - *McKinsey*.
- Canada's population is 50% women and 30% visible minorities and underrepresented under-represented groups that make up our communities - *Gov of Canada*.





SUBMITTED BY:  
WOMEN

## WOMEN IN SPORTS

### RECOMMENDATION:

Attend seminars on women and sports.

### PURPOSE OF RECOMMENDATION:

Two members of our group are going to attend a seminar entitled, *"Sports Management Speaker Series: Women in Sports Business Leadership"* through the University of Toronto.

### CURRENT STATUS:

- Team members reported key areas of overlap/new ideas to the working group
- The session enforced most of what we have already discussed in terms of the importance of the process we are currently going through. There has been some progress but still a long way to go in so many areas, and we are not alone in our efforts. As much as the efforts are being made, the statistics have not improved substantially.

## PGA OF CANADA BYLAWS

### RECOMMENDATION:

Review the PGA of Canada Bylaws.

### PURPOSE OF RECOMMENDATION:

- The code of professional practice has rules against practices that are "unjustly discriminatory" and against "harassment that is offensive, abusive, racist, sexist, degrading, or malicious" Although the group was glad to see that these issues are covered in document under the section of "Our Commitment to the Public, Our Clients, and Our Students" it is not in the 3 sections on commitment to ourselves, the PGA of Canada or each other which is also important.
- All other documents (general by-laws, strategic plan, values, mission) do not contain reference to equity, diversity and inclusion.
- Board of Directors is all male with the exception of Tiffany Gordon from PGA of Alberta (11% female representation).

### CURRENT STATUS:

- Work towards creating a equity, diversity and inclusion statement/policy specific to women. This will be informed by the next few items that we discuss.







SUBMITTED BY:  
WOMEN

## GOVERNANCE STRUCTURES PROCESSES IN SPORT INDUSTRY

### RECOMMENDATION:

Review of governance structures and processes in the sport industry and non-profit (other).

### PURPOSE OF RECOMMENDATION:

- The working group identified Golf Canada as one sport organization that has been undergoing similar processes of fostering Diversity and Inclusion at all levels.
  - Golf Canada has taken several initiatives (Safe Sport Policy, Equity, Diversity and Inclusion Policy). We identified close alignment with the objectives of the PGA of Canada and Golf Canada.
- CURRENT STATUS:**
- Look more closely at these policies and suggest ways they could be potentially transferred or amended to the PGA of Canada.



## VOLLEYBALL CANADA POLICY ON DIVERSITY & EQUITY

### RECOMMENDATION:

Review Volleyball Canada Policy on Diversity and Equity.

### PURPOSE OF RECOMMENDATION:

- Following a suggestion from the task force from the November meeting, we looked into the policy on Diversity and Equity for Volleyball Canada.
- The latest version we could find on the web was from October 2020.
- A few points that were applicable: Definition of diversity: “the presence and integration of a variety of individuals with different personal characteristics, particularly Under-Represented groups, in an organization”.
- “Volleyball Canada and Provincial/Territorial Associations will encourage balanced gender representation on its Board and on all committees”.
- 4/7 members of the Board of Directors are female.

### CURRENT STATUS:

- Consider how aspects of Volleyball Canada might fit in with PGA of Canada.
- Use this policy as a template to make recommendations for a suitable equity, diversity and inclusion policy for the PGA of Canada.



SUBMITTED BY:  
WOMEN

## STANDING COMMITTEE ON WOMEN & COACHING

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implements a Standing Committee on Women and Coaching.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to help identify talented female coaches and offer them the support, resources, and platform needed to advance their careers. This policy should be enacted at the National level.

### BACKGROUND:

In 2019, Sport Canada approached all National Sport Organizations for programs or projects it wanted to launch but lacked funding for. The Golf Canada Women in Coaching Program is a partnership between Golf Canada and the PGA of Canada that was launched in August of 2020. This falls under the Safe Sport and Gender Equity Fund and was inspired by Level Par, a similar initiative launched in Ireland. The purpose of the Women in Coaching program was to balance gender involvement in coaching. The development of this program reflects Golf Canada's commitment to the R&A Women in Golf Charter. An astounding 62 applications were received for a limited number of positions, suggesting a large interest and growing need for such a program.

### CURRENT STATUS:

Based on the widespread interest of women in entering the Women in Coaching Program, the Women's Equity, Diversity and Inclusion Task Force believes that a structure could be put in place by the PGA of Canada to advise the further development of this program and provide mentoring and proper channels for women that want to advance their coaching careers.

### ISSUES:

#### Financial Implications:

- There may be organizational costs to implementing such a program.

### OPTIONS:

The Women's Equity, Diversity and Inclusion recommends that a Standing Committee on Coaching be created that will work directly with the CEO and CIO of the PGA of Canada to offer a long-term platform for its 225 female members to receive support and mentoring as they advance their teaching careers.

- **Option A:** The Standing Committee should be comprised of top Canadian golf coaches in the industry. This group will work closely with the PGA of Canada to identify female coaching talent and provide advice, mentoring, and employ resources provided by the PGA of Canada to help these candidates establish their careers.
- **Option B:** In lieu of or preferably, in addition to a Standing Committee on Coaching, we also propose a **Women's PGA of Canada Outreach Program**. We propose a model of mentorship where Class "A" PGA Professionals could be assigned as a mentor to female professionals just beginning their career. We recommend that these interactions take place once a quarter (or monthly, depending on time of year).

### SUPPORTING INFORMATION:

- Sport Canada's Recommendations for Women in Coaching





SUBMITTED BY:  
WOMEN

## MANDATORY EDUCATION TRAINING

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implements a mandatory education course for all PGA members on equity, diversity and inclusion that must be completed before membership becomes active.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to socialize new and existing PGA of Canada members into proper conduct around issues of equity, diversity and inclusion, and likewise, to help members identify areas of unconscious bias and achieve an increased awareness of the barriers faced by minority group members and golfers. This educational segment should, in the future, also be distributed at the club level and successful completion should be required of all member clubs. This policy should take effect at the National level.

### BACKGROUND:

Mandatory employee training and education on issues related to equity, diversity and inclusion is commonplace in many large organizations but not currently required of PGA of Canada employees, volunteers, or participating clubs.

### CURRENT STATUS:

To date, the PGA of Canada does not have a equity, diversity and inclusion education course that is required of members or affiliated clubs.

### ISSUES:

#### Financial Implications:

- Cost/time to conduct reports and develop case studies.

#### HR / Industrial Implications:

- HR would have to ensure successful completion of the course for all members prior to membership activation taking place.

### OPTIONS:

The Women's Equity, Diversity and Inclusion recommends that the following course be required of all members.

- **Option A:** All members of the PGA of Canada Diversity and Inclusion Task Force took the following course: PGA of Canada Equity, Diversity and Inclusion E-Learning Course. The feedback was very positive among the Task Force members, and we believe this course will have broader utility for all members of the PGA of Canada, and eventually, all affiliated clubs. This course can be completed online and at the member's convenience, which should make it an attractive option to the PGA of Canada. This should be implemented Immediately. A failure to complete this course should result in membership status being withheld.





SUBMITTED BY:  
WOMEN

## ADOPT A POLICY ON SAFE SPORT

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implement a specific and intentional policy on Safe Sport, including the UCCMS (Universal Code of Conduct to Prevent and Address Maltreatment in Sports) within its suite of policies for staff and volunteers.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to update and provide a more comprehensive formal policy on Safe Sport, and to offer members a safe and welcoming place to come forth with concerns and issues they may face. This will be a National policy.

### BACKGROUND:

The Women's Equity, Diversity and Inclusion working group identified several gaps in the policies of the PGA of Canada as it relates to dealing with gender discrimination, harassment, and other related issues. Other National Sport Organizations such as Golf Canada and Swimming Canada currently have or are in the process of adopting a suite of Safe Sport Policies that could be used by the PGA of Canada.

### CURRENT STATUS:

The code of professional practice laid out by the PGA of Canada has rules against practices that are "unjustly discriminatory" and against "harassment that is offensive, abusive, racist, sexist, degrading, or malicious" However, these policies are not up to date from a Safe Sport framework. Moreover, the group also identified that these policies were very difficult to locate on the PGA of Canada Website.

### ISSUES:

#### Financial Implications:

- There may be costs associated with the formation of a website and creation of a suite of Safe Sport Policies that are recommended below (e.g., third-party consulting fees).

#### HR / Industrial Implications:

- A suite of Safe Sport policies will need to be approved, implemented, and ultimately enforced by HR officials at the PGA of Canada.

### OPTIONS:

The Women's Equity, Diversity and Inclusion working group recommends that a policy on harassment be adopted by the PGA of Canada. We would like to propose the adoption of a suite of Safe Sport policies that comes from neighbouring sport organizations (see below), which could be modified to fit with the structure of the PGA of Canada as representatives see fit.

- **Option A:** Golf Canada Recognition and Prevention of Discrimination, Harassment, and Violence Policy. This could be implemented Immediately (see attachment in Section 7. Supporting Information). Golf Canada is also about to launch a suite of Safe Sport Policies and separate website in April of 2021. These policies are intended to promote a Safe Sport environment in a manner that allows for consistent, Immediate, appropriate, and meaningful action, should issues arise? However, these policies are also intended to serve the dual purpose of preventing issues from arising in the first place by communicating the expected standards of behaviour for all members. These policies also represent the key elements of the Universal Code of Conduct to Prevent and Address Maltreatment in Sports (UCCMS). Upon their release, we recommend that this suite of Safe Sport Policies be adopted by the PGA of Canada.

*Note: Importantly, all employees of Golf Canada are required to sign this policy.*

*recommendation continued on the following page ►*



- **Option B:** We recommend that the PGA of Canada create a new website on Safe Sport that is easily accessible to members. Swimming Canada has an excellent website that outlines the Safe Sport Framework (link in Section 7. Supporting Information below). Golf Canada is also ready to launch a separate Safe Sport website (see image in Section 7. Supporting Information below).

The Women's Equity, Diversity and Inclusion working group supports the hiring of a third-party consultant for the PGA of Canada.

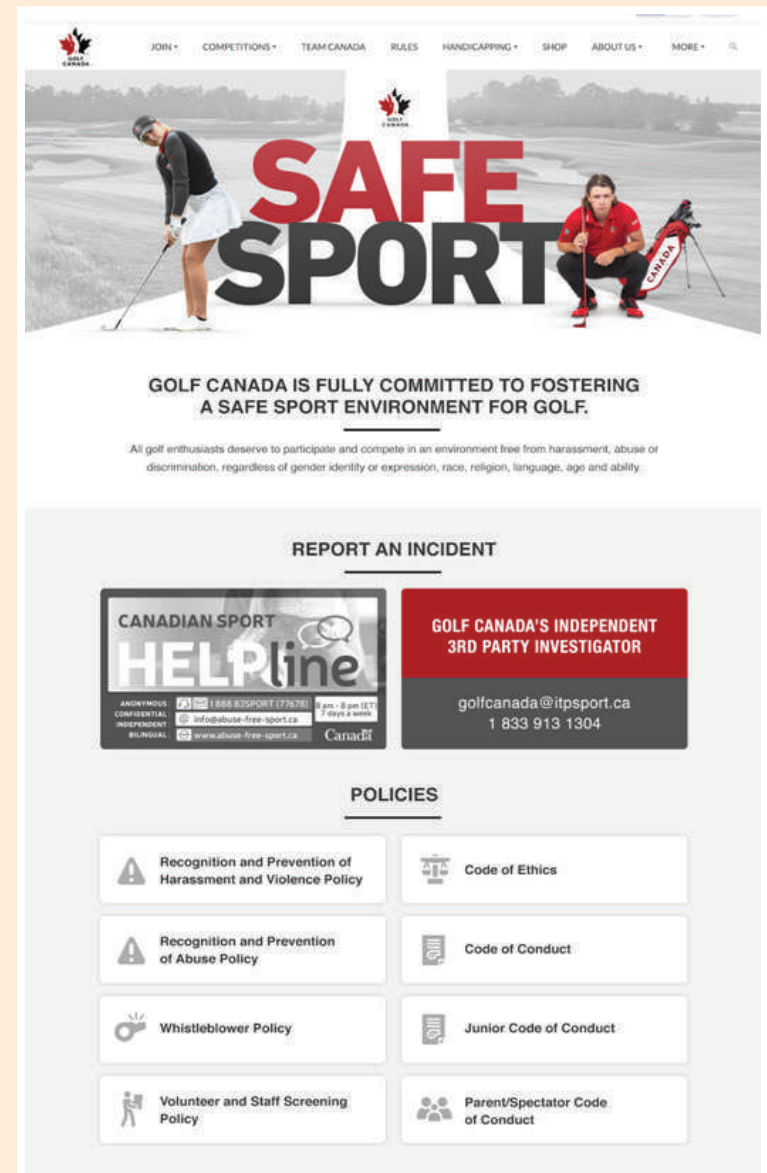
### SUPPORTING INFORMATION:

Please see the following links for the policies of Golf Canada:

- <https://cdn.golfcanada.ca/app/uploads/golfcanadaproduct/2020/10/09100021/Recognition-Prevention-of-Discrimination-Harassment-Violence-Policy.pdf>

The image to the right is a screenshot of what the Golf Canada Safe Sport website will look when it is launched. ►

- **See also: Swim Canada Safe Sport Website:**  
[www.swimming.ca/en/safe-sport](http://www.swimming.ca/en/safe-sport)





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## TRAINING AND DEVELOPMENT

### RECOMMENDATION:

Review the current training and development efforts for employees and members of PGA of Canada to ensure that they are meeting the needs of the diverse group of employees and members and that they are accessible.

### PURPOSE OF RECOMMENDATION:

On June 20, 2018, the Government introduced Bill C-81, An Act to ensure a barrier-free Canada (the Accessible Canada Act) in Parliament. The Accessible Canada Act received Royal Assent on June 21, 2019, and came into force on July 11, 2019, to ensure that anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice—that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation, are removed to comply with this act and make Canada barrier-free by January 1, 2040.

### BACKGROUND:

PGA of Canada's course *"CO\_Diversity - Build Success Through Equity, Diversity and Inclusion for PGA of Canada"*, as an example did not meet accessibility compliance for many reasons – one of which was not explicitly committing or failing to communicate the level of compliance the organization is willing to commit to.

### CURRENT STATUS:

As described above, the course itself on equity, diversity and inclusion failed to deliver on inclusion in the way it was presented.

### ISSUES:

#### Strategy Implications:

- Aligns with the PGA commitment to remove barriers and foster actions and behaviour that support a diverse and inclusive workforce and membership.

#### Financial Implications:

- There will be cost redesigning existing courses.

#### HR / Industrial Implications:

- Marketing and Communications need to be more cognizant to incorporate time and effort to ensure training and development for employees and members meet the commitment of PGA of Canada to accessibility compliance.
- Risks and Risk Mitigation Actions
- Ineffective training that leaves employees and members unprepared for what is expected of them at work and on the course to ensure they are championing an Equity, Diversity and Inclusion attitude and behaviour, and/or identify Equity, Diversity and Inclusion issues experienced or reported.
- Does not meet the proposal to provide equity, diversity, and inclusion in the organization.

### SUPPORTING INFORMATION:

- [www.canada.ca/en/employment-social-development/programs/accessible-canada.html](http://www.canada.ca/en/employment-social-development/programs/accessible-canada.html)
- [www.aoda.ca](http://www.aoda.ca)
- [www.w3.org/WAI/WCAG2AA-Conformance](http://www.w3.org/WAI/WCAG2AA-Conformance)



**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## CODE OF PROFESSIONAL PRACTICE

### RECOMMENDATION:

The Board to discuss the current Code of Professional Practice and update it to include reference to a new Equality, Diversity and Inclusion Policy (as recommended by this Working Group), to affirm that discrimination of any kind towards any persons is not acceptable, to update the core values, and to provide alternate mechanisms of reporting violations under Disciplinary Procedures to ensure there are no barriers to persons of different abilities.

### PURPOSE OF RECOMMENDATION:

Succinctly describe the purpose of the recommendation and indicate if this recommendation is focused on National only or should include a recommendation to the PGA Zones. Recommend that this updated Code should be a National policy that would be the policy that the PGA Zones adopt.

### BACKGROUND:

The current Code of Professional Practice section 5.2 Commitment to Business Integrity does state “we pledge to avoid discrimination and promotion of inclusive and safe atmosphere”, however it does not identify/state that discrimination and harassment of all persons including underrepresented or minority groups are not acceptable.

**Core Values:** The core values should be updated (as applicable), and throughout the Code include in each category that discrimination of Persons with Different Abilities will not be accepted. ►

**Equity, Diversity and Inclusion Policy:** The provisions in the Code can be updated to refer to the initiatives of Equity, Diversity and Inclusion at PGA of Canada and ensure that the Code includes this as part of the expectations of members, associates and staff.

**Disciplinary Procedures:** The section on reporting violations requires updating as the process is a barrier to those persons who may have a limitation to providing a written report. There needs to be a process for a verbal complaint/report. Some companies provide a secure monitored phone number where a report can be taken by a third party. This may be an option. If not, PGA could appoint a person to be their Ethics/Compliance/Privacy Officer that would be responsible for these complaints.

### ISSUES:

#### Strategy Implications:

- An updated Code to be reflective of the core values, Equity, Diversity and Inclusion, eliminating barriers in the reporting process.

#### Risks and Risk Mitigation Actions:

- If the Code doesn't provide the guiding principles of ethical conduct and behaviour the PGA will have a difficult time defending itself.

### OPTIONS:

- **Option A:** engage a third party to facilitate intake of all complaint/violation reported and notification to internal stakeholders.
- **Option B:** include alternate mechanisms for persons who may have difficulty reading, writing, using a computer, cognitive impairment, etc. so that the written process is not the only option and as such a barrier.





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## CREATION OF PGAC EQUITY, DIVERSITY AND INCLUSION POLICY

### RECOMMENDATION:

*The Board for Discussion:* That the Board endorses the submission for the creation of PGA of Canada's own Equity, Diversity and Inclusion Policy.

### PURPOSE OF RECOMMENDATION:

As the PGA of Canada takes necessary steps toward being a progressive, inclusive and all-welcoming association, it becomes critically important that there are statements and policies available to members and to the public that demonstrate this vision and encourage/attract people of all abilities to consider PGA of Canada membership, employment, and/or business opportunity.

This should include a recommendation to the PGA Zones, perhaps by way of adoption and implementation of this National policy rather than a creation of their own.

### BACKGROUND:

PGA of Canada is lacking foundational documents or policies that demonstrate its inclusive intentions. If we want to make an impact in this space, we need to have guiding principles that dictate how we adopt, promote and/or demand inclusive behaviour, practices and services. ►

There are currently several barriers to obtaining PGA membership, having positive experiences with education/communications (obtaining Class "A" status), and general "service standards" that the PGA of Canada is encouraged to consider. It begins with the creation and adoption of an Equity, Diversity and Inclusion policy.

Unfortunately, we do not have statistics to help us understand the PGA of Canada's client group pertaining to people of different abilities, making it difficult to individually tailor service to members according to what they need and what will provide for the best experience possible.

### CURRENT STATUS:

The importance for equity, diversity and inclusivity in this business continues to grow. The longer we go without identifying barriers to people of different abilities, the longer we do these people a disservice and keep these barriers in place. It's important to educate our staff, members, partners to recognize barriers and be leaders in implementing change in the industry.

Golf Canada, Golf Ontario have Equity, Diversity and Inclusion policies that we strongly recommend reviewing and adopting in order to craft a PGA of Canada national policy.

### ISSUES:

#### Strategy Implications:

- Outreach by PGA of Canada in order to better understand what can be done to advance equity, diversity, inclusion (identifying barriers to membership, barriers in services rendered, communications, education, etc.).
- Communication: strive to ensure effective communication with members of different abilities (interact in such a way that is mindful of various disabilities).
- Accessible websites and web content (content that complies with WCAG).
- Events: strive for PGA of Canada events to be accessible for people of different abilities.

*recommendation continued on the following page ►*

**Financial Implications:**

- Potential legal/research costs associated with developing these policies.

