



Strategic Plan 2019 - 2021



Plan Purpose

- Guide the systemic development of the organization
- Requirement of the Dept. of Seniors, Wellness & Social Development
- Provide consistency during transition periods
- Provide guidance and direction
- It is an evaluation tool to review the progress of the organization
- A tool to assist in secession planning



Mandate

Golf Newfoundland and Labrador Inc. is the non-profit Provincial Sport Organization (PSO) vested with the responsibility to develop the sport of golf in the province and to market the provincial golf product to resident and non-resident golfers. The major goal of the organization is to “grow the game” through the development and implementation of its programs, services, and initiatives throughout the province.



Vision, Mission, Core Values

Vision

Successfully promoting Golf as a “Sport of Life” through the broadening demographics’ perception, while working to increase growth and participation throughout the province.

Mission

To increase participation and product awareness through our programs, services that encourages excellence in the game, while serving as the governing body for golf in the province, respecting the history, traditions, and integrity of the game.

Core Values

Accountability, Education, Inclusion, Integrity, Leadership



Strategic Action Plan

Golf NL's Strategic Plan includes the four (4) main pillars for development:

1. Grow Participation
2. Ensure Excellence
3. Expand Capacity
4. Foster Interaction



Strategic Action Plan Pillars

Participation	Excellence	Capacity	Interaction
Implement grassroots programs throughout the province	Implement High Performance Program	Provide training for staff and volunteers	Building partnerships
Increase engagement in membership to all ages, genders and the social, economic benefits members	Plan and implement certification programs for officials, coaches, course raters and members	Acknowledge the work and dedication of the volunteers and staff	Create tools to promote and the product
Promote the benefits of membership	Increase best in class competitions	Ensure fiscal responsibility	Create a strong relationship with NSO

and
PSO's



Three Year Action Plan



Governance and Policy

Overall Goal: To create an effective and efficient provincial organization representing all regions of the province and its sectors.

Year 1

- Achieve balanced budget
- Achieve full board membership
- Increase female representation on Board

Year 2

- Maintain fiscal responsibility
- Review and revise governance requirements
- Review/discuss secession plan to replace Executive Director

Year 3

- Evaluate membership fee structure
- Revise strategic plan
- Secure new Executive Director



Hall of Fame

Overall Goal: To evaluate, enhance and maintain the Provincial Golf Hall of Fame and Awards Program to honor the pioneers and industry leaders who have made contributions to the development of golf in this province.

Year 1

Review and revise Hall of Fame & Awards policy (nominations)
Establish selection criteria for specific awards
Engage the membership in the program

Year 2

Increase exposure and awareness of the program
Increase the nomination process from the membership
Obtain at least two nomination in each category

Year 3

Review Hall of Fame Presentation process
Increase engagement and participation in the nomination process
Increase nominations



Competitions

Overall Goal: _____ To plan and implement first in class provincial junior and senior championships programs that are financially sustainable attaching a full compliment of players at all levels and played at quality venues.

Year 1

Introduce Ladies Provincial Championship as Pilot Project
Secure national Championship event for 2023
Plan and implement Amateur Atlantic Championships

Year 2

Coordinate and operate golf component of NL Summer Games
Plan and assist in the hosting of 2020 Canadian Mid-amateur Mens Championship
Increase size of female field to 30%

Year 3

Player selection, training for Canada Summer Games
Implement 2021 Provincial |Championships in Labrador
Increase number of players in competitive programs



Rules Development

Overall Goal:

To provide access to certified rules clinics to increase the number of certified officials and enhance the quality and quantity of rules officials throughout the province.

Year 1

Re-certification of Rules Officials

Develop educational/information to disseminate the **new** Rules of Golf to members and individuals parties

Plan and implement online rules education program

Year 2

Increase Level III Rules officials by one new member

Re-certification of Official(s)

Creation of Provincial Rules Committee

Year 3

Review and evaluate online rules seminars

Host Level II – III National Rules Seminar

Increase Level II Rules Officials by two members



Course Rating

Overall Goal: _____ To provide certified course raters in each region of the province to complete the rating of member courses in an effective and efficient manner.

Year 1

To complete assigned course ratings

Identify 1 additional individual to participate in course rating program

Identify replacement for present Course Rating Director

Year 2

Disseminate new course rating/handicap system to membership

National training of course raters

Complete course rating of designated courses

Year 3

Have certified course rater in one additional region of the province

Training for new course raters

Complete course rating of designated courses



Marketing

Overall Goal: _____ To create, develop and implement initiatives to promote golf in the resident and non-resident markets.

Year 1

Secure funding to develop a three year marketing strategy

Engage the services of a marketing firm to complete the three year plan

Gain support from the membership and other sources for the financial support to implement the plan

Year 2

Secure funding to implement Year 1 of strategic plan

Plan and implement Year 1 initiatives

Review, evaluate and begin plans for Year 2 marketing program

Year 3

Plan and implement Year 2 strategic plan

Review, evaluate and secure plans for the implementation of Year 3

Begin a full review of strategic plan to create an additional three year marketing program



Junior Programs

Overall Goal: To establish and implement programs for all levels of development from recreational to high performance programs.

Year 1

Increase exposure to Golf in Schools, Mobile Clinics, Future Links and She Swings...She Scores programs
Creation of a committee to explore the development of a Provincial Golf Development Center
Increase participation in player development programs i.e. Tely Tour, Provincial Development Team

Year 2

Complete a feasibility study on the operation of a Golf Development Center
Revise competitive pathway to include NL Summer Games and Canada Games programs
Secure certified coaching staff for Development Team and Canada Games programs

Year 3

Promote the Tely Tour as the expected and ongoing competitive aspect of team membership
Planning Canada Games Selection Process and technical program
Begin development of Provincial Development Center



Membership

Overall Goal: To provide membership benefits to retain and attract an increase in membership that would equate to increased revenue and play.

Year 1

Activation of Membership Committee

Review present level of member benefits

Develop creative ways to promote membership to public players

Year 2

Increase public player membership and associated benefits

Create membership messaging

Identify and implement membership based incentive program

Year 3

Increase public player membership

Provide additional member value added propositions

Review, evaluate and recommend additional member incentive programs.