

# The Canadian Professional Golfers' Association

## Canadian PGA Strategic Plan 2009-2014



Canadian Professional Golfers' Association

“A proud focus on a strong and united future”

# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
6. Evaluation and Measuring Success



# Introduction

## **What is the purpose of the plan?**

This five-year Strategic Plan will chart the course for the Canadian PGA to strengthen accountability to our members through *collaborative leadership, integrity in decision-making, and innovation and excellence in the programs and services we provide.*

## **Why create this plan?**

Our clarity of focus, articulated in this plan, is the result of dialogue across the country over the past 18 months. The many and varied initiatives that the National body and Zones have undertaken has highlighted the need to work effectively together.

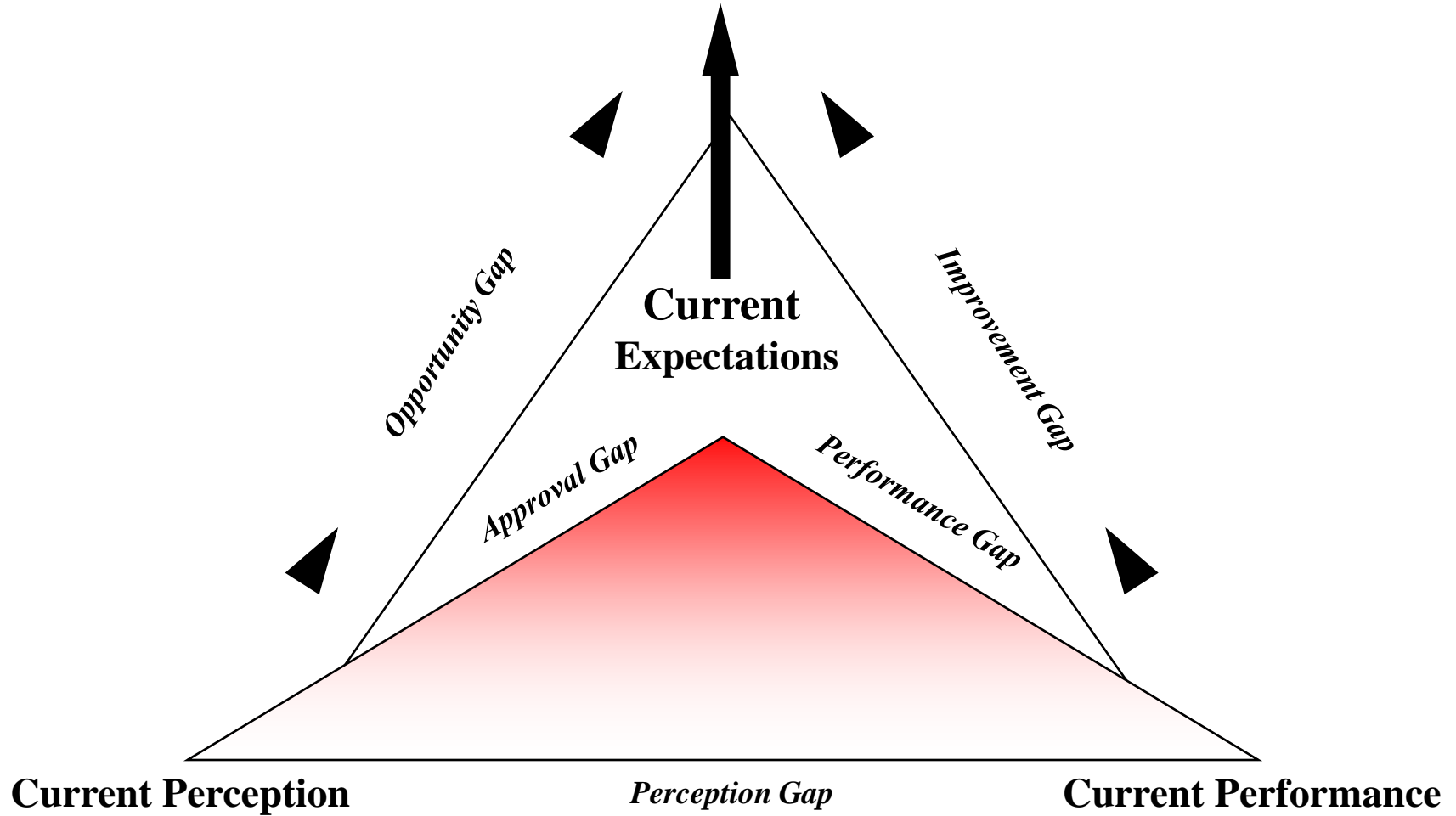
## **Desired Outcome?**

Successful implementation of the strategic goals outlined in this plan will serve to strengthen the Canadian PGA's profile as an effective and well-respected Association within a changing golf industry and profession. As the environment in which we operate becomes increasing complex, we face a variety of challenges – both general and specific.