**Strategy Implications:**

- Training of all staff, Directors, Officers on how to recognize, interact with and serve persons of different abilities as well as an overview of the Accessibility for Ontarians with Disabilities Act (AODA or provincial equivalent) and the requirements of the customer service standard.
- HR to be trained on unconscious bias, remain openminded when reviewing job candidates.

**Risks and Risk Mitigation Actions:**

- Does not meet the proposal to provide equity, diversity and inclusion in the organization.

**SUPPORTING INFORMATION:**

- **Golf Canada's Equity, Diversity and Inclusion Policy:** [www.communication.golfcanada.ca/email/Volunteers/Equity-Diversity-Inclusion-Policy.pdf](http://www.communication.golfcanada.ca/email/Volunteers/Equity-Diversity-Inclusion-Policy.pdf)
- **Golf Ontario's Equity, Diversity and Inclusion Policy:** [www.gao.ca/wp-content/uploads/2019/11/Equity-Diversity-Inclusion-Policy.pdf](http://www.gao.ca/wp-content/uploads/2019/11/Equity-Diversity-Inclusion-Policy.pdf)
- **Water Polo Canada Equity Policy:** [www.waterpolo.ca/admin/docs/Equity%20-%20February%202017.pdf](http://www.waterpolo.ca/admin/docs/Equity%20-%20February%202017.pdf)
- **Badminton Canada "Equity & Access Policy":** [www.badminton.ca/file/821888/?dl=1](http://www.badminton.ca/file/821888/?dl=1)





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## SOCIAL MEDIA POLICY REVIEW

### RECOMMENDATION:

*The Board for Discussion:* The Social Media policy should be reviewed and updated to include a set of best practices/guidelines on what to do and what to avoid, including:

- encourage users to promote respect for all persons (furthering the message and values of diversity and inclusion; and
- avoid posting derogatory, discriminatory, harassing, bullying, threatening content.

### PURPOSE OF RECOMMENDATION:

Succinctly describe the purpose of the recommendation and indicate if this recommendation is focused on National only or should include a recommendation to the PGA Zones.

Recommend the policy be updated and used as an overarching National policy applicable to all Zones, Members and workforce. Create a national standard for expectations on using social media to reflect the values, vision and mission of the PGAs Equity, Diversity and Inclusion strategy.

### BACKGROUND:

The Policy should include guidance for users on what is appropriate and what is not per the PGA. The Policy does not cover some key don'ts which are serious issues in social media – persons using social media to bully, harass and discriminate against underrepresented/marginalized populations.

### ISSUES:

#### Strategy Implications:

- Align the Social Media Policy with the strategic goals of the association.

#### Financial Implications:

- Legal review to update the policy.

#### HR / Industrial Implications:

- Managing complaints regarding social media posts.

#### Risks and Risk Mitigation Actions:

- Update the policy to mitigate potential claims and reputational damage to the PGA. Provide an updated guideline based policy for members.

### SUPPORTING INFORMATION:

- *Water Polo Canada Social Media Policy:* [waterpolo.ca/admin/docs/WPC%20Social%20Media%20Policy\\_EN.pdf](http://waterpolo.ca/admin/docs/WPC%20Social%20Media%20Policy_EN.pdf)







**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## WEB AND MULTIMEDIA ACCESSIBILITY

### RECOMMENDATION:

To improve messaging of equity, diversity and inclusion and PGA of Canada's effort in this initiative, PGA of Canada should perform a thorough review of its web, social media platforms, and multimedia to ensure that they meet the accessibility compliance. At a minimum, PGA of Canada should commit to WCAG 2.0 Compliance, and at least Level AA of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA or provincial equivalent). This will ensure that the PGA of Canada will meet the Accessible Canada Act, 2019 (ACA) and barriers for persons with different abilities to have full and equal participation at PGA of Canada. PGA of Canada must also review imagery and language on its platforms so that it is consistent with its equity, diversity and inclusion efforts.

### PURPOSE OF RECOMMENDATION:

On June 20, 2018, the Government introduced Bill C-81, An Act to ensure a barrier-free Canada (the Accessible Canada Act) in Parliament. The Accessible Canada Act received Royal Assent on June 21, 2019, and came into force on July 11, 2019, to ensure that anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice—that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation, are removed to comply with this act and make Canada barrier-free by January 1, 2040.

### BACKGROUND:

PGA of Canada's web site and social media platforms are not meeting accessibility compliance.

### CURRENT STATUS:

The organization is undergoing a transformation to become a leader in the area of Equity, Diversity and Inclusion in the sport. At this time, PGA of Canada has only focused on its public communications to its traditional membership, stereotyped to be white privileged male in a higher economic status.

PGA of Canada's current web site, Facebook, Twitter, and Instagram accounts only provide an "out of the box" experience to communicate with the public. There is little to no effort in ensuring that the modalities in which it chooses to communicate with the public is meeting accessibility compliance.

### ISSUES:

#### Strategy Implications:

- Aligns with the PGA commitment to remove barriers and foster actions and behaviour that support a diverse and inclusive workforce and membership.

#### Financial Implications:

- There will be cost in analysing existing platforms and a strategy to enforce solutions and recommendations.

#### HR / Industrial Implications:

- Marketing and Communications need to be more cognizant to incorporate time and effort to ensure communication will meet compliance.

#### Risks and Risk Mitigation Actions:

- Complaints from public.
- Does not meet the proposal to provide equity, diversity and inclusion in the organization.

### OPTIONS:

- There are no alternative options at this time except to remain exclusive of persons with different abilities.

### SUPPORTING INFORMATION:

- [www.canada.ca/en/employment-social-development/programs/accessible-canada.html](http://www.canada.ca/en/employment-social-development/programs/accessible-canada.html)
- [www.aoda.ca](http://www.aoda.ca)
- [www.w3.org/WAI/WCAG2AA-Conformance](http://www.w3.org/WAI/WCAG2AA-Conformance)



SUBMITTED BY:  
BIPOC

## ADOPT SIMILAR PROGRAMS

### RECOMMENDATION:

Adopt Similar Programs to PGA of America and HIRE BIPOC for Equity, Diversity and Inclusion.

### PURPOSE OF RECOMMENDATION:

Creating a platform for BIPOC individuals to get a taste of working in the golf industry & gaining potential long-term employment.

### BACKGROUND:

PGA of America Jobmatch, PGA Works Fellowships (90% find employment in golf industry), and HireBIPOC, were designed to create opportunities for those from diverse backgrounds to have the opportunity to work in the golf & media industry.

### CURRENT STATUS:

Currently, PGA of Canada has no specific offerings to specifically hire BIPOC members and no current programs to foster growth in these populated areas. We believe this is why the PGA of Canada struggles to have a proper representation of BIPOC members at all levels.

### ISSUES:

#### Strategy Implications:

- Finding a network of BIPOC individuals who are interested in golf and membership. ►

### Financial Implications:

- Financial costs of research to find these individuals and dedicated staffing time to building these programs. Finding sponsors of funds for scholarships to encourage new PGA of Canada BIPOC Members.

### HR / Industrial Implications:

- Courses still hiring the “best candidate” that fits their current culture.

### Risks and Risk Mitigation Actions:

- PGA of Canada Equity, Diversity and Inclusion Policy to help encourage facilities to participate.

### OPTIONS:

- *Option A:* Create a similar program to the PGA of America like the PGA Works Fellowship & Job Match Program to help give more short-term opportunities to BIPOC individuals that can potentially turn into long term employment after experience is gained.
- *Option B:* Adopt the HireBIPOC objective “eradicate systemic racism in the Canadian [golf] landscape by shifting thinking and practices around hiring and investing in the BIPOC community to get more BIPOC individuals hired.”

Create a Golf Industry version of HireBIPOC.ca to link PGA of Canada to providing more job opportunities to this given group. Utilize a mentorship program to match new BIPOC PGA of Canada members with Class “A” BIPOC members to help with the journey. Also provide scholarship opportunities that can be promoted at High School and Postsecondary levels to show the commitment and make it more enticing to join the PGA of Canada for these members.

### SUPPORTING INFORMATION:

- **HIRE BIPOC** - [www.hirebipoc.ca](http://www.hirebipoc.ca)
- **PGA WORKS Fellowship** - [www.pgareach.org/pgaworks/fellowship](http://www.pgareach.org/pgaworks/fellowship)
- **PGA Job Match** - [pgaimpact.org/pgajobmatch](http://pgaimpact.org/pgajobmatch)
- **PGA Work Scholarships** - [www.pgareach.org/pgaworks/scholarship](http://www.pgareach.org/pgaworks/scholarship)



SUBMITTED BY:  
BIPOC

## STRATEGIC DIRECTION POINTS

### RECOMMENDATION:

Update of Strategic Direction Points 1 & 3 to include a focus on equity, diversity and inclusion.

### PURPOSE OF RECOMMENDATION:

Making the PGA Canada an example of equity, diversity and inclusion. PGA Canada will represent the diverse population of Canada at all levels of governance and operations.

### CURRENT STATUS:

Currently, the PGA of Canada does not come close to representation of what Canada looks like as whole.

### ISSUES:

#### Strategy Implications:

- Adapting all Board members to the new strategic directions and tailoring current programs to match the updated direction.

### OPTIONS:

- *Option A:* To reword strategic direction 1 & 3 to have a greater focus on equity, diversity and inclusion.
- *Strategic direction 1:* Effectively delivering programs and services that are valued by PGA of Canada members and key stakeholders while growing participation in the sport in Canada at all levels and in all forms of participation.
- *Recommended Change:* Effectively delivering programs and services that are valued by PGA of Canada members and key stakeholders while growing diversity & participation in the sport in Canada at all levels and in all forms of participation. ►

- *Strategic direction 3:* Sustaining and recruiting PGA of Canada members with a strategic plan that is aligned with the National Sport Organization, Golf Canada.
- *Recommended Change:* Sustaining and recruiting PGA of Canada members of all backgrounds with a strategic plan that is aligned with the National Sport Organization, Golf Canada.
- *Option B:* Create a 5th strategic direction to have the PGA of Canada better represent what Canada's population looks like.







SUBMITTED BY:  
BIPOC

## ADDING DIVERSITY

### RECOMMENDATION:

Adding Diversity to the mission statement.

### PURPOSE OF RECOMMENDATION:

To bring equity, diversity and inclusion to the forefront in our industry.

### BACKGROUND:

Having a mission statement that makes equity, diversity and inclusion a priority. The PGA of Canada develops, promotes, and supports its members in living a better life and earning better living while growing participation, excellence, diversity and passion for the sport of golf.

### CURRENT STATUS:

Diversity is currently not a key of the mission statement, and it shows in the totals of BIPOC members. The PGA of Canada member numbers do not reflect what Canada looks like.

### ISSUES:

#### Strategy Implications:

- Without it being in the industry main focus points it is often forgotten.

### OPTIONS:

- Option A:** Bring equity, diversity and inclusion to the forefront by including it in the mission statement.
- Option B:** Create a separate equity, diversity and inclusion policy that all members must adhere to.

## EQUITY, DIVERSITY AND INCLUSION ONLINE PGA OF CANADA COURSES

### RECOMMENDATION:

Making the Equity, Diversity and Inclusion Online PGA of Canada courses mandatory for all new members, & members in governance.

### PURPOSE OF RECOMMENDATION:

- Have a better base understanding of Equity, Diversity and Inclusion for all new incoming members and all governance members.
- Rollout:** Mandatory for all new members, it's to be completed after the PAT is passed and before starting the training academy. All elected national Board members must have the diversity and inclusion course completed. The PGA will also highly recommend the course to all members and promote the course through an economic case on the benefit of equity, diversity and inclusion.

### CURRENT STATUS:

- Currently it is not mandatory and is only available as an option.

### ISSUES:

#### Strategy Implications:

- Can deter some members from joining if they don't believe it should be mandatory.

#### Financial Implications:

- Financial costs of taking the course, costs of making it free if it's mandatory or has money raised from course go to Diversity & Inclusion Scholarships, or creating further education courses.

#### HR / Industrial Implications:

- If it's not a part of the PGA of Canada new member policy and governance policy some will never do it.

#### Risks and Risk Mitigation Actions:

- Creating an economic case to help sway those who don't see an importance in Equity, Diversity and Inclusion.



SUBMITTED BY:  
SOCIO-ECONOMIC STATUS

## STRATEGIC PLAN

### RECOMMENDATION:

That the Board implement a new strategic plan for the next five years (2021-2025) with two main priorities:

- support the current members' finances and lifestyles
- increase fairness and diversity of our organization

### PURPOSE OF RECOMMENDATION:

- In our opinion, the current strategic plan is too far reaching. A five-year plan to focus on the two priorities identified above would provide the organization a clear starting point from where the organization can make actionable, measurable goals;
- Both priorities would serve to improve the diversity of the PGA of Canada;
  - supporting the current members' finances / lifestyles demonstrates to prospective members that being a PGA of Canada member is a viable way to make a living
  - other steps to increase fairness and diversity are currently being identified by our group and other working groups within the Equity, Diversity and Inclusion Task-Force;
- Recommendation is for PGA of Canada only.

### BACKGROUND:

The current strategic plan describes values and targets that should be implicit, are vague, and are beyond the scope of the organization such as "maintaining golf's status as one of the world's most recognized sports" (should be implicit)," lead(ing) in today's ever-changing environment" (vague, should be implicit), "growing participation in the sport in Canada at all levels and in all forms of participation" (beyond the scope of organization, and a responsibility of Golf Canada).

### CURRENT STATUS:

Organization is conducting a new strategic plan in 2021.

### ISSUES:

#### Strategy Implications:

- Can deter some members from joining if they don't believe it should be mandatory.

#### Financial Implications:

- Advancement of under-represented groups will likely require targeted scholarships, sponsorships, bursaries.

#### HR / Industrial Implications:

- Potential need for increased HR resources to support needs of underrepresented groups.

#### Risks and Risk Mitigation Actions:

- *Risk:* Emphasis on increasing diversity of organization has potential to alienate current PGA of Canada members (e.g potential anger over bursary/scholarship programs that target under-represented groups being unfair to white male members of PGA).
- *Risk Mitigation Action:* Making participation in programs voluntary rather than compulsory, could help reduce alienation of current members. E.g. sending invitations to current members to participate in member recruitment programs, voluntary participation in Equity, Diversity and Inclusion online course, rather than making it mandatory (see Harvard business review article)

### OPTIONS:

- This recommendation could also be adopted to be included as a "key direction" within the strategic plan (refer to SESRecommendation2.docx)

### SUPPORTING INFORMATION:

- *Harvard Business Review Article with on why most diversity programs fail, and suggestions to succeed* - <https://hbr.org/2016/07/why-diversity-programs-fail>



**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## STRATEGIC PLAN: “KEY DIRECTION”

### RECOMMENDATION:

*That the Board include the following key direction within the strategic plan: "Increase the economic status and career diversity of our members, while also expanding options for entry to the organization."*

### PURPOSE OF RECOMMENDATION:

- This direction encapsulates the SES Working Group's intentions as succinctly as possible, and allows the organization to make actionable plans with measurable targets within its operation and business plans.
- Supporting current members finances/lifestyles is an important aspect of increasing diversity of the organization, as it demonstrates to potential members that joining is a viable way to make a living.
- Improving career diversity of members expands the possibilities of what PGA of Canada members can do with their designation. This could be improved by increasing the scope of industries PGA of Canada professionals could work in (e.g. management roles in other sports/health industry jobs). Career diversity could also be improved by better linking PGA of Canada with other organizations within "We Are Golf" through shared education programs. For example, if PGA of Canada and Canadian Society of Club Managers members had reciprocal access to each other's continuing education programs, this could expand the range of services a PGA of Canada members could offer and create an opportunity for career advancement. ►

- Making the organization easier to join/be a part of helps the PGA of Canada meet its intentions set out in the creation of the diversity and inclusion task force. Potential plans could include recruitment of people from different walks of life, creation of new jobs, as well as targeted scholarships, sponsorships and bursaries.
- Recommendation is for PGA of Canada only.

### BACKGROUND:

- Current key directions of strategic plan address similar goals, but less concisely and in a less targeted manner. The current key directions have related targets such as "Effectively delivering programs and services that are valued by PGA of Canada members", "Sustaining and recruiting PGA of Canada members with a strategic plan that is aligned with the National Sport Organization, Golf Canada", and "Continuing to adopt and implement innovative practices at the national office and expand our organization's capacity to better serve the members". This recommendation helps to narrow the focus of these existing key directions.

### CURRENT STATUS:

Organization is conducting a new strategic plan (presumably with new strategic directions) in 2021.

### ISSUES:

#### Strategy Implications:

- Key direction could be included within new strategic plan.

#### Financial Implications:

- Advancement of under-represented groups will likely require targeted scholarships, sponsorships, bursaries.

#### HR / Industrial Implications:

- HR Support likely will be needed for new members from underrepresented groups.

#### Risks and Risk Mitigation Actions:

- Risk of alienation of current PGA of Canada members (mostly white males) angered at perception of programs that do not help them.
- Mitigation tactic: demonstrating increased salary and benefits to current members could help soften potential anger.

### SUPPORTING INFORMATION:

Rationale outlined in Point 2 (Purpose of Recommendation)





**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## UPDATE TO CODE OF PRACTICE

### RECOMMENDATION:

That the Board update section 3 of the code of practice to include a clause similar to section 4.2 of the code of practice (*Note: section 4.2 states that PGA of Canada members “Demonstrate respect for individuals regardless of body type, physical characteristics, athletic ability, gender, ancestry, color, ethnic or racial origin, nationality or national origin, sexual orientation, age, marital status, religion or religious belief, political belief, disability or economic status”*).

### PURPOSE OF RECOMMENDATION:

- Making this update to the code of practice would help protect PGA of Canada members being discriminated against by a fellow member.
- Recommendation is for the PGA of Canada only.

### BACKGROUND AND CURRENT STATUS:

Currently, there is a clause within section 4 of the code of practice which covers respecting the diversity of individuals outside of our organization, but there is no mention of showing similar respect to members within our organization.

### ISSUES:

#### Strategy Implications:

- Requires update to code of conduct.

#### HR / Industrial Implications:

- PGA of Canada members who have made discriminatory actions against a fellow member will face complainant.

#### Risks and Risk Mitigation Actions:

- Old complaints may surface as a result of this change. Organization will have to decide how it will proceed with complaints that predate the update to the code of practice.





SUBMITTED BY:  
SOCIO-ECONOMIC STATUS

## INCREASE TRANSPARENCY OF BOARD MEMBER PROFILES

### RECOMMENDATION:

That Board members list more information about themselves through a questionnaire or video.

### PURPOSE OF RECOMMENDATION:

The PGA of Canada's national Board and sub-national Boards do not meet visual eye-tests of being diverse (i.e. white males are grossly overrepresented). However, some Board members are from non-visible underrepresented groups, such as being part of LGBTQI2S+ communities. Having more information about the Board members could demonstrate that some underrepresented groups are currently present on the PGA of Canada Board, allow Board members to demonstrate allyship, and signal to members of underrepresented groups that they are welcome to be part of our organization.

This recommendation is only for National Board members but could be suggested to subnational PGA Zones.

### BACKGROUND AND CURRENT STATUS:

Currently, there is very little information about the national Board members, and any information provided by Board members is optional. The Board member name links to their PGA of Canada profile, but that profile doesn't leave much space to describe what a person's values are, and filling that profile out is non-mandatory.

### ISSUES:

#### Strategy Implications:

- Very limited implications, beyond some minimal work for Board members.

#### Risks and Risk Mitigation Actions:

- **Risk:** Some Board members could be hesitant to provide personal information about themselves.
- **Mitigation Tactic:** While Board members would be encouraged to highlight their diversity, or commitments to allyship, doing so would be voluntary.

### OPTIONS:

- **Option A:** A questionnaire that would highlight what makes the Board member unique: skillsets, values, description of where they are employed at.
- **Option B:** An introduction video like those of the PGA of Canada staff-members.





**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## STRATEGIC PLAN: UPDATED VALUES

### RECOMMENDATION:

*That the Board update the values of the strategic plan to communicate the following: We are (and want) the best Canadians from ALL walks of life (not just certain Canadians).*

*Note: our group does not have a specific recommendation as to what the organization's updated values should be, only that they should communicate these intentions.*

That the Board better promotes our organization's values to our stakeholders, other members of "We Are Golf" coalition.

### PURPOSE OF RECOMMENDATION:

- The current values within the strategic plan are "trusted brand", "progressive leadership", and "pride of membership". By demonstrating that PGA of Canada are the best club pros and instructors in Canada and that Canadians from all walks of life are welcomed within the PGA, the PGA will earn trust and demonstrate it is a progressive, modern organization. Also, pride of membership will come from being part of such an organization. As such, updating the organizations values can help it achieve its intentions more effectively
- With regards to promotion, PGA of Canada members have previously benefited from the organization promoting its values and the worthiness of its members, such as during the recent trial period where the organization added staff to actively promote its professionals. Similarly, other global PGA organizations such as the PGA (of Great Britain and Ireland) have led successful efforts promoting the worthiness of their members leading to increases in hiring.
- Recommendation is for PGA of Canada only.

### BACKGROUND:

Currently, there is very little information about the national board members, and any information provided by Board members is optional. The Board member name links to their PGA of Canada profile, but that profile doesn't leave much space to describe what a person's values are, and filling that profile out is non-mandatory.

### CURRENT STATUS:

Organization is conducting a new strategic plan in 2021.

### ISSUES:

#### Strategy Implications:

- Strategic plan and values of organization will have to be updated to reflect these strategic intentions.
- Organization will need to schedule promotional events.

#### Financial Implications:

- Increased portion of budget focused on promoting membership.
- Efforts may require creation of new staff positions within the PGA of Canada in addition to supplement Jeff Fry's role as Employment Manager.

#### HR / Industrial Implications:

- Potential need for increased HR resources to support needs of underrepresented groups.







SUBMITTED BY:  
LGBTQ12S+

## REVISION OF EDUCATION AND TRAINING ON EQUITY, DIVERSITY AND INCLUSION

### RECOMMENDATION:

Provide all Board members at both National and each of the Zones, Equity, diversity and inclusion training and education including implicit bias, and allyship training and testing.

Include this training as part of the orientation for new Board members and require training on an annual basis to keep information relevant and accurate.

### PURPOSE OF RECOMMENDATION:

This top-down approach will help ensure that our leaders are as educated as possible when it comes to matters of equity, diversity and inclusion. Consistent retraining will ensure that members are kept current on changes or progressions that occur during the year. This recommendation is for both National and Zone Boards.

### BACKGROUND:

Until recently, there has been no official training on Equity, Diversity and Inclusion for the PGA of Canada Board members, and members at large. The creation of the new *“Building Success Through Equity, Diversity and Inclusion”* module in the Training Academy has seen the introduction of education in this space.

### CURRENT STATUS:

- Currently, the *“Building Success Through Equity, Diversity and Inclusion”* course is an elective for all PGA of Canada members

### ISSUES:

#### Financial Implications:

- The PGA of Canada and its education platform is extremely expensive as it is, so mandating current current Class “A” professionals to take another course could cause issue.

### OPTIONS:

- Option A:** *“Building Success Through Equity, Diversity and Inclusion”* becomes a mandate for all current and new Board Members.
- Option B:** *“Building Success Through Equity, Diversity and Inclusion”* becomes a mandate for all PGA of Canada CFM’s and Class “A” professionals and becomes a “Core Course” in the Training Academy
- Option C:** *“Building Success Through Equity, Diversity and Inclusion”* becomes a mandate when joining the PGA of Canada. Your PAT fees cover the “Playing In” and the Equity, Diversity and Inclusion module.



**SUBMITTED BY:**  
LGBTQI2S+

## REVISION OF LANGUAGE USED IN BY-LAWS

### RECOMMENDATION:

Perform an audit of the language used in By-Laws, and Policies on a National and Zone level to remove specific reference to gender, as well as include third person pronouns wherever possible (ex. they rather than he/she).

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to reduce marginalization of non-binary and transgender individuals within the PGA of Canada and create a more inclusive and accepting environment for all. This recommendation should occur at both the National and Zone levels.

### BACKGROUND:

Marginalization of specific groups has been a longstanding issue in sport. Golf is stereotypically an extremely elitist sport and has a long history of excluding participants on the basis of gender, race, religion, etc. As the world moves towards a more accepting place, it is crucial that golf does the same.

### ATTACHMENTS:

- **General by law** - [https://files.pgaofcanada.com/files/ontario/by-laws/20676654\\_6\\_general-by-law-2016-1-\(oca\\_onca-compliant\)-canadian-pga-of-...pdf](https://files.pgaofcanada.com/files/ontario/by-laws/20676654_6_general-by-law-2016-1-(oca_onca-compliant)-canadian-pga-of-...pdf)

General By-Law - Canadian Professional Golfers' Association of Ontario - 2016-1	
FINAL	
Canadian Professional Golfers' Association of Ontario	
GENERAL BY-LAW NUMBER 2016-1	
TABLE OF CONTENTS	
	page #
1	INTERPRETATION.....1
	1.01 Meaning of Words.....1
2	DEDICATION.....3
	2.01 Dedication.....3
	2.02 Compliance By All Members and Candidates.....4
3	MEMBERSHIP.....4
	3.01 Composition.....4
	3.02 Membership Term.....4
	3.03 Members Rights.....4
	3.04 Termination of Membership.....4
	3.05 Resignation of Membership.....4
	3.06 Transfer of Membership.....5
	3.07 Membership Admission Process.....5
	3.08 Assignment of Members to the Corporation.....5
4	DUES AND ASSESSMENTS.....5
	4.01 Membership Dues and Assessments.....5
	4.02 Notice of Dues or Assessments.....5
	4.03 Application and Other Fees.....5
	4.04 Late Fees and Disputes for Non-Payment.....5

## A SAFE REPOSITORY FOR THE REPORT OF DISCRIMINATION

### RECOMMENDATION:

Development and creation of a safe, confidential, and accessible repository with specific focus and inclusion of individuals within the LGBTQI2S+ community facing discrimination or exclusion.

### PURPOSE OF RECOMMENDATION:

To create a safe space for minority groups to report discrimination within the PGA of Canada and receive support from educated, experienced, and understanding individuals in a confidential manner. Specific repositories should be zone specific.

### CURRENT STATUS:

The PGA of Canada and its individual zones have disciplinary by-laws set in place, however there is no clear and organized outlets for people in a minority group to report discrimination within the workplace or within the PGA of Canada.





**SUBMITTED BY:**  
LGBTQI2S+

## REVISION / AUDIT OF DIVERSITY NATIONAL AND ZONE BOARDS

### RECOMMENDATION:

- Perform an audit of the composition of each of the PGA Zones and the National Zone Boards to identify existing diversity.
- It is our recommendation to do this via confidential voluntary surveys of all current Board Members that incorporates LGBTQI2S+ lens.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to gain insight into the overall scope of the diversity we have in our Boards throughout Canada. Knowing this information will help in learning if we are doing the members of the PGA of Canada as well and golf in Canada a disservice by under representing marginalized groups from the top down. This would be both a National and Zone recommendation.

### BACKGROUND:

History suggests that there is a tendency for Boards to consist predominately of one group of individuals – that group being the middle-aged white male.

### CURRENT STATUS:

- **PGA of Canada Board of Directors**  
 ☉ 8 white males    ☉ 1 white female  
[pgaofcanada.com/contact-us/board-of-directors](http://pgaofcanada.com/contact-us/board-of-directors)
- **PGA of Ontario Board of Directors**  
 ☉ 8 white males    ☉ 3 white females  
[pgaofontario.com/contact-us/board-of-directors](http://pgaofontario.com/contact-us/board-of-directors)
- **PGA of BC Board of Directors**  
 ☉ 10 middle white males    ☉ 2 white females  
[www.pgabc.org/about/governance/board-of-directors](http://www.pgabc.org/about/governance/board-of-directors)
- **PGA of Canada Atlantic Board of Directors**  
 ☉ 11 white males    ☉ 2 females  
[www.pgaofcanadaatlantic.com/about-us/board-of-directors](http://www.pgaofcanadaatlantic.com/about-us/board-of-directors)
- **PGA of Quebec**  
 ☉ 11 white males    ☉ 4 females  
[www.golfquebec.org/en/pages.asp?id=15](http://www.golfquebec.org/en/pages.asp?id=15)
- **PGA of Northern Ontario**  
 ☉ 5 males    ☉ 0 women
- **PGA of Manitoba**  
 ☉ 9 males (no photos)    ☉ 1 female  
[www.pgaofmanitoba.com/about/board-of-directors](http://www.pgaofmanitoba.com/about/board-of-directors)
- **PGA of Alberta** - ☉ 11 white males
- **PGA of Alberta Advisory Board** - ☉ 3 white males
- **PGA of Saskatchewan** - No information available
- **PGA of Ottawa** - No information available

### ISSUES:

#### Financial Implications:

- Cost of creating and compiling survey/audit results.

*recommendation continued on the following page ►*



**HR / Industrial Implications:**

- In the attempt to reach a more diverse representation, we must be careful not to marginalize the majority population.

**Risks and Risk Mitigation Actions:**

- Surveys, even when explicitly stating that all findings will be kept confidential, can strike fear in marginalized groups. The fear is that their answers will further marginalize them. This has a potential to skew data.
- Mitigation: Let survey takers know how their surveys will be kept confidential and who specifically to talk to about any concerns.

**OPTIONS:**

- *Option A:* National and Zone Board survey
- *Option B:* PGA of Canada wide survey

**SUPPORTING INFORMATION:**

- See links in "Current Status"



**SUBMITTED BY:**  
LGBTQI2S+

## REVISION OF DRESS CODE POLICIES

**RECOMMENDATION:**

Review and Revise all Dress Code Policies and consider omitting any reference to gender. Taking into consideration LGBTQI2S+ and non-binary gender identities, the revision of Dress Code Policies would provide clarity, consistency, and inclusion.

**PURPOSE OF RECOMMENDATION:**

To ensure a diverse representation of Board members. The more diverse the Board, the better able they will be to represent the wants and needs of its members. This will occur on both the National and Zone level.

**BACKGROUND:**

History suggests that there is a tendency for Boards to consist predominately of one group of individuals – that group being the middle-aged white male.

**CURRENT STATUS:**

The PGA of Canada and its zones are predominately made up of white males. Establishing a Board Diversity Committee will help ensure a fuller representation. *During the Equity, Diversity and Inclusion Taskforce meeting, a sub-committee was created to address this issue.*

**OPTIONS:**

- *Option A:* Advisory committee to the Board
- *Option B:* Expand the number of Board members to make room for the introduction of diverse individuals.
- *Option C:* Both A and B



SUBMITTED BY:  
LGBTQI2S+

## REVISION OF DRESS CODE POLICIES

### RECOMMENDATION:

Review and Revise all Dress Code Policies and consider omitting any reference to gender. Taking into consideration LGBTQI2S+ and non-binary gender identities, the revision of Dress Code Policies would provide clarity, consistency, and inclusion.

### PURPOSE OF RECOMMENDATION:

Dress codes should allow transgender employees and members to feel comfortable presenting themselves in a way that is consistent with their gender identity and should not prevent them from maintaining a gender-neutral appearance. Dress codes not only isolate the LGBTQI2S+ community, but also can isolate members of other marginalized groups such as women, and people of different nationalities and religions. This recommendation should be a National focus, with reiterations occurring throughout the different PGA Zone websites.

### BACKGROUND:

The concept that a certain standard of dress be required to play the game of golf is longstanding and is highly valued by some sections of the golfing community. It is often considered one of the detrimental elements of the sport, as many current and new golfers wish to play in a more relaxed style closer to their day-to-day wear, or in a way that is more consistent with their personal belief and identity.

### CURRENT STATUS:

The PGA of Canada's dress code is currently broken into a MALE competitor and a FEMALE competitor's section. There is no inclusive or gender neutral language used.

### OPTIONS:

The goal here is not to diminish the integrity of the sport by eliminating dress codes, it is simply to review the language used to minimize and marginalization that may be occurring to underrepresented groups.

- **Option A:** Remove gender and gender pronouns from the dress code policies

### ATTACHMENTS:

- **Dress Code Policies** - <https://files.pgaofcanada.com/previous/File/Tournaments/2011/Policies/Dress%20Code.pdf>



#### DRESS CODE OF THE CANADIAN PGA

The policy of this Dress Code governs all Canadian PGA Championships and all competitors representing the Canadian PGA. The philosophy of this Dress Code is to respect the game, maintain golf's culture and traditions while providing performance clothing to all competitors that is comfortable, stylish and offers variety. All competitors are required to present a neat appearance, in both clothing and personal grooming, and are required at all times to maintain an acceptable standard of dress both on the course and in the precinct of the clubhouse.

#### MALE COMPETITORS

If the host club provides a dress code with further restrictions, competitors are required to abide by such host club policy.

Shirts must have collars (including mock neck) and sleeves.

Denim, T-shirts or shorts on the premises of a golf course hosting a championship is strictly prohibited.

Unless otherwise noted, professionals must wear a jacket for all dinners and if requested by the host club, a jacket and a tie. Professionals will be notified in advance if ties are required for any function at a championship.

The maximum allowable size of any endorsement is 14cm<sup>2</sup> (including wet weather apparel).

**Exception:** In the best interests of our Members and competitors, the Canadian PGA seeks to protect the safety and well being of all National Championship competitors. Only under extreme weather conditions (temperatures exceeding 40 degrees Celsius, including Humidex) will shorts be permitted. When this condition is in effect, the following guidelines apply:

- Shorts with an elasticized waist, shorts supported by a drawstring, shorts extended below the knee and shorts with large "cargo" style pockets are all prohibited.
- Socks must be worn at all times – ankle socks are permitted as long as they can be seen with shoes on.

Notes: Disobeying breach of this condition is DISQUALIFICATION

## SUBMITTED BY:

NEW  
CANADIANS

WOMEN

PEOPLE OF  
DIFFERENT ABILITIES

BIPOC

SOCIO-ECONOMIC  
STATUS

LGBTQI2S+

## NATIONAL BOARD OF DIRECTORS COMPOSITION

### RECOMMENDATION:

*The National Board of Directors supports the following:*

- Addition of two Board members at large to the National Board.
- These two Board members are not required to be PGA of Canada members. A skills matrix will be developed for the PGA of Canada Board of Directors. The aim will be to review the current composition of the BoD and their skills and to then identify the needs of the organization at that time. First priority will be to identify the individuals from within a newly formed Advisory Council (detailed below). If the skills required for the position are not within the current Advisory Council, an external selection may be used. The Past President of the PGA of Canada will Chair this committee.

The committee is a group that will be formed (chaired by the Past President) that will put together the skills and competency matrix of the Board and identify the needs of the Board of directors (new) positions based off of the current composition and will be working very closely with the Equity, Diversity and Inclusion Advisory Council in that work. The committee's objective is to create an inclusive and representative Board that reflects the diversity of Canada.

- These individuals will serve as fully voting members on the Board, however will be ineligible to serve in an Executive role (President, Vice President, Secretary). ►

- The new Board members will be nominated from the Advisory Council and will serve positions on this Council during their term on the BoD.
- The new Board member term will be three years (rotating) with a maximum of one term. They may remain on the Advisory Council following their BoD term if desired.
- The formation of an Advisory Council (through an open application process) which will comprise of a diverse group of individuals who represent a variety of skills and under-represented persons in Canada.
- This Advisory Council will be 8-10 people and will meet quarterly. Their purpose will be to provide their expertise and support the national Board in the governance of the association.
- The recommendation that all zones begin with the addition of a minimum of one woman onto their BoD with a commitment to bring diversity onto their Boards moving forward.
- Zones introduce a nominating committee to attract candidates that would help diversify their respective Boards.
- Each Zone will create an Assistant/Apprentice Board. One member from each Board will then sit on a National Assistant/Apprentice Board to advise the PGA of Canada and to ensure Apprentices have a direct voice to the National Office and National Board.

### PURPOSE OF RECOMMENDATION:

To diversify the perspectives and personnel on the national Board of directors and to ensure that Equity, Diversity and Inclusion is at the forefront of the governance of the association moving forward. The task force believes that diverse perspectives must have a voice and a vote in the 'room' where decisions are made via the National Board of Directors. Furthermore, the formation of an Apprentice Board and an Advisory Council will ensure a consistent format in which there is ongoing dialogue and official forums in which these perspectives can be in the official governance structure of the PGA of Canada.

*recommendation continued on the following page ►*





◀ recommendation continued from previous page

### BACKGROUND:

Noted above in *Purpose of Recommendation*.

### CURRENT STATUS:

There is currently no means of attracting diversity within the PGA of Canada governance.

### ISSUES:

#### Financial Implications:

- Apprentice/Assistant Board and Advisory Council would meet only virtually so there would be no financial implications.
- There would be the addition of 2 - 3 new Board members to the PGA's two in-person Board meetings.

#### HR / Industrial Implications:

- Staff leads from PGA of Canada will need these new groups added onto their portfolio of responsibilities and will create increased workloads for the national staff.

# RECOMMENDATIONS OPERATIONS OF THE PGA OF CANADA

---



NEW  
CANADIANS



WOMEN



PEOPLE OF  
DIFFERENT ABILITIES



BIPOC



SOCIO-ECONOMIC  
STATUS



LGBTQI2S+







**SUBMITTED BY:**  
NEW CANADIANS

## UNDERSTANDING THE MAKEUP OF CURRENT AND FUTURE COMMUNITIES

### RECOMMENDATION:

PGA of Canada should represent the communities they serve today and the future. PGA of Canada members should reflect and include the diversity of new Canadians in the community and zones that they operate in.

### PURPOSE OF RECOMMENDATION:

- Compare statscan geographic data against PGA of Canada Zone ratios
- Survey New Canadians
- Validate assumptions by directly asking or asking through existing mechanism such as municipal resident surveys.

### OPTIONS:

- *Option A:* Survey Leadership, staff, and membership
  - Develop questions and include in a broader Equity, Diversity and Inclusion survey or as part of HR/member profile.
  - Needs to be administered by the PGA of Canada Risks? Sensitivities? Privacy?
- *Option B:* Identify Barriers (Outreach)
  - Expand the list to include missing zones and develop appropriate questions.
- Validate approaches across communities (Scan)
  - Reach out to additional New Canadians and junior program zones via PGA of Canada.

## ACTIONS TO IMPROVE ON BENCHMARK MEASURES

### RECOMMENDATION:

- Include new Canadian section in Equity, Diversity and Inclusion course.
- Update photography for social/advertising.
- Open channels to new Canadian groups and introduce golf as an affordable and open recreational/sport option.

### PURPOSE OF RECOMMENDATION:

Raise awareness to evaluate are we representative or reaching out to the new communities







**SUBMITTED BY:**  
WOMEN

## DRESS CODE

### RECOMMENDATION:

Dress Code.

### PURPOSE OF RECOMMENDATION:

- The group felt that this is an issue that would overlap with the LGBTQI2S+ group.
- Having different dress codes for men and women at events is not necessary and has been questioned previously at a provincial level in British Columbia so should be looked at Nationally as well.
- PGA of Canada dress code policies are derived from the PGA Tour (for men) and LPGA Tour (for women).

### CURRENT STATUS:

To date, the PGA of Canada does not have a equity, diversity and inclusion education course that is required of members or affiliated clubs.

- Women can wear shorts.
- There are issues of gender fluidity that also factor into dress code policies.
- We plan to discuss as a group the additional challenges in coming up with a dress code policy, including specific dress code policies at host clubs that might conflict with any dress code policy of the PGA of Canada.





SUBMITTED BY:  
WOMEN

## PATH TO PROMOTION

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implements specific and intentional policies to identify, market, mentor, and promote female golf professional in the industry.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to help identify talented female professionals at all levels, give them media and promotional exposure, and offer them the support, resources, and platform needed to advance their careers. This policy should be enacted at the National level. We also recommend policies related to maternity/paternity leave and how general leaves of absences should be handled.