# The Opportunity Provided by Strategic Planning

**Vision for a strong and successful future**



# Introduction

## **Key challenges that have inspired the strategic focus outlined in this plan:**

- Economics of golf have changed
- Golf related occupations continue to evolve and new opportunities continue to present themselves to golf professionals
- Saturation may dilute career opportunities
- Expectations of the golfing public have intensified
- Association must secure stakeholder support and confidence. People must know who we are, recognize the breadth of our skill and thus seek a Canadian PGA professional.
- The need to consider the implications of strategies undertaken by other organizations in the golf business and profession
- Association's role within the golf industry must be clear to all
- Ownership of golf courses has changed (the proportion of privately owned and corporate ventures has shifted)
- Differing interpretations of the differentiated yet interrelated roles and responsibilities of the National and Zone structures have created tension within the Association
- Association's success depends on strong national unity and commonality of purpose.
- Association must not be complacent or resistant to change (the Canadian PGA must adapt in order to thrive in the future)



# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
6. Evaluation and Measuring Success



# Updated Mission Statement

*"The Canadian PGA develops, promotes and supports professionals in the game and business of golf."*

Our mission statement is a declaration of our core purpose.

Established in 1911, the Canadian PGA is the oldest professional golf association in North America. As a non-profit association with approximately 3500 members across the country, our mandate is to develop, promote and support our members as experts in the game and business of golf and, in so doing, serve both our members' needs and those of the golfing public through our varied programs and events.

We believe that this succinct statement well captures the core purpose of the Association and will inspire and guide decision-making in the years to come.



# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
6. Evaluation and Measuring Success



# Bold and Confident Vision

*“To work effectively together to provide leadership in the game and business of golf for direct and measurable benefit to members.”*

*Canadian PGA members are knowledgeable and competent and, as a result, their expertise is sought and well respected.”*

**We recognize this Vision as more than a simple statement of goal:**

It will define how we make decisions, how we treat each other and how we support our members in their careers within a changing golf industry and profession. This vision statement incorporates our commitment to: *“working together” “leadership” “benefit to members” “value in experience and education”* and *“respect.”*



# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
6. Evaluation and Measuring Success



# Commitment to Membership

*Collaborative leadership that advances our mission and vision*

*Integrity in decision-making*

*Accountability to provide value to members through excellence  
and innovation*

Canadian PGA's stakeholders include our Zone and National Boards, our Zone and National staff, employers, industry partners and sponsors.

At every decision-point, our flexibility has been grounded in our fundamental commitment to our members and stakeholders. This unwavering commitment continues to inform our current focus

Each commitment is inextricably intertwined with success in one being very much dependent on success in each of the other two.



# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
  - » Collaborative leadership that advances our Mission and Vision
  - » Integrity in decision-making
  - » Accountability to provide value to Members through excellence and innovation
6. Evaluation and Measuring Success



Any organization's success is typically proportional to its ability to focus.

Accordingly, in this plan we recommend five key strategic goals within our three guiding commitments.

For each goal, we have identified specific objectives and measurable outcomes for the first few years of the plan (i.e. 2009-2011.)



# Strategic Focus

## *Collaborative leadership that advances our Mission and Vision*

### **Our strategic goals within this commitment:**

1. We will define and support a proactive relationship between National and Zones that is beneficial to all parties and succeeds in strengthening our governance arrangements and effectiveness in meeting member needs.
2. We will continue to work in close collaboration with one another to develop a formalized educational program leading to competent, qualified, employable members.
3. We will establish a joint or collaborative initiative with Zones to develop a National Business Development Strategy to secure strategic partnerships for the benefit of our members.