### BACKGROUND:

In a review of the current statistics, there are currently very few women who are head golf professionals, and even fewer (if any) who hold general manager positions at golf courses. We also noticed a lack of gender equity in all communications related to the PGA of Canada, including in posters, on the website, in PGA publications and displays, social media, and industry research conducted within the PGA of Canada.

### CURRENT STATUS:

The Women's Equity, Diversity and Inclusion group identified the need for channels to identify talent and encourage women to apply for top positions. We reviewed the recent document from the PGA of Canada on Understanding Career Transitions—of the 10 people profiled for having upward career trajectories, nine of them were men. Women are also featured only very briefly in the PGA of Canada handbook, especially when it comes to advertising for the Playing Ability Test (PAT).

On the issue of maternity/paternity leave or general leaves of absences, in the past, anyone who was on leave from the PGA of Canada could not participate in education or professional development.

### OPTIONS:

The Women's Equity, Diversity and Inclusion recommends that an addendum be prepared to the study on Career Transitions that **highlights 10 women who have had success in the industry**, whether at the Head Professional, teaching professional, coaching, or general manager level. To be more specific, **we strongly recommend that the PGA of Canada promote (through all available channels of communication) and celebrate the contributions and achievements of women.**

On the issue of leave of absences, we recommend a review of the PGA of Canada bylaws on this matter. We recommend that any policy pertaining to leaves of absences would apply to both maternity and paternity leave, as well as leaves of absences occurring for any other reason. The absence of communication of this policy may prevent women and others from taking leaves of absences for justifiable reasons and hinder them from progressing professionally while they are on leave.



**SUBMITTED BY:**  
WOMEN

## HIRING PRACTICES

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implement a specific and intentional policy to include diversity statements in all job ads posted to the PGA of Canada Website.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to update and provide a more comprehensive formal diversity statement on all jobs posted on the “Jobs” section of the PGA of Canada website. This will be a National policy.

### BACKGROUND:

The Women’s Equity, Diversity and Inclusion working group reviewed several of the most recent postings under the “Jobs” section of the PGA of Canada website. In a selection of 25-30 recent jobs posted, there was no mention of diversity and that those from underrepresented groups should be encouraged to apply.

### CURRENT STATUS:

There is no diversity statement on jobs posted by the PGA of - Canada or on the PGA of Canada’s website for member clubs.

### ISSUES:

#### Financial Implications:

- There may be costs associated with the formation of a website and creation of a suite of diversity statements (e.g., third-party consulting fees).

#### HR / Industrial Implications:

- A diversity statement will need to be approved, implemented, and ultimately enforced by HR officials at the PGA of Canada.

### CURRENT STATUS:

The PGA of Canada's dress code is currently broken into a MALE competitor and a FEMALE competitor’s section. There is no inclusive or gender neutral language used.

### OPTIONS:

The Women’s Equity, Diversity and Inclusion working group recommends that a commitment to diversity/accessibility statement be included in all job advertisements posted to the PGA of Canada website.

We would encourage the PGA of Canada to review diversity statements in job advertisements by Golf Canada or the University of Toronto (see Supporting Information).

### SUPPORTING INFORMATION:

Please see the following links for the diversity statements of Golf Canada and the University of Toronto:

- **Golf Canada Diversity Statement on Job Advertisements -**  
[https://cdn.golfcanada.ca/app/uploads/golfcanadaproduction/2015/11/29150240/Assistant-Coach\\_Job-Posting.pdf](https://cdn.golfcanada.ca/app/uploads/golfcanadaproduction/2015/11/29150240/Assistant-Coach_Job-Posting.pdf)
- **University of Toronto Diversity Statement on Job Advertisements -**  
<https://jobs.utoronto.ca/job/Toronto-Assistant-Professor%2C-Teaching-Stream-Sociology-ON/544926717/>





SUBMITTED BY:  
WOMEN

## CHANGE TO PGA OF CANADA EVENTS

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board considers measures to ensure that the parameters of the event specific details be openly and transparently communicated to all PGA of Canada members through the website.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to ensure that the current stance on eligibility for females to play in all events is present and that these policies are clearly outlined on the PGA of Canada website during event registration. *To be clear, we recommend that all PGA of Canada events be kept open to its female members.*

### BACKGROUND:

The Women's Equity, Diversity and Inclusion working group reviewed the PGA of Canada listing of events, and noticed some opportunities to have Mixed Gender Events to allow both male and female PGA of Canada members to compete. We also reviewed the dress code currently in place for all PGA of Canada events. We also considered the gender terms used in the naming of events.

### CURRENT STATUS:

There are currently some events available to both male and female members of the PGA of Canada, but often the event postings do not detail how the course yardages will be set up. ►

In addition, current dress code policies maintain that men have to wear pants at PGA of Canada events, unless it gets over 30 degrees when shorts are permitted. Having separate dress codes for men and women at events is not necessary and has been questioned previously at the provincial level (e.g., British Columbia). Most of the PGA of Canada events use the nomenclature of "Women," which are in keeping with how events are named by Golf Canada and the USGA.

### OPTIONS:

The Women's Equity, Diversity and Inclusion working group recommends that the PGA of Canada advertise which events are mixed gender, and to be open and transparent in event postings as to how the course yardages will be set up. We recommend that tees and course set-up be allocated based on "trajectories" after careful research (in other words, based on the idea that men and women have similar clubs into the green on approach shots). We would encourage the inclusion of parameters for women in comparison to men (e.g., course rating, yardage), with research/scientific data showcasing this equity.

We would also strongly recommend that these policies are clearly outlined for each event on the PGA of Canada website during event registration. Moreover, we recommend that the PGA of Canada work to ensure that the event experience is similar for all participants, regardless of gender (i.e., signage, gifting, prize, and promotion of the tournament and its eventual champions).

Speaking to the issues of the dress code, we recommend that during PGA of Canada events, the dress code should be amended to "professional golf attire must be worn." We thus recommend that gender-specific dress code policies be removed from all PGA of Canada events. For example, men can wear shorts if they so choose.

Finally, we recommend that all PGA of Canada events and programs continue to include the term "Women" in the title, except for any mixed gender events. This recommendation also applies to all National and Zone PGA of Canada events (e.g., lessons, golf days, tournaments). We would strongly encourage this transition in the naming of PGA of Canada events to include the term "Women" to happen by January of 2022. We also strongly recommend that "Forward Tees" be used to refer to the tees that women will play from, rather than "Ladies Tees."



SUBMITTED BY:  
WOMEN

## MEMBER PROFILE WEBSITE AND SHOP

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implements many changes to the member profile section of the PGA of Canada website.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to make the PGA of Canada more promotional of women, and to contain more deliberate thought and action into how women fit into the PGA of Canada's initiatives and campaigns surrounding equity, diversity and inclusion.

### BACKGROUND:

The PGA of Canada website is an important hub and source of information for its members.

### CURRENT STATUS:

The PGA of Canada Member Profile Website and Shop were reviewed by the group. As it stands, the only sections that cannot be changed in a member profile after the initial application are (1) Preferred Language (English/French) and (2) Gender (Male/Female). We also noticed that neither the member profile section nor the PGA of Canada shop does not have any women's sizing for shirts, shoes, gloves, or headwear. We also noticed the use of outdated language such as "ladies lessons." Finally, the initial "Find a Pro" search for a pro does not give the selection for (1) Gender of Pro and (2) Lessons and program selections. This makes it difficult for especially those unfamiliar with the website to search for a female professional or women's instruction program.

### ISSUES:

#### Financial Implications:

- There is likely a cost to implementing some changes to the set-up and organization of the website.

### OPTIONS:

The Women's Equity, Diversity and Inclusion Group recommends that the following changes be made to the PGA of Canada website:

- From an equity, diversity and inclusion standpoint, it would be prudent to have options for other language selection (e.g., a selection for preferred language communication and then a section where individuals can select or list all the languages they can communicate) as well as gender identity and a space to list preferred pronoun(s). We also recommend that members be able to declare or adjust aboriginal status. In addition, there should be clarification on sizing to be listed on profiles for women to choose appropriate sizing.
- Currently, PGA of Canada members cannot change their gender or preferred pronouns, which they should be able to (recognizing processes of gender fluidity).
- We recommend changes to the "Find a Pro" section on the PGA of Canada website: first, we recommend that "ladies lessons" be amended to the proper nomenclature ("Women's"). Second, we recommend that gender be a part of the "Find a Pro" search and make clearer and easier to navigate for more users. For instance, "Find a Woman Pro" should be a separate section for members to navigate.
- Women's Sizing should be available to all PGA of Canada members on the website.



SUBMITTED BY:  
WOMEN

## PGA OF CANADA AWARDS

### RECOMMENDATION:

*The Board for Noting Discussion:* That the Board implements four (4) new awards that are intended for PGA of Canada women members.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to make the PGA of Canada more promotional of women, and to contain more deliberate thought and action into how to recognize the achievements of outstanding PGA of Canada women members.

### BACKGROUND:

The PGA of Canada awards are an important way to recognize talented and up-and-coming female professionals. Awards are also a crucial tool for resume building and promotion.

### CURRENT STATUS:

The PGA of Canada has 10 awards in their current awards structure:

- ① Club Professional of the Year
- ② Executive Professional of the Year
- ③ Teacher of the Year
- ④ Junior Leader of the Year
- ⑤ Coach of the Year
- ⑥ Retailer of the Year
- ⑦ Apprentice of the Year
- ⑧ Class "A" Professional of the Year
- ⑨ Professional Development Leader of the Year
- ⑩ Community Leader of the Year

### ISSUES:

#### Financial Implications:

- There is a cost to implementing four additional awards (selection committees, cost of the awards).

### OPTIONS:

The Women's Equity, Diversity and Inclusion Group recommends the creation of four (4) awards to be awarded to outstanding PGA of Canada female members. They are: (1) Women Teacher of the Year, (2) Women Junior Leader of the Year, (3) Women Coach of the Year, (4) Women Apprentice of the Year.

The group also recommends some changes made in the process of award selection. We would recommend that award applications should be "gender blind" to the award selection committees of the PGA of Canada.

We also recommend that an equal gender representation is achieved on award selection committees, as well as equal representation across other axes of equity, diversity and inclusion.





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## INCLUSIVE PGA PUBLIC & VIRTUAL EVENTS - ACCESSIBILITY COMMITMENT

### RECOMMENDATION:

*The Board for Discussion/Decision:* That the Board considers committing to be inclusive in all of PGAs events and conferences both in public and virtual, including its tournaments. This includes ensuring golf courses, hotels, convention centres and other facilities that the PGA will use, recommend or partner with for the events are compliant with the Canadian Disability Act. Because PGA of Canada HQ is in Ontario, it must commit to the AODA (or provincial equivalent), 2015 'AA' Compliance. PGA should create an accessibility checklist when planning events and tournaments to be more inclusive.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to ensure that the PGA events both public and virtual are inclusive for all its members, vendors and spectators.

### CURRENT STATUS:

PGA currently does not have an accessibility standard.

### ISSUES:

#### Strategy Implications:

- Develop an accessibility checklist similar to those used to plan events like Invictus Games, Para Pan-Am Games, Special Olympics, Summer and Winter Paralympic Games that's been held in Canada. ►

- Include both ASL for all public-facing events such as conferences and tournaments, including virtual events like Tee Talks.
- Include Closed Captioning for all video posts on PGA of Canada's web site and social media posts. Images post should also include description and alternative text.

#### Financial Implications:

- Increase in membership = increased revenue to the Association.

#### HR / Industrial Implications:

- More diverse membership, vendors, spectators.

#### Risks and Risk Mitigation Actions:

- The government can fine PGA for non-compliance with both Canadian Disability Act and/or Human Rights Act of Canada.

### SUPPORTING INFORMATION:

- [www.canada.ca/en/employment-social-development/programs/accessible-canada.html](http://www.canada.ca/en/employment-social-development/programs/accessible-canada.html)
- [www.aoda.ca/the-act](http://www.aoda.ca/the-act)

#### Sample Checklists:

- <https://accessibilitycanada.ca/wp-content/uploads/2016/06/Planning-Accessible-Events-May-2016.pdf>
- [www.accessiblecampus.ca/wp-content/uploads/2016/12/A-Checklist-for-Planning-Accessible-Events-1.pdf](http://www.accessiblecampus.ca/wp-content/uploads/2016/12/A-Checklist-for-Planning-Accessible-Events-1.pdf)
- [www.kpu.ca/sites/default/files/Services%20for%20Students%20with%20Disabilities/Check%20List%20for%20Planning%20Accessible%20Events.pdf](http://www.kpu.ca/sites/default/files/Services%20for%20Students%20with%20Disabilities/Check%20List%20for%20Planning%20Accessible%20Events.pdf)
- <https://autisticadvocacy.org/wp-content/uploads/2017/11/White-Paper-Planning-Accessible-and-Inclusive-Organizing-Trainings.pdf>
- <https://vancouver.ca/people-programs/accessible-events-checklist-and-resources.aspx>

**\*\* PGA should also ensure to include Sensory Processing Disorders checklist. (i.e. Use of fireworks or flashes that can trigger sensory processing experience like PTSD.**





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## ACCESSIBLE REGISTRATION

### RECOMMENDATION:

*The Board Discussion/Decision:* That the Board commits to ensuring an accessible registration process for all of PGAs programs from membership, PAT, careers, tournaments and events and conferences. This includes ensuring access is includes of the needs of the person of different abilities, namely, the categories identified by the PODA working groups, and supported by the categories of the R&A and UGA.

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to ensure that the PGA, including PGA Zones, registration process for membership, programs and events is accessible and inclusive for all its members, volunteers and spectators.

#### Categories\*:

Physical Impairment: i.e. players who are amputees

Sensory impairments: i.e. players who are blind

Intellectual Disabilities: i.e. players who are Special Olympic athletes

Mental health disorders: PTSD, anxiety, cognitive,

*\*Categories include players who use assistive mobility devices*

***“Accessibility is no longer an option — it’s a necessity.”***

*Compliant with the Canadian Disability Act and to the AODA (or provincial equivalent),  
2015 'AA' Compliance.*

### CURRENT STATUS:

Industry is slow to respond and cater to the growing number of Canadians with disabilities. In Canada, 1 in 4 people have a disability. ►

Ease of registration for membership, events, volunteers/spectators should be accessible and provide for options to identify as a person with a different ability, using the categories identified. Ensure accessibility and standards for online forms, mobile applications, legible printed materials, availability of braille.

### ISSUES:

#### Strategy Implications:

- Promote PGA as being an accessible sport association for members, volunteers and spectators (and suppliers).

#### Financial Implications:

- Cost to ensuring sites, apps and materials are accessible.
- ROIC on making registration and materials accessible should see increased return.

#### HR / Industrial Implications:

- Provide guidelines to ensure persons who self-identify are accommodated and not discriminated during/after registration.

#### Risks and Risk Mitigation Actions:

- Audit the process

### OPTIONS:

- **Option A:** provide alternate avenues for registration including online, mobile applications, braille (software/printshop) and meet Acceptable Compliance for serving persons of different abilities via website.
- **Option B:** use a third-party application that meets accessibility criteria for registrations and provides alternate formats for registration. The Ontario Volleyball Association has taken its membership, events and registration to a third party platform.

*recommendation continued on the following page ►*

**SUPPORTING INFORMATION:**

- [www.rgd.ca/resources/accessibility/access](http://www.rgd.ca/resources/accessibility/access)
- [vimeo.com/120627539](https://vimeo.com/120627539)
- **Accessibility in graphic design:** [www.rgd.ca/database/files/library/RGD\\_AccessAbility\\_Handbook2010\\_.pdf](http://www.rgd.ca/database/files/library/RGD_AccessAbility_Handbook2010_.pdf)
- **Website Design - Accessibility:** [www.rgd.ca/database/files/library/RGD\\_AccessAbility\\_Handbook\\_2015\\_ForWebFINAL\(1\).pdf](http://www.rgd.ca/database/files/library/RGD_AccessAbility_Handbook_2015_ForWebFINAL(1).pdf)

**Technology:**

- [www.cnib.ca/en/taxonomy/term/318?region=qc](http://www.cnib.ca/en/taxonomy/term/318?region=qc)
- **Sample registration (for visually impaired):** [www.cnib.ca/en/event/how-its-played-guide-accessible-sport?region=qc](http://www.cnib.ca/en/event/how-its-played-guide-accessible-sport?region=qc)

*Ontario Volleyball Association* – Member Registration System (a third-party registration portal system) [Note: this new registration system does not ask for a self-identification of different ability, and it only has two fields for Gender: Male or Female. Not recommending a duplication of the system fields. PGA should look to include additional fields for options to self-identify, ensure data is secure, and not used for marketing.

- <https://mrs.ontariovolleyball.org/account/login>





SUBMITTED BY:  
PEOPLE OF DIFFERENT ABILITIES

## MODIFICATIONS TO THE PLAYING ABILITY TEST FOR GOLFERS OF DIFFERENT ABILITIES

### RECOMMENDATION:

*The Board Discussion / Decision:* That the Board considers aligning with the European Disabled Golf Association (EDGA) and The R&A by leveraging their modified rules of golf to implement changes to the PGA of Canada's Playing Ability Test (PAT) by 2022. Furthermore, we recommend that all PATs be conducted at accessible facilities (course & clubhouse) that are AODA (or provincial equivalent) compliant. (\*Supporting Info #4)

### PURPOSE OF RECOMMENDATION:

Either the PGA of Canada goes forward as an exclusive organization for able bodied people only who play the game well, or it evolves into an inclusive professional association with reasonable and helpful accommodations for people of different abilities.

The USGA and The R&A approved these Modified Rules of golf to "allow a player with a disability to play fairly with players who have no disabilities, the same disability or different types of disabilities".

This recommendation to make modifications to the PAT coincide with the Task Force's objectives for the PGA of Canada and its Zones to adopt new policies and practices in its operations and governance to be more inclusive and diverse, as well as contributing to a recruitment plan for the golf industry to increase the diverse perspective in the game and business of golf.

### BACKGROUND:

- In 2017, one in five (22%) of the Canadian population aged 15 years and over – or about 6.2 million individuals – had one or more disabilities.
- Among those aged 25 to 64 years, persons with disabilities were less likely to be employed (59%) than those without disabilities (80%). (\*Supporting Info #2)
- Among those with disabilities aged 25 to 64 years who were not employed and not currently in school, two in five (39%) had potential to work. This represents nearly 645,000 individuals with disabilities who are fit for employment. (\*Supporting Info #2)
- With a population of 37.74 million in Canada and just 5,590,000 registered players, the penetration percentage of golf is calculated at 14.81%. The reported number of people with a disability is 3.78 million, which equates to 10.00%. This market is largely untapped and as such golf has an amazing opportunity. (\*Supporting Info #2)

This is an opportunity for the PGA of Canada to play a supporting role in welcoming people of all abilities into employment in the golf industry. (\*Supporting Info #3)

### CURRENT STATUS:

No other PGA in the world has amended their PAT in order to welcome people of different abilities, therefore this would be a ground-breaking and historical initiative that would make PGA of Canada a world leader and champion for people of all abilities. For Canada to lead the way, this must be part of the PGA strategy.