## *Integrity in decision-making*

### **Our strategic goal within this commitment:**

4. We will strengthen our accountability to members by governing and administering the Association in a responsible manner, and in cultivating excellent relations with others to support our Mission and Vision. Strong governance within National and within Zones and between National and Zones will streamline our efforts and increase the value we provide to members resulting in their increased support.

## *Accountability to provide value to members through excellence and innovation*

### **Our strategic goal within this commitment:**

5. We will strengthen the Canadian PGA's profile and presence through promotion of the collective knowledge, validated competencies and expertise that exists among Canadian PGA members leading to greater recognition of our members' strength and value.

# Table of Contents

1. Introduction
2. Updated Mission Statement
3. Bold and Confident Vision
4. Commitment to Membership
5. Strategic Focus 2009-2014
6. Evaluation and Measuring Success
  - » Strategic Goals #1 to #5



# Evaluating and Measuring Success – Strategic Goal # 1

## **Strategic Goal #1:**

- We will define and support a proactive relationship between National and Zones that is beneficial to all parties and succeeds in strengthening our governance arrangements and effectiveness in meeting member needs.

### **Outcome measures or indicators of success:**

- All have been involved in the development of the agreement, all understand, respect, support and adhere to the formalized agreement.
- Equal, two-way communication prior to entering into any agreement.
- Signed agreement with each Zone and with National
- A commitment to compliance



# Evaluating and Measuring Success – Strategic Goal # 2

## **Strategic Goal #2:**

- We will continue to work in close collaboration with one another to develop a formalized educational program leading to competent, qualified members.

### **Outcome measures or indicators of success:**

- PACE program approved and implemented.
- Greater recognition.
- Increased interest leading to increased participation levels in educational initiatives.
- Members demonstrate their realization of the value in education.
- Enrollment/application for specialized areas of certification/education.
- Improved remuneration
- Increased membership
- More sought after as a career.



# Evaluating and Measuring Success – Strategic Goal # 3

## **Strategic Goal #3:**

- We will establish a joint or collaborative initiative with Zones to develop a National Business Development Strategy to secure strategic partnerships for the benefit of our members.

### **Outcome measures or indicators of success:**

- An integrated National-Zone business development strategy
- A consistent and coordinated approach from the Canadian PGA (National and Zones) to corporate Canada
- National strategic partnerships, Zone strategic partnerships, joint strategic partnerships
- Categories of partners defined (computers, cars, golf products, etc.), National and Zones clear on which categories are national only, zone only, or open to joint agreements



# Evaluating and Measuring Success – Strategic Goal # 4

## **Strategic Goal #4:**

- We will strengthen our accountability to members by governing and administering the Association in a responsible manner, and in cultivating excellent relations with others to support our Mission and Vision. Strong governance within National and within Zones and between National and Zones will streamline our efforts and increase the value we provide to members resulting in their increased support.

### **Outcome measures or indicators of success:**

- Members support the actions of Canadian PGA initiatives
- Passing of said initiatives (PACE and By-laws)
- Successful adoption of a National-Zone Protocol Agreement
- Results on member surveys that demonstrate that a level of satisfaction with Canadian PGA initiatives



# Evaluating and Measuring Success – Strategic Goal # 5

## Strategic Goal #5:

- We will strengthen the Canadian PGA’s profile and presence through promotion of the collective knowledge, validated competencies and expertise that exists among Canadian PGA members leading to greater recognition of our members’ strength and value.

### Outcome measures or indicators of success:

- People will know who we are and what we do. Our brand will be recognized and understood in the golf industry and with the public.
- The Canadian PGA logo will appear in print articles and on web searches.
- We will notice an increase in the number of “hits” on our web site on “how to hire a pro.”
- Members of the public will ask if a Canadian PGA member is on site when seeking advice in a golf shop.
- Canadian PGA members and stakeholders will take on a new understanding, recognition and appreciation for what the Canadian PGA its members stand for and contribute to the game and business of golf.
- Golf business employers will believe they must employ a Canadian PGA member to have a chance of succeeding with their business. Their attitude towards Canadian PGA members will be “where do I find one of these Canadian PGA professionals?”
- The Canadian PGA will be seen as “waving the flag” for its members.
- The Canadian PGA will be seen to be taking steps toward a “CGA” (Certified General Accountants) type public awareness campaign.





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