"From a practical standpoint, players with certain disabilities often have the same or similar needs. Four such categories of disability have been identified – players who are blind, players who are amputees, players who use assistive mobility devices and players with intellectual disabilities." (\*Supporting Info #1) The R&A and the USGA have approved modifications to the rules of golf for each of these categories, therefore the PGA of Canada must decide if this is a direction that suits the Association's objectives and implement the modified rules of golf that suit this direction.

recommendation continued on the following page ►

**ISSUES:****Strategy Implications:**

- There would be a need to develop a method of categorizing applicants and/or PGA of Canada membership into a particular category of disability in order to implement modified rules of golf in PATs (and eventually, potentially National Championships)
- Rules officials would need to be educated in the modified rules of golf for golfers within each of the four categories – perhaps partner with Golf Canada to provide appropriate training
- There would be a need to identify which courses/golf facilities are AODA (or provincial equivalent) compliant in each PGA of Canada Zone in order to mandate this change across the country

**Financial Implications:**

- Increase in membership = increased revenue to the Association

**HR / Industrial Implications:**

- Diversifying the PGA of Canada membership as well as the golf industry
- Approving this recommendation would mean the PGA of Canada would be contributing to the employment of individuals of all abilities
- Critical that the categorization of a self-identified disability is managed correctly – language is clear and appropriate from a legal perspective when asking applicants to self-identify
- Courses may be more inclined to make their facilities AODA (or provincial equivalent) compliant if they know they are being recognized and promoted as accessible facilities

**Risks and Risk Mitigation Actions:**

- May not be in alignment with PGA of Canada's objectives, mission, or standards of being a professional golfer
- There may not be accessible golf courses in each Zone, making the delivery of this recommendation inconsistent across the country

**OPTIONS:**

- **Option A:** Introduce modifications to the current Playing Ability Test model to accommodate golfers with different abilities striving for PGA membership
- **Option B:** Next steps could be to consider modifications to all PGA Championships for golfers of different abilities
- **Option C:** PGA of Canada could potentially work with Golf Canada to deliver a joint All-Abilities Championship for both amateur and professional golfers of each Association's respective memberships
- **Option D:** PGA of Canada could work with Golf Canada to develop a database of accessible golf facilities – already in the works at Golf Canada

**SUPPORTING INFORMATION:****① The USGA & The R&A's Modified Rules of Golf for Players with Disabilities:**

- [www.usga.org/content/usga/home-page/rules/rules-2019/rules-of-golf/rules-and-interpretations.html#!ruletype=mr&section=rule](http://www.usga.org/content/usga/home-page/rules/rules-2019/rules-of-golf/rules-and-interpretations.html#!ruletype=mr&section=rule)
- [www.randa.org/Rog/2019/Rules/Players-with-Disabilities](http://www.randa.org/Rog/2019/Rules/Players-with-Disabilities)

**② National Alliance for Accessible Golf:**

- <https://www.accessgolf.org/about-the-alliance/what-we-do/>

**③ European Disabled Golf Association (EDGA) Fact Sheet:**

- [https://edgagolf.com/online/golf\\_potential/index.php?ctryCode=CA7069](https://edgagolf.com/online/golf_potential/index.php?ctryCode=CA7069)

**④ Accessibility for Ontarians with Disabilities Act (AODA):**

- [www.aoda.ca/the-act](http://www.aoda.ca/the-act)





SUBMITTED BY:  
BIPOC

## ELIGIBILITY REQUIREMENTS FOR EDUCATION AND JOINING THE PGA

### RECOMMENDATION:

Eligibility requirements for Education & Joining the PGA.

### BACKGROUND:

No mention of specific equity, diversity and inclusion opportunities on.

- [www.pgaofcanada.com/join/yourcareer](https://www.pgaofcanada.com/join/yourcareer)

If we were to implement any of the programs like PGA Works, PGA of America Job Match, HIRE Diverse, PGA Works Scholarships, this would be a great place to promote it.

- <https://www.pgaofcanada.com/join/join-draft/what-can-we-do-for-you>
- <https://www.pgaofcanada.com/join/membership-roadmap> - page has education and entry costs but no information on assistance in fees.

Potential for a opportunity to specifically target Indigenous Canadians who have funding for their post-secondary education to have that funding be accepted to help with the education costs of joining. Work with government of Canada and Indigenous communities to get the PGA of Canada's education path validated for funding. Not all Indigenous Canadians can access McMaster, Humber, & Georgian.

It's mandatory to work in the industry to apply however we are currently looking at how to get people into the industry example back shop, introductory golf shop roles.

### SUPPORTING INFORMATION:

- Look for ways to create similar programs of PGA Works, PGA of America Job Match, HIRE Diverse, PGA Works Scholarships, this would be a great place to promote it.
- Look to get validation from Government of Canada and Indigenous funding agencies to validate the PGA of Canada education path.
- Start program to help get those without Immediate opportunities to work at a course. Programs in place similar to PGA fellowships to help get BIPOC and all underrepresented groups starting employment in the industry





SUBMITTED BY:  
BIPOC

## ELIGIBILITY REQUIREMENTS FOR TOURNAMENTS

### RECOMMENDATION:

Eligibility Requirements for Tournaments.

### PURPOSE OF RECOMMENDATION:

PAT has become more attainable and we don't see any specific marginalization towards BIPOC members in tournaments.

## REGISTRATION PROCESSES TERMINOLOGY

### RECOMMENDATION:

Registration Processes Terminology.

### PURPOSE OF RECOMMENDATION:

Nothing specific to marginalize BIPOC Members to our awareness.

## PGA OF CANADA EQUITY, DIVERSITY & INCLUSION AWARD

### RECOMMENDATION:

PGA of Canada Equity, Diversity and Inclusion Award.

### PURPOSE OF RECOMMENDATION:

To have PGA members put a greater effort in growing the game for all and placing a greater focus on equity, diversity and inclusion.

### CURRENT STATUS:

Currently, PGA of Canada has no specific award for Equity, Diversity and Inclusion Advocate.

## PAT & APPLICATION CRITERIA MARGINALIZE SPECIFIC GROUPS

### RECOMMENDATION:

Playing Ability Test & Application Criteria, do we Marginalize specific groups?

### PURPOSE OF RECOMMENDATION:

PAT has become more attainable, and we don't see any specific marginalization to BIPOC groups but definitely could be to some of the other subgroups. The current PAT Schedule doesn't fall on any religious or national holidays, but this is something to be aware of. [www.pgaofcanada.com/join/membership-roadmap](http://www.pgaofcanada.com/join/membership-roadmap)

## TERRITORIAL ACKNOWLEDGMENTS

### RECOMMENDATION:

Territorial Acknowledgments.

### PURPOSE OF RECOMMENDATION:

Territory acknowledgement is a way that people insert an awareness of Indigenous presence and land rights in everyday life. This is often done at the beginning of ceremonies, lectures, or any public event. It can be a subtle way to recognize the history of colonialism and a need for change in settler colonial societies.

### CURRENT STATUS:

Currently, the recent Tee Talks was one of the first events to our knowledge to include a Territorial Acknowledgments.

### OPTIONS:

- **Option A:** Work with Patrick Kelly to develop a plan for Territorial Acknowledgments.
- **Option B:** Adopt an education program for each zone on how to properly integrate territorial acknowledgement into current programming.



SUBMITTED BY:  
BIPOC

## INCREASE FOCUS ON DIVERSITY & INCLUSION

### RECOMMENDATION:

Increased focus on equity, diversity and inclusion in the joining process through imagery used and programs offered.

### BACKGROUND:

To improve our intake of new members from diverse backgrounds and showcase the strides we are making as a association to attracting new demographics of professionals and the programs that are in place to support them.

### CURRENT STATUS:

Currently, The PGA of Canada “Join” pages do not mention diversity or inclusion and doesn’t showcase any members from diverse backgrounds.

### ISSUES:

#### Financial Implications:

- Issues with gaining validation of the PGA Education Pathway.

#### Financial Implications:

- Funding needed for starting up programs and creating imagery to use.

#### HR / Industrial Implications:

- Staffing needed for starting up programs and creating imagery to use.

### OPTIONS:

- *Option A:* Focus efforts on promote more diverse and inclusive imagery in all media outlets of the PGA.
- *Option B:* Get validation from government to approve funding of education for future Indigenous PGA members.
- *Option C:* Offer programs that specifically target underrepresented areas of the PGA and promote them to attract these individuals.





**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## TOURNAMENT SPONSORSHIP TEMPLATE

### RECOMMENDATION:

That the National and Zone Boards endorse the creation of a template designed to attract sponsorship for national and zone tournaments. Here is a potential template:

- For a player to be eligible for PGA of Canada ranking points or any zone level order of merit, the player would have to agree at the beginning of the season to:
  - Participate in one clinic and one pro-am within their zone
  - Participate in an end of season pro-am hosting biggest sponsors of your zone.
  - If the player attends one or more national events, they, they must be available to participate in one national clinic or pro-am.
  - In total, players would be obligated to participate in a maximum of four events/season.

The creation of regular pro-ams and clinics at national and zone events would allow the PGA of Canada and its zones to provide value for its sponsors/partners. A potential standard operation would be to hold a Pro-am hosting sponsors ahead of each event and a clinic after round one of the tournament. Also, an end of season pro-am could be held in each zone where for instance top 10 players from zones order of merit each host a foursome of golfers from main sponsors.

### PURPOSE OF RECOMMENDATION:

Increased corporate sponsorship could help to reduce the cost of playing in national and zone events, while also increasing the purse size. To attract such sponsorship, it is necessary for PGA of Canada members to be giving back tangible experiences of value to the sponsors, rather than just looking for handouts. These recommendations could also be used to give back to host tournament venues.

### BACKGROUND:

Typically, national event entry fees are \$400-\$500, with purses dependent on entrants to the field. Zone events are structured similarly, with slightly lower entry fees and lower corresponding purses. Unfortunately, at the time of writing little information was available on the costs of zone events on their respective websites as entry forms for the season hadn't yet been uploaded. In 2020, Ontario Zone events were typically priced between \$250 and \$350, with purses again largely corresponding to the number of tournament entrants. The PGA of Great Britain & Ireland has much lower tournament fees yet much higher purses than does the PGA of Canada, charging £100 (\$176 CAD) in entry fees yet having purses as high as £69,500 (\$122,000 CAD). To achieve such high purses with such low entry fees, corporate partnership and sponsorship is required. Current sponsors of national events are TaylorMade and Adidas, Callaway, Lincoln, and DCM. Taylormade and Adidas funding also support zone championships.

### CURRENT STATUS:

Current corporate sponsorship of PGA of Canada events largely comes from large equipment manufacturers (TaylorMade, Callaway) presumably looking to associate themselves with the PGA of Canada. Within the current budget, tournaments are run at a loss for the organization, indicating that there is no room to increase purse sizes/reduce entry fees without enhanced corporate sponsorships.

### ISSUES:

#### Strategy Implications:

- Creation of template required.

#### Financial Implications:

- Increased demands on zone and national staff to facilitate sponsorships.

### OPTIONS:

- **Option A:** Ineligibility for zone and national order of merits for players who do not agree to participate in sponsorship events.
- **Option B:** Increased entry fees for players who do not agree to participate in sponsorship events.

### SUPPORTING INFORMATION:

As mentioned earlier, the PGA of Great Britain and Ireland is an example of an organization with low entry fees to their events, yet high purses.





SUBMITTED BY:  
SOCIO-ECONOMIC STATUS

## CREATION OF FINANCE COMMITTEE

### RECOMMENDATION:

It is recommended that a finance committee be created to review national and zone budgets as well as to analyse and provide recommendations on:

- Reducing travel costs of officers and staff by utilizing online meetings whenever possible
- Reducing liability insurance coverage from \$5,000,000 to an amount more consistent with member's needs (e.g. reduce to \$2,500,000)
- Offer education credits for attending optional member events (e.g. Tee Talk events). For instance, if a member attended 10 hours of tee talk events, they could be eligible for one education credit after writing a report of what they learned from the events.
- Continually reduce the cost of online programming, especially for courses with "evergreen" content that do not require facilitators, such as the mandatory History & Background of the PGA of Canada course. This course (and similar courses) has significant upfront costs to develop but are cheap to maintain, so prices should decrease over time.
- Further reducing the cost of the PAT to a flat rate of \$150/attempt by 2023 so that it is more affordable to join the organization
- Offer tiered pricing for national and zone events, with attendance 20% cheaper for Apprentice Pros. ►

We also recommend that the payment plan be simplified from four, six, and twelve-month payments to an option of up-front annual payment, or semi-monthly payments, as doing so would make managing the organization's cash flow easier.

### PURPOSE OF RECOMMENDATION:

The creation of a finance committee would serve to protect the interests of the current membership, as well as potential members to the organization, by keeping membership costs as low as effectively possible. Doing so would set financial precedents that would make transitional periods (such as when Boards are overturned, and new staff are hired) easier to manage. A finance committee could also serve as a touchpoint for members who want more transparency on how their funds are being managed.

Despite the freezing of national dues for the past few seasons, in exit surveys costs remain a primary reason that members identify for leaving the organization. Also, during the equity, diversity and inclusion task force meetings, costs have been identified by task force members as a barrier that keep marginalized groups from joining the PGA of Canada. The conversations happening during the D+I task force meetings admittedly are anecdotal, but as many members of marginalized groups tend to be of lower socioeconomic status, it stands to reason that by lowering fees the PGA of Canada would be able to attract a more diverse membership.

### BACKGROUND:

Similar to how many members of the general public complains about being taxed, a certain push and pull will likely always exist with some PGA of Canada members and potential members complaining about the organization's fees and expenses, and the organization countering to a point about how many of the organizational fees are necessary to serve the needs of the membership. The point of this recommendation is not to imply that all organizational spending is bad or that all member services should be slashed, but rather to emphasize the importance of continually defending the financial interests of current and potential members of the PGA of Canada.

*recommendation continued on the following page ►*

**ISSUES:****Strategy Implications:**

- Creation of finance committee.

**Financial Implications:**

- Reduced income/funding through reduced PAT costs, educational costs, ideally balanced by increased savings from reducing travel costs, liability insurance costs, and other savings opportunities.

**OPTIONS:**

- Any combination of the recommendations listed above could be used to reduce organizational spending.

**SUPPORTING INFORMATION:**

*Links exist between race, sexual identity and low socioeconomic status:*

- [www.apa.org/pi/ses/resources/publications/minorities](http://www.apa.org/pi/ses/resources/publications/minorities)
- [www.apa.org/pi/ses/resources/publications/lgbt](http://www.apa.org/pi/ses/resources/publications/lgbt)





SUBMITTED BY:  
SOCIO-ECONOMIC STATUS

## TARGETED SPONSORSHIP FOR MARGINALIZED GROUPS

### RECOMMENDATION:

That the National Board endorse funding for targeted sponsorship that benefit groups traditionally marginalized by the golfing community, including but not limited to: women, people of differing abilities, BIPOC people, LGBTQ2IS+ people, new Canadians, and people of low socio-economic status.

Sponsorship could be awarded in the form of scholarships and bursaries with funding ideally coming from corporate sponsorship.

### PURPOSE OF RECOMMENDATION:

Targeted sponsorship provides a direct method for the PGA of Canada to serve people from groups that have traditionally been underrepresented within the organization.

### BACKGROUND:

With the PGA of Canada having committed itself to being a champion of equity, diversity and inclusion, the creation of targeted sponsorship programs that directly benefit marginalized groups is seen by our working groups as a logical next step for the organization to take. Our groups acknowledge that affirmative action-type programs that only benefit people from certain groups are likely always to be somewhat controversial. However, we hope that if program funding came from corporate sponsorship that this would help to alleviate concerns from members who feel such programs are unfair or that the funding is “coming out of their own pockets”.

### CURRENT STATUS:

Currently, there are some similar initiative being executed within national PGAs, including the PGA of Canada. For instance, The PGA of Canada and Golf Canada recently created the Women in Coaching program, awarding a \$2,500 bursary and career development support to nine women. Funding came from Sport Canada’s Safe Sport and Gender Equity Fund as well as the R&A’s Women in Golf charter. Also, the PGA of America’s PGA Works scholarship provides \$8,000 funding for “students from diverse backgrounds pursuing a PGA Golf Management University Program degree”. 15 scholarships have been awarded since 2018.

Furthermore, there are indications that corporate sponsors would be eager to align their brands with diversity-boosting efforts within the golf industry. Earlier this year, PGA Tour player Justin Thomas uttered a homophobic slur and lost one sponsor (Ralph Lauren) as a result. Another of his sponsors, CITI, issued a statement saying that while they would continue to sponsor Thomas, a mere apology wasn’t enough. As part of their agreement to continue working together, Thomas agreed to donate a portion of his salary to LGBTQ+ organizations. This situation illustrates the potential appetite for corporate sponsorships to align themselves with targeted sponsorships benefitting traditionally marginalized groups.

### ISSUES:

#### Strategy Implications:

- Staff would be tasked with awarding sponsorship.

#### Financial Implications:

- Funding needed from outside sources.

#### HR / Industrial Implications:

- Potential complaints of “reverse discrimination” from members ineligible for sponsorship.

*recommendation continued on the following page ►*



### Risks and Risk Mitigation Actions:

- **Risk:** Strong potential of backlash from members of the PGA of Canada not targeted by any scholarships or bursaries.
- **Risk mitigation strategy one:** if funding came from corporate sponsorship, this could serve to repel backlash as the funding could be argued to be irrelevant to their dues/expenses.
- **Risk mitigation strategy two:** the availability of sponsorship based on socioeconomic (financial) need alone could serve to both help people from traditionally marginalized groups while also mitigating backlash from membership. Such sponsorship would likely help traditionally marginalized groups as these groups are often of lower socioeconomic status. However, availability of sponsorship on a financial needs-based assessment alone would ensure there are no complaints of “reverse discrimination”.

### OPTIONS:

- **Option A:** A variety of sponsorship available to people of traditionally marginalized groups.
- **Option B:** Sponsorship available on a financial need-based assessment.

### SUPPORTING INFORMATION:

- **Information about PGA Works scholarship:** [www.pgareach.org/pgaworks/scholarship](http://www.pgareach.org/pgaworks/scholarship)
- **CITI statement on Justin Thomas:** <https://blog.citigroup.com/2021/01/when-an-apology-is-not-enough>
- **Introduction to pros and cons of affirmative action programs:** <https://corporatefinanceinstitute.com/resources/knowledge/other/affirmative-action>







**SUBMITTED BY:**  
LGBTQI2S+

## DEVELOP A CLEAR UNDERSTANDING OF MAKE UP OF ORGANIZATION

### RECOMMENDATION:

Conduct a voluntary survey on existing members to try and get a clear understanding of the make-up of the PGA of Canada at present. This survey would include factors such as:

- Gender/gender identification
- Age
- Sexual orientation
- Race
- Religion
- Socio-economic status
- Differing abilities

### PURPOSE OF RECOMMENDATION:

By gathering this key information, the PGA of Canada will better be able to understand the diversity of its members and employees. Knowing this information will not only provide us with a broader understanding of the make-up of the organization, but also set a benchmark to measure against moving forward.

Collecting this member and employee information can help the PGA of Canada understand the personal characteristics of employees and whether these have any impact on measures such as retention rates, promotions, rewards, and recognition.

This recommendation could be both zone and governing body specific.

### BACKGROUND:

The PGA of Canada has not had a survey like this before.

### CURRENT STATUS:

Currently, the PGA of Canada is putting together a survey to be sent out this month to begin to gather this information.

### ISSUES:

#### Strategy Implications:

- By implementing this strategy, the PGA of Canada will be able to have a better understanding of the organization as well as measure changes over time.

#### Financial Implications:

- The financial implications will primarily be related to the production and tabulation of results of this survey.



**SUBMITTED BY:**  
LGBTQI2S+

## REVIEW THE PERSONAL PRONOUN USE BY STAFF

### RECOMMENDATION:

Incorporation of personal pronouns by all National and Zone staff in their email signatures, communication or public profiles, as well as on business cards.

### PURPOSE OF RECOMMENDATION:

To create an inclusive, welcoming and safe space for everyone through disclosure of personal pronouns and creation of an environment where all genders, and non-binary folks. This would be created at the national level and implemented and enforced at a zone level.

### CURRENT STATUS:

No inclusion or statement of personal pronouns in staff signatures, etc.

### SUPPORTING INFORMATION:

- [www.the519.org/education-training/training-resources/our-resources/creating-authentic-spaces/gender-specific-and-gender-neutral-pronouns](http://www.the519.org/education-training/training-resources/our-resources/creating-authentic-spaces/gender-specific-and-gender-neutral-pronouns)

## FACILITIES CHECK AT EVENTS

### RECOMMENDATION:

Review the facilities provided at tournaments and conferences/conventions to ensure gender-neutral facilities are provided.

### PURPOSE OF RECOMMENDATION:

To create an environment that is comfortable for all PGA of Canada members when participating in PGA of Canada events attending PGA or Canada conferences. This recommendation would primarily be directed at a national level when talking about nationally run events and conferences, and towards specific zones when events and functions are hosted by specific zones.

### BACKGROUND:

This has not occurred at past PGA of Canada events in the past.

### CURRENT STATUS:

Facilities checks have not been a part of PGA of Canada events in the past.

### ISSUES:

#### Strategy Implications:

- Staffing requirements as increased/advanced facilities checks would be needed before determining locations for events and seminars to ensure that the location allows for gender neutral facilities.
- PGA of Canada events are primarily segregated into Male and Female events, with a small number of mixed events in the schedule. This may lessen the need for gender neutral facilities at tournaments, however brings to question if there should be non-binary categories of competition at the PGA of Canada level.

### ATTACHMENTS:

- *Hockey Northwestern Ontario Dressing Room Policy:* [https://13248aea-16f8-fc0a-cf26-a9339dd2a3f0.filesusr.com/ugd/2bc3fc\\_3d6cad1ae68a485080651896bc6f60be.pdf](https://13248aea-16f8-fc0a-cf26-a9339dd2a3f0.filesusr.com/ugd/2bc3fc_3d6cad1ae68a485080651896bc6f60be.pdf)



SUBMITTED BY:  
LGBTQI2S+

## CREATING A TRANSGENDER POLICY

### RECOMMENDATION:

The creation of a Transgender Policy by the PGA of Canada.

### PURPOSE OF RECOMMENDATION:

The creation of an up to date, and easily located “Transgender Policy” on the PGA of Canada website will:

- Help to inform transgender individuals of all requirements when looking to compete in PGA of Canada events
- Show prospective members that the PGA of Canada is committed to the inclusion of all, and that there is a place for everyone within the organization.

### BACKGROUND:

The PGA of Canada has not had any transgender members before, so the use of such a policy has not been necessary.

### CURRENT STATUS

The PGA of Canada is working in conjunction with Golf Canada to create an up to date Transgender policy.

### SUPPORTING INFORMATION:

- **NCAA Transgender Handbook:** [www.ncaa.org/sites/default/files/Transgender\\_Handbook\\_2011\\_Final.pdf](http://www.ncaa.org/sites/default/files/Transgender_Handbook_2011_Final.pdf)
- **Golf Canada Transgender Policy - (Last Updated 2013):** [www.rcga.org/\\_uploads/documents/2013transgenderpolicy.pdf](http://www.rcga.org/_uploads/documents/2013transgenderpolicy.pdf)
- **Transgender Athlete Policy – Ontario Volleyball Association:** [https://13248aea-16f8-fc0a-cf26-a9339dd2a3f0.filesusr.com/ugd/2bc3fc\\_ce091b61c91d4c3c920f4ef808047f87.pdf](https://13248aea-16f8-fc0a-cf26-a9339dd2a3f0.filesusr.com/ugd/2bc3fc_ce091b61c91d4c3c920f4ef808047f87.pdf)
- **Transathlete.com:** <https://www.transathlete.com/policies-by-organization#:~:text=Its%20Code%20of%20Conduct%20says,gender%20with%20which%20they%20identity.>



**SUBMITTED BY:**  
LGBTQ12S+

## AUDIT AND UPDATE THE DRESS CODE

### RECOMMENDATION:

Conduct an audit of the current PGA of Canada dress code to remove gender bias.

### PURPOSE OF RECOMMENDATION:

To provide a gender-neutral dress code. This would be created at the national level and implemented and enforced at a zone level.

### CURRENT STATUS:

The current dress code is broken down into MALE and FEMALE competitors.

### SUPPORTING INFORMATION:

*Example of gender-neutral dress code:*

- [www.ohrc.on.ca/en/not-menu-ohrc-inquiry-report-sexualized-and-gender-based-dress-codes-restaurants](http://www.ohrc.on.ca/en/not-menu-ohrc-inquiry-report-sexualized-and-gender-based-dress-codes-restaurants)

### ATTACHMENTS:

*Current PGA of Canada Dress Code:*

- <https://files.pgaofcanada.com/previous/File/Tournaments/2011/Policies/Dress Code.pdf>



### DRESS CODE OF THE CANADIAN PGA

The policy of this Dress Code governs all Canadian PGA Championships and all competitors representing the Canadian PGA. The philosophy of this Dress Code is to respect the game, maintain golf's culture and traditions while providing performance clothing to all competitors that is comfortable, stylish and offers variety. All competitors are required to present a neat appearance, in both clothing and personal grooming, and are required at all times to maintain an acceptable standard of dress both on the course and in the precinct of the clubhouse.

#### MALE COMPETITORS

If the host club provides a dress code with further restrictions, competitors are required to abide by such host club policy.

Shirts must have collars (including mock neck) and sleeves.

Denim, T-shirts or shorts on the premises of a golf course hosting a championship is strictly prohibited.

Unless otherwise noted, professionals must wear a jacket for all dinners and if requested by the host club, a jacket and a tie. Professionals will be notified in advance if ties are required for any function at a championship.

The maximum allowable size of any endorsement is 14cm<sup>2</sup> (including wet weather apparel).

**Exception:** In the best interests of our Members and competitors, the Canadian PGA seeks to protect the safety and well being of all National Championship competitors. Only under extreme weather conditions (temperatures exceeding 40 degrees Celsius, including Humidex) will shorts be permitted. When this condition is in effect, the following guidelines apply:

- Shorts with an elasticized waist, shorts supported by a drawstring, shorts extended below the knee and shorts with large "cargo" style pockets are all prohibited.
- Socks must be worn at all times – ankle socks are permitted as long as they can be seen with shoes on.

Note: Penalty for breach of this condition is DISQUALIFICATION.

#### FEMALE COMPETITORS

If the host club provides a dress code with further restrictions, competitors are required to abide by such host club policy.

Sleeveless shirts with or without collar MUST have minimum 4 inch seam at the shoulder. TANK TOPS ARE NOT PERMITTED.

Denim, spandex or T-shirts on the premises of a golf course hosting a championship is strictly prohibited.

Tops may be worn tucked or untucked but NO midriff or cleavage can be shown.

Pants, capris, skorts and shorts are permitted. Skorts and shorts MUST extend below fingertips when arm is placed straight down side of leg.

The maximum allowable size of any endorsement is 14cm<sup>2</sup> (including wet weather apparel).

Note: Penalty for breach of this condition is DISQUALIFICATION.

"SUPPORTING MEMBERS IN LIVING A BETTER LIFE; EARNING A BETTER LIVING"

cpga.com





**SUBMITTED BY:**  
LGBTQI2S+

## PGA OF CN PRIDE LOGO & APPAREL

### RECOMMENDATION:

- ① The PGA of Canada creates a pride logo to use during Pride month on their social media platforms at a National and Zone level.
- ② The PGA of Canada release Pride apparel for sale in their shop to both members and non-members.

### PURPOSE OF RECOMMENDATION:

Social media is becoming one of the most widely used advertising platforms in the world. By creating a Pride logo, the PGA of Canada will show their acceptance and support of the LGBTQI2S+ community by displaying this on their Instagram, Twitter and Facebook pages as well as their website during the month of June. It is a simple and cost-effective way to reach many viewers. A logo can be created for the PGA of Canada at a National level, as well as at a zone level.

The creation of PGA of Canada Pride apparel advertised on various social media platforms and sold on the PGA of Canada website during pride month has multiple benefits.

- (a) The posts will stay on the social media platforms, and therefore when people are scrolling and searching posts from the PGA of Canada they are able to see a history of support to the LGBTQI2S+ community.
- (b) Members wearing the apparel out in their respective communities create a walking advertisement showcasing equity, diversity and inclusion within the PGA of Canada.

### BACKGROUND:

There is no history of a Pride logo or apparel within the PGA of Canada or its surrounding zones.

### ISSUES:

#### Financial Implications:

- There are financial implications involved with the creation and distribution of apparel. When looking through the lens of diversity and inclusion, it seems appropriate to have male and female sizing options available in both shirts/sweatshirts and headwear.
- The question could also be asked as to whether a portion of sales of pride apparel should be donated to charities or put back into a bursary fund for PGA of Canada members who fall within an underrepresented group.

## RECOMMENDATIONS

# PARTICIPATION & WORKFORCE IN THE GOLF INDUSTRY



NEW  
CANADIANS



WOMEN



PEOPLE OF  
DIFFERENT ABILITIES



BIPOC



SOCIO-ECONOMIC  
STATUS



LGBTQI2S+





**SUBMITTED BY:**  
NEW CANADIANS

## EDUCATE AND EMPOWER MEMBERS

### RECOMMENDATION:

PGA of Canada provides the tools (training, videos, seminars, etc.) at no charge and make them mandatory (on renewal). Define the association's role and the members responsibilities in advancing inclusion of new Canadians. Publish the goal of 100% completion by all members. Report on progress.

### PURPOSE OF RECOMMENDATION:

Create direct value for PGA of Canada and its members. An educated and empowered group of professionals advocating for inclusion of new Canadians for the prosperity of golf.

Economic sustainability for the PGA professionals and the golf industry as a whole.

### BACKGROUND:

For the business of golf, inclusion of new Canadians is the right thing to do, but many are not sure about what or how to move it forward. PGA of Canada is poised to advance and lead. Members can Immediately bring both inclusive values and economic values to the workforce and in turn participation.

By 2030 Canada will be 100% dependent on immigration for population growth. <sup>①</sup>

### CURRENT STATUS:

The membership as a whole is not up-to-speed. There are obstacles to getting educated. There is ambiguity as to the role PGA of Canada members need to play to advance the inclusion of new Canadians.

### TIMELINE:

- Immediately implement Equity, Diversity and Inclusion education at no charge and make it mandatory. Develop training on implementing best practices at your club soon after.
- Issue quarterly report publicly on completion rate of Equity, Diversity and Inclusion education across the membership.

### SUPPORTING INFORMATION:

- ① Economic reports demonstrating reliance on immigration PwC and others.





SUBMITTED BY:  
NEW CANADIANS

## TRUST PARTNERSHIPS AND ALLIANCES: STRONGER TOGETHER

### RECOMMENDATION:

Form trust partnerships with like-minded golf associations, such as Golf Canada, NGCOA and the Superintendents Association.

Alliances with cultural organizations representing new Canadians to encourage both a career as a golf professional and participation in the sport.

### PURPOSE OF RECOMMENDATION:

There is mutual benefit for all the organizations. An educated and empowered PGA of Canada golf professional can bring important insight and value to course owners, golf as a career, and golf participants alike.

### BACKGROUND:

Each org. and in turn their audiences (members, golf courses, golfers, new Canadians, etc.) is working towards the same goal separately. Roles and responsibilities are ambiguous.

### CURRENT STATUS:

There isn't a cohesive approach. Who's got what?

### ISSUES:

Keep it focussed on economic sustainability.

### OPTIONS:

Explore funding opportunities both public and private.

### TIMELINE:

- Fall 2021, begin a partnership model for inclusion of New Canadians by defining roles for PGA of Canada members (professionals), Golf Canada (participation), NGCOA (profitability).
- Fall 2021, as part of partnership, forge alliances with cultural organizations.

### SUPPORTING INFORMATION:

- *New Canadian Cultural Associations.xlsx* list:  
<https://public.3.basecamp.com/p/HJgzJncaMFb7M94Lr1RJnWBH>







SUBMITTED BY:  
NEW CANADIANS

## BENCHMARK & TRACK: REPORT CARD

### RECOMMENDATION:

Benchmark and track members, workforce, and participation demographics yearly to measure progress by way of a Golf in Canada Report Card. For PGA of Canada, get granular and measure course/training completions plus direct surveys with members. Work with partner orgs such as NGCOA and Golf Canada for workforce and participation. Align all of that against community demographics & immigration trends.

### PURPOSE OF RECOMMENDATION:

Be confident that members are educated and empowered to advance inclusion of new Canadians. Have a golf in Canada report card for new Canadians. A report card measuring effectiveness by tracking demographics of members, workforce, and participation vs population.

### BACKGROUND:

It is unclear who or what organization is at the front lines of addressing the inclusion of new Canadians and how are we doing as an association and an industry.

### CURRENT STATUS:

There is no clear picture of the demographic representation of golf in Canada. And in turn, advancing it in the right direction.

### TIMELINE:

- Nov. 2021, benchmark on demographics of PGA of Canada members.
- Nov. 2021, partner with NGCOA to have golf course owners to report on workforce demographics.
- Nov. 2021, partner with Golf Canada to report golf participants demographics data.
- Align all data across regions, zones, provinces, and country.
- Dec. 2021, prepare joint report of state of the golf industry as it compares to make-up of communities it serves across Canada.
- This becomes the benchmark to track moving forward.

### SUPPORTING INFORMATION:

- *Work by this committee on compiling Stats Canada data on community demographics "Immigration Numbers across Canada.xlsx":*  
<https://public.3.basecamp.com/p/98f5G1FcDyuz7PFEz5EpYoex>



**SUBMITTED BY:**  
WOMEN

## PGA OF CANADA SURVEY

### RECOMMENDATION:

PGA of Canada Survey.

### PURPOSE OF RECOMMENDATION:

A survey went out to all PGA of Canada members recently asking for feedback on their experience and level of satisfaction with the PGA.

- We were concerned that there are over 3,000 male members and approximately 200 females, and that women's experiences might not be showcased to the extent need to enact meaningful change.
- We want to bring this to the attention of the group as to how the data are analyzed. In particular, we emphasize that not all responses should be treated equal.

### CURRENT STATUS:

Data resulting from the survey should be, at a minimum, stratified by gender and separate analyses performed.

- We also think analysts could consider weighting the data to take the responses of women more strongly into account in an overall assessment of responses.

### SUPPORTING INFORMATION:

- We would like a few points of clarification: how might the data be analyzed? Is gender going to be a key line upon which results are stratified by? Are the responses of women (and other underrepresented groups) going to be given more weight?
- We believe doing so is extremely important to increasing female retention in PGA of Canada members and to increasing participation down the road.

## ESTABLISH MARKETING TOOLS

### RECOMMENDATION:

Establish marketing tools/images that highlight women's diversity.

### PURPOSE OF RECOMMENDATION:

Golf Canada has a database of photos that can be drawn from to promote images of women in golf and the importance of diversity.

### CURRENT STATUS:

We will look further into this, and see whether a similar database of photos and promotional materials might be made available to all PGA of Canada member institutions so as to have a base to refer to when promoting events and the sport of golf more broadly.

## WOMEN'S LEAGUES

### RECOMMENDATION:

Women's Leagues.

### PURPOSE OF RECOMMENDATION:

We discussed how "access to the tee" will remain an issue going forward at many golf clubs across Canada.

### CURRENT STATUS:

Tee times MUST continue to be set aside for women only (women like to play with women).

- Clubs should also promote and put forth statements on the importance of female leagues and the importance of women getting out to play 9 holes in the midst of busy work and family lives.



**SUBMITTED BY:**  
WOMEN

## GOLF SHOPS

### RECOMMENDATION:

Golf Shops.

### PURPOSE OF RECOMMENDATION:

At many courses, the section on women's clubs and clothing are hidden away at the back of the golf shop.

### CURRENT STATUS:

Consider carrying a more diverse array of women's products and displaying them more prominently.

## EDUCATE THE PUBLIC AND PGA OF CANADA MEMBERS

### RECOMMENDATION:

Educate the public and PGA of Canada members on what female PGA of Canada members are trained to do.

### PURPOSE OF RECOMMENDATION:

We discussed that there was currently women's financial and business acumen/skills are often overlooked in the golf industry.

### CURRENT STATUS

We would advise all member institutions employing women to assess their skills matrix and assign them tasks that fit with their qualifications.

## PGA OF CANADA MEMBERSHIP CATEGORY

### RECOMMENDATION:

PGA of Canada Membership Category that does not have to pass Playing Ability Test (PAT).

### PURPOSE OF RECOMMENDATION:

We discussed that there are currently several women who have a passion for the golf industry who are unable to pass the PAT (e.g., due to the pressure of having to "shoot a number").

- These tend to be highly dedicated individuals who are skilled at several aspects of the golf industry and would be willing to go through the PGA of Canada education components.

### CURRENT STATUS:

While we recognize the importance of the PAT, we would like to consider having members with an asterisk \*, who are still PGA of Canada members who pay full membership dues but have not yet passed the PAT.

- Including these individuals in the PGA of Canada and assigning them a more prominent role (e.g., in operations) could help increase the representation of women in the industry.

### SUPPORTING INFORMATION:

We want to consider whether a condition of this type of \* membership should be conditional on having attempted the PAT at least twice (and shown some playing ability to be assigned this membership category).



SUBMITTED BY:  
WOMEN

## ACCESSIBLE DATABASE TO LOCATE PGA OF CANADA FEMALE TEACHING PROFFESIONAL & PROGRAMS

### RECOMMENDATION:

Easily accessible database to locate PGA of Canada female teaching professionals and programs specific to women.

### PURPOSE OF RECOMMENDATION:

The current resource database for the PGA of Canada for members to find teaching professionals is based on city and # of kilometres away.

It takes several steps to find PGA of Canada female professionals, which is a hindrance to them establishing teaching careers. It is also a disservice to women who would prefer to be coached by women and may decrease their participation in the game.

### CURRENT STATUS:

Make information on female golf professionals and programs “one click” away on all relevant PGA of Canada databases.

This will give women an elevated platform, both from a coaching/teaching side as well as a participation side.

### SUPPORTING INFORMATION:

Look into the PGA of America and how they are working on programs that embrace diversity, especially at the grassroots level.







**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## PROFESSIONAL TRAINING DEVELOPMENT AT ALL LEVELS OF PGA MEMBERSHIP

### RECOMMENDATION:

*The Board Discussion:* That the Board reviews the recommendation to implement a professional training development at all levels of PGA membership regarding accessibility, accommodation, inclusivity and equitable treatment of people with different abilities and to bring awareness; to expand Equity, Diversity and Inclusion training to be mandatory for all PGA of Canada employees, Zone staff and new members (optional for older members).

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to create a safe space, physically and psychologically, for golfers with different abilities on every PGA of Canada Zone; to grow the game and create an inclusive space.

### BACKGROUND:

PGA needs to take an innovative approach to expanding the game to include people with different abilities to find a safe place to participate in the game. The training should allow PGA of Canada, Zone staff and members to self-actualize that golf is an inclusive sport and that people with different abilities can participate in the sport. PGA of Canada, Zone staff and members, through the training program, should be able to create a safe space to all players.

### ISSUES:

#### Strategy Implications:

- PGA of Canada risks excluding PODA from the sport. This also carries a risk from a Human Rights perspective.

#### Financial Implications:

- Not creating an inclusive space can negatively impact PGA of Canada both to its reputation and also financially.

### OPTIONS:

- **Option A:** PGA of Canada can leverage existing PGA/Special Olympics Coaching Course (including Caddy Course).
- **Option B:** Develop new training curriculum specific to PGA of Canada employees, zone staff, and members.





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## WORKFORCE – CREATE EQUITY, DIVERSITY AND INCLUSION JOBS

### RECOMMENDATION:

*The Board for Discussion:* That the Board endorses the submission for funding, etc.

### PURPOSE OF RECOMMENDATION:

Job creation for representation (specific program) (National/Zones/club) – intentional meaningful roles.

### BACKGROUND:

For Persons of Different Abilities.

### CURRENT STATUS:

PGA currently does not have an accessibility standard.

## WORKFORCE: CREATE JOBS WITH SPECIFIC INTENT TO BE FILLED BY PODA

### RECOMMENDATION:

*The Board for Discussion:* That the Board discuss opportunities and areas where workforce expansion can include persons of different abilities.

### PURPOSE OF RECOMMENDATION:

Job creation for representation (specific program) (National/Zones/club) – intentional meaningful roles for persons of different abilities. Rather than waiting for individuals to apply, proactively attract individuals that represent Persons of Different Abilities.

### BACKGROUND:

For Persons of Different Abilities job opportunities are limited and generally challenged to get past the initial interview stage. To be progressive in the Equity, Diversity and Inclusion mandate, purposefully position a role to attract persons in this area to work with PGA of Canada (national or zone level).

### CURRENT STATUS:

Facilities checks have not been a part of PGA of Canada events in the past.

### ISSUES:

#### HR / Industrial Implications:

- Self-disclosure is required so this must be done carefully.

### OPTIONS:

- *Option A:* Look for opportunities to hire on a workshare program with community colleges, schools
- *Option B:* Work with fellow associations (e.g. ParaOntario; ParaGolf; Special Olympics Canada or Special Olympics Ontario) to post job opportunities.



**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## WORKFORCE: PGA HIRE A FULL TIME HR (CHRP) POSITION TO MANAGE ED&I

### RECOMMENDATION:

*The Board for Decision:* That the Board endorses the recommendation for the PGA of Canada to hire a full time Human Resources professional to support the head office and zones in the development, implementation of the Equity, Diversity and Inclusion Policy, PGA Policies and program recommendations the PGA Equity, Diversity and Inclusion Taskforce has put forward.

### PURPOSE OF RECOMMENDATION:

#### *Scope for PGA of Canada and PGA Zones:*

Promote, align and drive Safe Sport program, Oversee/Implement Learning and Development, Workplace Accommodation (to attract and retain a diverse and inclusive workforce including Persons of Different Abilities), Equity, Diversity and Inclusion Programs, Training – talent acquisition and retainment with an Equity, Diversity and Inclusion lens (hire with intent); support Members with training/learning resources for different learning styles. Develop standards and best practices for PGA of Canada and PGA Zones. Policy /commitment on best hiring practices (develop hiring guides). Managed background checks and reference checks program.

Recommend someone in the office full time to be engaged in policy development, programming and be responsive to employees and membership.

### BACKGROUND:

PGA of Canada does not have an HR resource. Employees do not have an avenue for typical workplace questions/support and there is a lack of strategic direction as it relates to workforce engagement.

While the PGA of Canada is not a large employer, it is a large association and has significant optics attached to it in Canada and globally. Hiring an HR professional will support the implementation and improvement of the Equity, Diversity and Inclusion program, demonstrate the association's commitment to equity, diversity and inclusion, provide a resource to collaborate with industry partners (e.g. Golf Canada, other PGA organizations), develop best practices in hiring diverse talent, training and workplace accommodation, maintaining metrics and report on returns on investment.

### CURRENT STATUS:

Would support the PGA of Canada's intent to drive Equity, Diversity and Inclusion. Provide a resource to develop, implement and audit/measure success of programs:

- Establish fairness and consistency with the association
- Proper documentation of matters of compliance/legal concern
- Support the Board in matters of workplace harassment and violence complaints/investigations

### ISSUES:

#### Financial Implications:

- This would mean a headcount add to PGA of Canada budget.

#### HR / Industrial Implications:

- Should require candidates to have experience and understanding of applicable Canadian legislation such as: Human Rights, Health and Safety, Employment Standards and Accessibility for Ontarians with Disabilities Act.

*recommendation continued on the following page ►*

**Risks and Risk Mitigation Actions:**

- Legitimizes the DEI efforts and provides a professional position responsible for development/implementation and follow up on policies and programs, training and issues that arise with non adherence to updated policies.
- Provide an employer resources for workforce.

**OPTIONS:**

- *Option A:* Hire internal role – vested, will learn industry if knowledge is limited.
- *Option B:* Hire external consultant – less vested, will learn least amount of industry knowledge in order to complete mandate.







**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## WORKFORCE: PGA TO CREATE JOB PDAS

### RECOMMENDATION:

*The Board for Discussion:* That the Board review the recommendations to create job specific physical demands analysis for each PGA of Canada job (recommend Zones adopt this and it also be provided for jobs that a PGA member would be responsible for hiring at a course). The PDAs will aid hiring managers and prospective employees in understanding the physical/cognitive demands of the job, prepare to offer work and be able to accommodate diverse workforce and be inclusive of a workplace with persons who may require accommodation under human rights law protected grounds.

### PURPOSE OF RECOMMENDATION:

Succinctly describe the purpose of the recommendation and indicate if this recommendation is focused on National only or should include a recommendation to the PGA Zones.

For most workforces, a Physical Demands Analysis (PDA) (sometimes also referred to as a Job Demands Analysis (JDA)) is created to a) assist hiring managers in understanding the physical & cognitive requirements of the job and associated tasks and b) to assist prospective workforce to understand the requirements of the job/tasks. It helps for pre-screening for jobs, assisting injured employees return to work, and for identifying hazards. ►

With the focus on an inclusive workforce, doing an assessment on typical roles at the PGA of Canada, the PGA Zones and even those at Club Level (as hired by PGA members) would assist in supporting the inclusive workforce – providing accommodations for new and existing workforce and providing a guideline for Members who are in hiring positions.

### BACKGROUND:

A Physical Demands Analysis is a systematic procedure to quantify and evaluate all of the physical and environmental demand components of all essential and non-essential tasks of a job. Most PDAs also include a cognitive component now. A PDA is a process of establishing what a job is in its entirety, in a way that complies with the law. By conducting PDAs, you have done your due diligence and can support your hiring practices, and understand if the hiring practices are inclusive or due to an in depth look at the role and the requirements of the person to do the tasks have not been as inclusive as originally perceived.

The PDAs will also allow the employer to identify what would need to be adjusted in the role to make accommodations for employees.

### ISSUES:

#### Strategy Implications:

- Enhances your hiring process and ensures that you don't leave potential candidates out because of a perceived barrier.

#### Financial Implications:

- Complete form using in house management and worker knowledge of tasks and refresh on a schedule review, OR,
- Hire 3rd party to (generally someone with an Occupational Health & Safety background) conduct and assessment of your typical roles, but once complete these are easily updated in-house.

*recommendation continued on the following page ►*

**HR / Industrial Implications:**

- Benefits current workforce if a member suffers a disability. How to reintegrate into workforce.
- Benefits future workforce with a hiring practice based on assessing compatibility of workers and a specific job.

**SUPPORTING INFORMATION:**

*PDA's have many uses. Generally they are used for three things:*

- Pre-employment screening – to ensure new employees or employees with different abilities or accommodations are placed into positions where they are physically/mentally capable of completing the assigned work.
- Return-to-work job placement – to ensure that previously injured employees are able to return to positions that comply with any physical restrictions that may have been determined by their physician.”
- [www.humantech.com/2012/01/three-things-to-know-about-a-physical-demands-analysis/](http://www.humantech.com/2012/01/three-things-to-know-about-a-physical-demands-analysis/)


***“A workplace accommodation is where an employer makes adjustments to the workplace for a person or group of people with unique requirements as a result of a characteristic protected under human rights law.***

***Employers must accommodate those requirements to ensure the inclusion and dignity of everyone, despite protected differences and bring diversity to the workplace. Workplace accommodation is determined on a case by case basis and may involve extra effort and expense that must be borne by employers.”***

[www.sterlingbackcheck.ca/blog/2017/12/what-are-workplace-accommodations/#:~:text=A%20workplace%20accommodation%20is%20where,protected%20under%20human%20rights%20law](http://www.sterlingbackcheck.ca/blog/2017/12/what-are-workplace-accommodations/#:~:text=A%20workplace%20accommodation%20is%20where,protected%20under%20human%20rights%20law)


**ATTACHMENTS:**

- A PDA Template from Workplace Safety & Prevention Services (WSPS): [www.wspss.ca/WSPS/media/Site/Resources/Downloads/Prfrmng\\_a\\_Physcl\\_Dmnds\\_Anlys\\_FillableExt.pdf?ext=.pdf](http://www.wspss.ca/WSPS/media/Site/Resources/Downloads/Prfrmng_a_Physcl_Dmnds_Anlys_FillableExt.pdf?ext=.pdf)



**Workplace Safety  
& Prevention Services®**

[Print Form](#)



INFORMATION

Select...

### PHYSICAL DEMANDS ANALYSIS

**POSITION/JOB TITLE:**

**JOB DATA**

Department: \_\_\_\_\_

Work Hours: \_\_\_\_\_

Breaks: \_\_\_\_\_

PPE: \_\_\_\_\_

Special Training Requirements: \_\_\_\_\_

**JOB PHOTO**

**Purpose and Nature of the Job:**

---

**Essential Tasks of the Job:** *(provide % of time each task is performed)*

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Non-Essential Tasks Performed:** *(continue numbering from last step above)*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## ACCESSIBILITY RATING SYSTEM FOR GOLF COURSES AND FACILITIES

### RECOMMENDATION:

*The Board for Discussion/Decision:* That the Board review the recommendations to create job specific physical demands analysis for each PGA of Canada job (recommend Zones adopt this and it also be provided for jobs that a PGA member would be responsible for hiring at a course). The PDAs will aid hiring managers and prospective employees in understanding the physical/cognitive demands of the job, prepare to offer work and be able to accommodate diverse workforce and be inclusive of a workplace with persons who may require accommodation under human rights law protected grounds.

### PURPOSE OF RECOMMENDATION:

That the Board endorses the recommendation for the PGA of Canada to work with Golf Canada in the development of an accessibility rating system to identify and rank accessible golf courses. This could develop into an accreditation system for accessible facilities to be recognized and/or rewarded as all-welcoming.

### BACKGROUND:

There does not seem to be a “universal” standard or even an “accessibility checklist” developed to identify accessible golf courses. Golf Canada’s Diversity and Inclusion Alliance is working to develop one that we believe the PGA of Canada should support and implement.

The Invictus Games 2017 (IG2017) Organizing Committee developed an accessibility checklist with a task force to identify barriers to accessibility specifically on golf courses.

### CURRENT STATUS:

Golf Canada’s Equity, Diversity and Inclusion Alliance is currently working to develop an accessibility checklist for accessibility requirements and to support the identification of accessible golf facilities.

The Canadian Amputee Golf Association has shared an informal checklist that they use to consider golf facilities as hosts for their golf events (*see attachments section*).

The Rick Hansen Foundation provides a rating as well as an accessibility certification to workplaces that are ADA compliant in order to attract more visitors and employees to these facilities.

“In Canada, almost 50% of adults have or have experienced a permanent or temporary physical disability or live with someone who has. Rick Hansen Foundation Accessibility Certification (RHFAC) is a national rating system that measures and certifies the level of meaningful access of buildings and sites.” (*Supporting Information #2*)

The Invictus Games Organizing Committee developed an Accessible Venues Checklist as well as a Guide to Accessible Games booklet to support competitors, volunteers and staff of all abilities (*see attachments*). Sports Association. These associations may have suggestions they would add to the checklist as it pertains to their own members.

*recommendation continued on the following page ►*

To get a better grasp on the current status of “accessibility checklists” it is recommended that PGA of Canada reach out to other associations that may have their own recommendations and guideposts to build from, such as Blind Golf Canada, Special Olympics, Emeritus Golf, Canadian Deaf Sports Association. These associations may have suggestions they would add to the checklist as it pertains to their own members.

## ISSUES:

### Financial Implications:

- Could be some significant costs associated with implementing structural changes to facilities (ramps, elevators, etc.) that facilities are not willing to invest. This is why our working group suggests marketing and supporting (via accreditation/rating) those facilities that ARE accessible and willing to welcome golfers/employees of all abilities.
- Costs associated in working with a third party company to develop accessibility standards, a rating system and accreditation/certification program for golf facilities/workplaces in Canada.

### HR / Industrial Implications:

- Failure to comply with AODA (or provincial equivalent) standards for accessibility will put golf facilities at risk of being non-compliant with Ontario Law (or provincial equivalent).
- This would likely only be successful with the support of Golf Canada to develop and implement this system.

## OPTIONS:

- **Option A:** Working alongside Golf Canada, the development of an “accessibility checklist” to identify accessible golf facilities that welcome golfers of all abilities.
- **Option B:** A rating system to identify degrees (or tiers) of accessibility among golf courses (ie. Level A/B/C, gold/silver/bronze tiers/percentages to represent levels of accessibility).
- **Option C:** The development of an accreditation/certification for facilities willing to invest in accommodating golfers/employees of all abilities.

## SUPPORTING INFORMATION:

- ① **Golf Canada's “Ideas to make your course more accessible”:**  
[www.golfcanada.ca/articles/ideas-make-course-accessible](http://www.golfcanada.ca/articles/ideas-make-course-accessible)
- ② **Rick Hansen Foundation workplace accessibility rating & certification course:**  
[www.rickhansen.com/become-accessible/rating-certification](http://www.rickhansen.com/become-accessible/rating-certification)

## ATTACHMENTS:

- #1: Invictus Games 2017 – Accessible Venues Checklist
- #2: Invictus Games 2017 – Guide to Accessible Games
- #3: CAGA – Canadian Amputee Golf Association uses this when selecting a course to host a tournament. Aside from being “amputee user friendly”, they look at the following:
  - How many handicapped parking spaces available and their proximity to the pro shop?
  - Good access to tee boxes and greens with limited elevation?
  - Can solo riders get up onto every tee box?
  - Will the course allow carts to get closer than normal to the tee boxes and greens?
  - Will course allow organizing committee input into tee box and pin placements?
  - Are washrooms available throughout the course (crucial to allow for problems with prosthesis)?
  - Is club storage available and would clubs be loaded daily on golf carts?





**SUBMITTED BY:**  
PEOPLE OF DIFFERENT ABILITIES

## TRAINING & DEVELOPMENT REGARDING ACCOMMODATION AND ACCESSIBILITY

### RECOMMENDATION:

*The Board for Discussion:* That the Board reviews the recommendation implement a professional training development at all levels of PGA membership regarding accessibility, accommodation, inclusivity and equitable treatment of people with different abilities and to bring awareness; to expand Equity, Diversity and Inclusion training to be mandatory for all PGA of Canada employees, Zone staff and new members (optional for older members).

### PURPOSE OF RECOMMENDATION:

The purpose of this recommendation is to create a safe space, physically and psychologically, for golfers with different abilities on every PGA of Canada Zone; to grow the game and create an inclusive space.

### BACKGROUND:

PGA needs to take an innovative approach to expanding the game to include people with different abilities to find a safe place to participate in the game. The training should allow PGA of Canada, Zone staff and members to self-actualize that golf is an inclusive sport and that people with different abilities can participate in the sport. PGA of Canada, Zone staff and members, through the training program, should be able to create a safe space to all players.

### ISSUES:

#### Strategy Implications:

- PGA of Canada risks excluding PWD in the sport. This also carries a risk from Human Rights perspective.

#### Financial Implications:

- Not creating an inclusive space can negatively impact PGA of Canada its reputation and also financially.

### OPTIONS:

- *Option A:* PGA of Canada can leverage existing PGA/Special Olympics Coaching Course (including Caddy Course).
- *Option B:* Develop new training curriculum specific to PGA of Canada employees, zone staff, and members.



SUBMITTED BY:  
BIPOC

## ENGAGE PRIORITY GROUP TO PLAY GOLF AT YOUR FACILITY

### RECOMMENDATION:

How can PGA Professional be more intentional and engage your priority group to come play golf at your facility?

### BACKGROUND:

- Facility Checklist DEVELOP a “*Understand your Target audience for BIPOC*” similar to the R&A.
- Host BIPOC Events, For Example Wolf Creek In Alberta is hosting a All Nations Cup Similar to a Ryder Cup for each nation to compete against each other. Once they are exposed to your facility.
- Land Acknowledgment Signage.
- Offer clinics for BIPOC Canadians to showcase facility and efforts to grow the game.
- Offer Player development memberships to select youth from reserve to help develop their skills.
- BIPOC Members must be in your visual marketing, show that your facility is different.
- Currently PGA of Canada has no specific award for Diversity and Inclusion Advocate.

### ISSUES:

#### Strategy Implications:

- What needs to be apart of the tournament pitch?
- Who to use as an expert?

### SUPPORTING INFORMATION:

- Make a "understand your target audience" document for BIPOC available on the PGA website.
- How to market to these groups, how to pitch the tournament.

## DEVELOP RESOURCES TO SUPPORT CLUBS & FACILITIES TO BE MORE DIVERSE & INCLUSIVE

### RECOMMENDATION:

PGA Canada Develop Resources To Support Clubs & Facilities in Being More Equitable, Diverse & Inclusive.

### PURPOSE OF RECOMMENDATION:

- Webinars On BIPOC
- PGA of Canada Course
- Canadian Center For Equity, Diversity and Inclusion Webinars (The History of Indigenous Peoples In Canada)
- *Hiring Practices Indigenous*: <https://indigenousworks.ca/en/resources/inclusion-tips/hiring-aboriginal-employees>

### BACKGROUND:

Operational Guidelines & Updates To Include In The Employee Handbook. Don't Ask How Long Have You Been Here In Hiring Process.

#### How To Intentionally Recruit BIPOC Members:

- 1 Avoid Name Biases In Hiring Process
- 2 Working with inner city schools (geographically the most concentrated population historically)
- 3 Visual Marketing On Site Must Include BIPOC members
- 4 Encourage clubs and facilities to hire BIPOC by creating a "Equity, Diversity and Inclusion badge"

### SUPPORTING INFORMATION:

- Partner with some of these groups with research made to utilize their educational resources for training and to help develop our own webinars with detailed information on golf for BIPOC.
- Create a platform (website or link on PGA website) to help and encourage clubs and facilities in hiring more BIPOC.
- Set a target percentage and a time frame to attain a workforce reflective of the Canadian population.



**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## AFFORDABLE PROGRAMS FOR NEW GOLFERS

### RECOMMENDATION:

*The Board for Discussion:* That the Board endorses the submission for funding of affordable teaching programs targeted towards new golfers. In the attachments, an example program is outlined which could serve as a template to use.

### PURPOSE OF RECOMMENDATION:

The cost of golf is frequently identified as a barrier to entry for the sport (e.g. [www.pga.com/story/overcoming-barriers-to-get-on-the-course](http://www.pga.com/story/overcoming-barriers-to-get-on-the-course)). Many new golfers look for lessons to ingrain good habits at the beginning of their golfing journey however, since individual PGA of Canada instructors are incentivized to charge as high a rate as they possibly can, the cost of golf lessons can be unaffordable or at the least very intimidating to new golfers.

A low-cost group program run by PGA of Canada pros which served as an entry point for new golfers to get high-quality in-person instruction could potentially be beneficial to the Canadian golf industry at large, as well as to PGA of Canada pros specifically. With regards to golf generally, such a program could help to grow the ecosystem of golf to include Canadians who previously viewed golf as being unaffordable. Furthermore, the program would also benefit PGA of Canada members as the PGA of Canada pros involved would be paid fairly for their time and would have a chance to advertise their private teaching programs to the program participants, expanding their businesses. ►

A basic template could be created at the National level that would be available for use by all PGA Zones. See section 9 for a potential template which outlines how the program could be run indoors in a school gymnasium.

### BACKGROUND:

As stated earlier, the cost of golf is a barrier to entry for new participants to the sport. Due to the highly technical nature of golf, many beginner golfers look for in-person lessons. Currently, individual instructors (and the organizations they work for) set their prices for individual lessons as well as group clinics relative to the prices of the “market”, and with the intention of maximizing profits. There is of course free “self-teaching” available through online instruction and tips, but this landscape is usually overwhelming for beginner golfers.

### CURRENT STATUS:

Golf Canada’s Golf in Schools program exists for students, but there is no equivalent which is available for adults with targeted sponsorships benefitting traditionally marginalized groups.

### ISSUES:

#### Strategy Implications:

- Creation of new program.
- Will likely require coordination with city gyms, Physical and Health Education Canada, Golf Canada, or golf equipment suppliers to run the program

#### Financial Implications:

- Funding for advertising, program implementation.

#### HR / Industrial Implications:

- Program would likely require a partnership with Golf Canada to run.

*recommendation continued on the following page ►*



**OPTIONS:**

- Create a program from scratch or follow template in Attachments.

**ATTACHMENTS:****Potential Program Template**

This template could be used as a low-cost pilot program to test the feasibility of the project. For this template, the site of the program would be at elementary school gyms. If two one-hour classes of 20 people were run, the program could be structured to run as follows.

**Schedule:**

Hour one: PGA of Canada pro sets up gym, getting mats, clubs, foam golf balls into place

Hours two and three: Pro teaches two basic one-hour clinics to classes of 20 students (40 total)

Hour four: Pro cleans up

**Program fees:**

Pro fee - \$240 (=Four hours x \$60/hour)

Individual participant cost: \$15/ participant (40 participants total, 20/class)

Total participants: 20/class (40 total)

Total participants costs: 40 participants x \$15/participants = \$600

Gym fees: \$160 (= Four hours x \$40/hour to rent)

*(According to the Toronto District School Board, a single gym would be less than \$40 to rent. PGA of Canada would fall under category B: [www.tdsb.on.ca/Portals/0/community/Permits/G02-Permit-Fees-2020-21.pdf](http://www.tdsb.on.ca/Portals/0/community/Permits/G02-Permit-Fees-2020-21.pdf))*

**Total fees:**

- \$600 (participant fees)
- \$240 (pro fee)
- ~\$160 (gym fee)
- = ~\$200 profit

The approximately \$200 profit would be used towards sustaining the program through paying off expenses for equipment (mats, foam golf balls, clubs), as well as paying for the program's advertising.







**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## HIRING HANDBOOK

### RECOMMENDATION:

*The Board for Discussion:* That the Board endorse the creation of a hiring handbook to help guide PGA of Canada members to hire fairly on behalf of the facilities they represent, as well as when hiring for their own businesses.

### PURPOSE OF RECOMMENDATION:

This handbook would have clear best practices to decrease the chance that marginalized populations are discriminated against during hiring performed by PGA of Canada members. The handbook would protect the interests of PGA of Canada members belonging to marginalized groups, as well as prospective golf course employees with no PGA of Canada status also belonging to said groups; e.g. food and beverage staff.

It is recommended that this handbook be created at the national level and then distributed to all PGA of Canada professionals in hiring positions (Head Professionals, Directors of Golf, General Managers, etc.). It is also recommended that this handbook be easily accessible for all PGA of Canada members.

### BACKGROUND:

Equal opportunities for employment was included as a purpose within the creation of the PGA of Canada's Diversity and Inclusion Task Force, necessitating that the organization not only take active steps to improve hiring practices internally, but also that the hiring practices of individual PGA of Canada members also be improved. ►

Equal opportunity to employment is a requirement of Canadian law. The federal Employment Equity Act "requires that employers take actions to ensure the full representation of members of four designated groups within their organizations: women, Indigenous people, persons with disabilities, and members of racialized groups. The Act requires employers to investigate, identify and take concrete action to correct the conditions of disadvantage in employment for the four designated groups." (from Canadian Human Rights Commission).

While not required by the national Employment Equity Act, we suggest that practices be included which would address discrimination based on job applicant's socioeconomic class and sexual preference so that the needs of all D+I Task Force priority groups are represented.

### CURRENT STATUS:

From our understanding, there is no such handbook or guidance for PGA of Canada members to use during hiring.

### ISSUES:

#### Strategy Implications:

- Creation of handbook

#### Financial Implications:

- Funding for advertising, program implementation.

#### HR / Industrial Implications:

- Minimal. May require hiring of consultant to help create.

### OPTIONS:

*Two options for creation of the handbook would be to:*

- ① Use an existing guide and alter it to suit a golfing context. See example from University of California, Berkeley Health Services (attachment 3).
- ② Assign the creation to a sub-committee of ED+I Task Force members.

*recommendation continued on the following page ►*

**SUPPORTING INFORMATION:**

It is important to note that discrimination in hiring is often done unintentionally. Sometimes, rules or practices can single out a group of people and prevent them from being hired, such as a rule requiring employees to be clean-shaven unintentionally discriminating against Sikh men (Source: Ontario Human Rights Commission). Another example is asking a racialized person “where are you from?”, as this can be “othering” to the person due to the implication that they are not “truly Canadian”.

**ATTACHMENTS:**

- **Canadian Human Rights Commission - Employment Act:** [www.employmentequitychrc.ca/en/about-employment-equity-act](http://www.employmentequitychrc.ca/en/about-employment-equity-act)
- **Ontario Human Rights Commission - Constructive (Unintentional) Discrimination:** [www.ohrc.on.ca/en/part-ii-%E2%80%93-interpretation-and-application/constructive-discrimination#:~:text=Sometimes%20a%20rule%20or%20practice,employees%20must%20be%20clean%2Dshaven](http://www.ohrc.on.ca/en/part-ii-%E2%80%93-interpretation-and-application/constructive-discrimination#:~:text=Sometimes%20a%20rule%20or%20practice,employees%20must%20be%20clean%2Dshaven)
- **Example of hiring guide (University of California, Berkeley Health Services):** [https://diversity.berkeley.edu/sites/default/files/recruiting\\_a\\_more\\_diverse\\_workforce\\_uhs.pdf](https://diversity.berkeley.edu/sites/default/files/recruiting_a_more_diverse_workforce_uhs.pdf)

While much of the information from this guide does not apply to PGA of Canada members, pages 5-7, 12-16, could be altered to create a guide that is relevant for PGA of Canada members.





SUBMITTED BY:  
SOCIO-ECONOMIC STATUS

## MINIMUM REQUIREMENTS FOR JOB LISTINGS

### RECOMMENDATION:

*The Board for Decision:* That the Board institute a policy requiring minimum standards be met to post online for job listings. Minimum standards to post would include:

- Wage (or salary equivalent) for Apprentice Pros must meet the regional living wage (which can differ drastically from the minimum wage) for the employment period
- Wage (or salary equivalent) for different jobs with increased responsibility (e.g. Head Pro) should at minimum be some multiple of the living wage. For instance, a Head Pro job (or job that carries the same responsibilities as a Head Pro job but listed under a different title) could potentially have to pay at minimum 2x the living wage.
- Standardized requirements for the post including:
  - Location
  - Type of facility
  - Number of rounds per year
  - Roles and responsibilities
  - An accurate wage or wage range
  - Accurate number of golf shop, fitting and teaching hours allocated each week and realistic teaching potential (is fitting and teaching on or separate from shop time?)
  - Is compensation for selling of fitted clubs included?
  - Length of season vs. length of employment term
  - Medical or dental benefits ►

A decision must be made on how to proceed with posts that do not meet the job listing requirements, and whether such job listings should be allowed to be posted. Two options are given in Section 6: Options.

Such a change would require close work with NGCOA and other large employers in the Canadian golf industry (e.g. Clublink) and would likely need to be implemented in stages. Long term, it is recommended that all job posts require approval from the PGA of Canada Employment Manager.

### PURPOSE OF RECOMMENDATION:

In exit surveys of past PGA of Canada members who have left the organization, pay standards that are incommensurate with the working demands are repeatedly listed as a main reason why the former member left the organization and the industry. As such, it is essential that the PGA of Canada take steps to set reasonable requirements of what is demanded of its members, and that its members be paid fair salaries that correspond fairly to their work.

To serve the interests of all PGA of Canada members, it is recommended that requirements be set for the National job listings site, as well as Zone's online listing sites.

### BACKGROUND:

As former PGA of Canada Executive Director Steve Carroll told our working group, the PGA of Canada has been wrestling with the challenge of dealing with low compensation for 20+ years. The recommendations outlined in section one come from the work of the PGA of British Columbia's Employment Committee, who have proposed using living wage calculations rather than minimum wage standards as the living wage reflects different costs of living that are specific to different regions.

*"The living wage is calculated as the hourly rate at which a household can meet its basic needs, once government transfers have been added to the family's income and deductions have been subtracted. The living wage gets families out of severe financial stress by lifting them out of poverty and providing a basic level of economic security."* - From livingwage.ca

recommendation continued on the following page ►

During the 1980s, the PGA of Quebec's Employment Committee reviewed all job postings and negotiated on behalf of the membership if the postings were unacceptable. We contacted three past Quebec Zone presidents who served on the Employment Committee by email, asking if they would be willing to advise the National Office but have not yet heard back from them. However, we were indirectly told by a PGA of Quebec professional from that era that the program was a success and that 90% or more of the employers were compliant with the program and open to working directly with the Employment Committee.

### CURRENT STATUS:

As mentioned earlier, the PGA of British Columbia's Employment Committee have been working to standardize requirements for online job listings in their zone.

### ISSUES:

#### Strategy Implications:

- Acceptable salaries relative to the living wage would have to be made for different positions, such as Head Pro or Director of Golf
- Standard roles and responsibilities for different jobs positions would have to be defined the PGA of Canada (for instance, the standard roles of a Head Pro).
- Close cooperation with NGCOA, other large employers in the industry (ClubLink, GolfNorth, GOLFTEC). To negotiate effectively, the PGA of Canada will likely need more accurate compensation surveys. Present survey results are inaccurate due to misleading survey structure as well as members co-conspiring to intentionally boost their salaries in surveys to help other members in the organization through salary negotiations.

#### Financial Implications:

- Minimal; a person or committee at national level as well as within each zone would have to actively manage the jobs listings.

### HR / Industrial Implications:

- To be seen. The implementation of this recommendation could potentially have serious implications on hiring processes by giving PGA of Canada members minimum standards from which to base negotiations and setting a precedent for what is expected from employers to hire a PGA of Canada professional.

### Risks and Risk Mitigation Actions:

- **Risk 1:** PGA of Canada members could potentially complain about not seeing jobs they are interested in due to them not meeting an arbitrary standard for posting, arguing that they should be able to see all potential job offerings and decide for themselves if they are interested in applying.
- **Risk 2:** Pushback from employers, with employers refusing to post to Job Listings site and instead posting offsite to Indeed, Monster, or other employment websites.
- **Mitigation strategy for risks 1 and 2:** Still posting the jobs yet flagging them as having not met organizational standards would allow PGA of Canada members to see all job offers, while knowing that employers are being encouraged to meet organizational standards. This strategy would also still allow all employers to post to the PGA of Canada jobs site, albeit with their post being flagged.
- **Risk 3:** Employers posting jobs which have responsibilities beyond what that role should require, such as posting a job with responsibilities commensurate to a Head Professional job, but listing it as an Apprentice Pro job as a loophole to avoid salary requirements.
- **Mitigation strategy for risks 3:** This problem could be avoided by defining standard roles and responsibilities for different positions, enabling the organization to push back against such infringements.

*recommendation continued on the following page ►*



◀ recommendation continued from previous page

### OPTIONS:

- *Option A:* Disallow posting of job offers that do not meet organizational requirements
- *Option B:* Allow posting of job offers that do not meet organizational requirements, but flag them clearly

### SUPPORTING INFORMATION:

- *General information about the living wage is available here:*  
<http://livingwagecanada.ca/index.php/about-living-wage/what>
- Information about living wage communities and links to calculations of living wages across different regions across Canada is available here:  
<http://livingwagecanada.ca/index.php/living-wage-communities/living/>

### ATTACHMENTS:

The PGA Québec Zone Presidents involved with previously mentioned Employment Committee, who was contacted, are:

- André Maltais - Laval-sur-le-Lac. and then owned his own course
- Jim Norris- Île Perrot, Windmill Point
- Duke Doucet – Summerlea

We asked via email if they would be willing to aid the national office if called upon but have not yet heard a response.





**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## APPLY TO BECOME A “RED SEAL TRADE”

### RECOMMENDATION:

*The Board for Decision:* That the Board endorses the submission for funding annual application to become a “Red Seal Trade”. The Interprovincial Standards Red Seal Program is a program that sets common standards for tradespeople in Canada, and Red Seal trades are trades that are recognized across Canada.

### PURPOSE OF RECOMMENDATION:

Attaining Red Seal trade status would enable employers to receive a tax credit upon hiring Apprentice Professionals, thereby reducing a financial burden of PGA of Canada Apprentice Professionals. According to the Red Seal Program website, the “non-refundable investment tax credit is equal to the lesser of \$2,000 or 10 percent of the eligible apprentices’ salaries or wages”.

Furthermore, Red Seal status would be beneficial to Indigenous PGA of Canada members and applicants as it would enable Indigenous Canadians to receive funding for their PGA of Canada education, through programs such as Indspire and the Ontario Indigenous Student Bursary.

This recommendation is for the National office only, but would affect all PGA of Canada Apprentice Professionals as the Red Seal status is recognized nationally.

### BACKGROUND:

The organization has previously applied for Red Seal status but did not make the CRA Requirements due to requirements for in-person delivery of training as well as a number of hours required for the training. ►

### BACKGROUND:

However, these requirements may change due to the recent normalization of online teaching and as such we recommend that the organization apply for the program annually.

Information on how to become a Red Seal trade is included in Attachment Section: Attachment 1.

### CURRENT STATUS:

To our knowledge, there is no current application underway to attain Red Seal status.

### ISSUES:

#### Strategy Implications:

- Yearly application for program.

#### Financial Implications:

- Minimal

### SUPPORTING INFORMATION:

Some examples of funding available for Indigenous Canadians pursuing a career in trades are Indspire, which is a “national Indigenous-led registered charity that invests in the education of Indigenous people for the long-term benefit of these individuals”, the Ontario Indigenous Student Bursary (available through the Ontario Student Assistance Program) and the Alberta Apprenticeship and Industry Training Board Family of Scholarships.

### ATTACHMENTS:

- ① Information on requirements to become a Red Seal trade:  
[www.red-seal.ca/trades/d.2s.3gn.1t.2-eng.html](http://www.red-seal.ca/trades/d.2s.3gn.1t.2-eng.html)  
[www.red-seal.ca/docms/designationcriteria-eng.pdf](http://www.red-seal.ca/docms/designationcriteria-eng.pdf)
- ② Funding for Indigenous Canadians pursuing a career in trades (aka apprenticeships):  
*Indspire:* <https://indspire.ca/programs/students/bursaries-scholarships>  
*Ontario Indigenous Student Bursary:* <https://osap.gov.on.ca/OSAPPortal/en/A-ZListofAid/PRDR019231.html>  
*Alberta Apprenticeship & Industry Training Board Family of Scholarships:* <https://tradesecrets.alberta.ca/financial-assistance/scholarships>



**SUBMITTED BY:**  
SOCIO-ECONOMIC STATUS

## MARKET AFFORDABILITY OF GOLF

### RECOMMENDATION:

*The Board for Discussion:* That the Board endorses the submission for funding of a marketing campaign (ideally as a joint project with NCGOA and Golf Canada) that would highlight affordable golf options including using municipal golf courses, playing nine-hole/twilight rounds, and using driving ranges and indoor simulators.

### PURPOSE OF RECOMMENDATION:

A national campaign marketing affordable options within golf would combat the stereotype that golf is only for societal elites and instead showcase that golf can be played by people from most all walks of life. This would grow the reach of golf and be overall healthy for the ecosystem. This would not have a negative impact on upscale golf courses and courses and facilities as these facilities cater to a different demographic than whom this campaign would be targeting. The goal of the campaign would be to emphasize the existence of more affordable golfing options that already exist, not to punish any upscale or “elite” facilities with high price points.

The COVID-19 pandemic has benefitted the golf industry with a massive influx of new golfers. The challenge of the golf industry will now be to keep these new golfers playing the sport and to have plans to continue to grow golf when pandemic measures are terminated and life returns to “normal”. ►

Positioning golf as an activity with affordable options (such as going to the driving range with family) comparable to other mainstream entertainment activities like going to the movies would serve to support public golf facilities in Canada and keep engagement in the sport high.

### BACKGROUND:

After months of research from our working group, we have found little to no evidence of formal efforts being made by national governing bodies in Canada to make golf in Canada more affordable, or to market affordable options that already exist.

### ISSUES:

#### Strategy Implications:

- Would require partnerships with other national golf partners, such as NCGOA and Golf Canada.

#### Financial Implications:

- Costs required to make, run campaign.

#### Risks and Risk Mitigation Actions:

- **Risk:** Campaign could be seen as a “race to the bottom” by some golf course operators and members of NCGOA
- **Mitigation Action:** Emphasize expansive benefits of tapping into new markets and the potential to help facilities with less marketing resources that aren’t often highlighted.
- As an example, a potential campaign based around the slogan “Golf is for Everyone” could highlight people from diverse backgrounds and wearing varying clothing indicating different class statuses playing golf in a variety of settings (driving ranges, indoor simulators, on courses of different calibre).

### SUPPORTING INFORMATION:

- **Option A:** This could be a marketing campaign only highlighting affordable options in golf.
- **Option B:** New programs minimizing the barriers to entry could also be created such as a “Take a New Golfer to the Course Day” modelled after NCGOA’s “Take A Kid to the Course” program. For further program ideas, see recommendation: Affordable Programs for New Golfers.



**SUBMITTED BY:**  
LGBTQI2S+

## PRIDE FLAGS

### RECOMMENDATION:

Pride flags on website and displayed on pro shop windows.

### PURPOSE OF RECOMMENDATION:

Having a pride flag on your website is a simple way to show you are an inclusive organization when people look up. Also having pride flag sticker displayed on your golf shop window is a simple way to show inclusivity.

### ISSUES:

#### Strategy Implications:

- Could PGA of Canada source and provide pride flags to PGA of Canada Pros/clubs?

## PERSONAL PRONOUNS ON EMAIL SIGNATURES AND WEBSITE BIOS

### RECOMMENDATION:

Personal pronouns on email signatures + website bios (at a club level).

### PURPOSE OF RECOMMENDATION:

Have employees at a club level use personal pronoun on their signature, as well as using personal pronouns on website bios is a great way to show those outside of your organization the inclusive culture at your club.

## PRIDE MONTH CELEBRATION PROMO

### RECOMMENDATION:

Pride month celebration/promotion (e.g., tee time and the pride bud light).

### PURPOSE OF RECOMMENDATION:

Use pride month as an opportunity to offer a promo code at your club. 18 holes + cart + giveaway. Partner with local company on a pride themed giveaway. Proceeds goes towards supporting an LGBTQI2S+ organization/charity. The use of hashtags for social media could be helpful here.

### BACKGROUND:

At a club level, reaching out to organizations known for their support of the LGBTQI2S+ community.

### ISSUES:

#### Strategy Implications:

- Could the PGA of Canada or its zones help facilitate this in any way? Perhaps a template for the event or partnerships. Pride tape?





**SUBMITTED BY:**  
LGBTQI2S+

## FRAMEWORK FOR CLUBS TO ENSURE INCLUSIVITY FOR EMPLOYEES

### RECOMMENDATION:

PGA of Canada provide a framework for clubs to use to help ensure inclusivity for employees. PGA of Canada offer their Diversity and Inclusion module to non PGA of Canada members. Clubs looking to improve the equity, diversity and inclusion of their organization may reach out to the PGA of Canada for access to their training. Create a Workplace Equity, Diversity and Inclusion document where clubs can use the checklist to ensure they are taking steps.

### PURPOSE OF RECOMMENDATION:

- Gender neutral dress codes
- Benefits package: parental leave, transition related costs.
- Gender neutral facilities
- Consider offering similar benefits packages for part time employees as our workforce has a small % of full time employees. Ensure all language is gender neutral.
- This is measurable as the PGA of Canada can keep track of the number of clubs accessing their training.

*Alternatively, the PGA of Canada could task each zone to partner/collaborate with specific Equity, Diversity and Inclusion training companies by city/region within their Zone and provide a list of contact info for training opportunities that clubs could use in each of the communities (in Ontario, using Chapters would be a good fit).*

### BACKGROUND:

- Visibility (as offered above)
- Create a policy
- Create and support employee resource groups
- Marketing calendar to include pride month, trans awareness, etc.

### CURRENT STATUS:

Review of the current module to see if any alterations need to be made or anything needs to be added.

### ISSUES:

#### Financial Implications:

- Does the Equity, Diversity and Inclusion training need to be altered to cover a larger scope of situations that may arise at a club level?
- What would be the cost to clubs to access this training?





PGA OF CANADA  
**EQUITY, DIVERSITY  
AND INCLUSION**  
TASK FORCE REPORT