



President

ALBERTA GOLF STRATEGIC PLAN 2024 - 2027

*Sustaining the
future of our sport*



STRATEGIC PLAN 2024 - 2027

Alberta Golf is the provincial sport organization for golf in Alberta, a registered not-for-profit society comprised of 56,000 members. We work collaboratively with Golf Canada, the National Sport Organization, to ensure golf remains the number one recreational activity in Canada. We preserve the integrity of the game of golf at more than two hundred golf courses in the province and promote the sport for enjoyment by all golfers.

The sport of golf globally has grown significantly over the past four years, and in our province alone we have welcomed tens of thousands of new golfers to the game. Alberta Golf's junior events, recreational programs and high performance competitions have been pushing our staff and volunteer capacity to the limits as we continue to deliver exceptional experiences and welcome everyone to the golf community.

As we build on the results of our previous strategic plan our VISION FOR THE FUTURE IS FOCUSED ON THE SUSTAINABILITY OF OUR SPORT. We recognize there are events that remain beyond our control with changes in the economy, volatile weather patterns and population shifts due to global unrest. However, during these times it is important for Alberta Golf to focus on our strengths, invest in new technologies, and work closely with our industry partners to ensure our sport remains vibrant for many years to come. Our Strategic Plan (2024-2027) has been developed with clear intention, building on our most important relationships and making sustainable investments in our sport.

BOARD OF DIRECTORS

Brent Bailey *President*

Mark Bamford

Jennifer Biernaskie

Kim Carrington

Ken Knowles

Kendra Koss

Chris Leach

Lorraine Moster

Ross Nesbitt

VISION

To be a leading golf association
in Canada

MISSION

To foster awareness for golf while
growing and developing the sport
recreationally and competitively

VALUES

Enjoyment Accountability
Inclusiveness Respect



STRATEGIC PRIORITIES

In support of our mission to foster awareness for golf while growing and developing the sport recreationally and competitively, the following four priorities have been approved by our Board of Directors. These priorities guide the organization's efforts as part of our Strategic Plan for 2024-2027: Sport, Relationships, Marketing, Sustainability.

SPORT

Promote programs that introduce new golfers to the game while recognizing excellence in our sport and inspiring a culture of high-performance

RELATIONSHIPS

Maintain a collaborative dialogue with current stakeholders while continuing to attract future individual leaders and partners

MARKETING

Use digital and in-person communication channels to engage in activities that resonate with our target audience and enhance our brand

SUSTAINABILITY

Ensure we are operating with a wide lens with respect to societal trends and issues while protecting the assets, properties and best interests of the Association at all times



SPORT

Promote programs that introduce new golfers to the game while recognizing excellence in our sport and inspiring a culture of high-performance

GOLF PARTICIPATION

- Execute our own initiatives and provide support for external activities that address the identified barriers of intimidation, affordability and time
- Ensure strong alignment with Golf Canada on First Tee and Youth on Course programs

KEY RESULTS

Measurable impact with Festivals, Youth on Course and Junior Tour Participation

Growth in UpSwing recreational events

Measurable impact with Team Alberta, and Athlete Development Program

Increased ability to attract host clubs and participants for competitions

RECREATIONAL GOLF

- Establish and deliver sustainable programs and events that drive value for the largest segment of players in our sport, ensuring an appropriate level of investment into this flourishing demographic who relate mostly to the fun and social aspects of golf
- Provide support for golf groups who organize DEI events, improve the value proposition for clubs with innovative UpSwing activations and explore “Golf Entertainment” as a strategic recreational category

HIGH PERFORMANCE GOLF

- Continue to deliver programs and services for the benefit of High-Performance Athletes and Coaches, ensuring an appropriate level of investment based on results
- Ensure the overall quality and experience of our competitions remains appealing to participants and adjust our offering as necessary based on demographic shifts
- Become highly regarded by our members and host clubs by delivering an industry leading pace of play initiative for our competitions



RELATIONSHIPS

Maintain a collaborative dialogue with current stakeholders while continuing to attract future individual leaders and partners

GOVERNING BODIES

- Continually work with SPAR and Golf Canada to ensure our initiatives are directionally aligned with provincial and national sport related objectives. Ensure we are fulfilling on all data and grant requirements, providing the necessary information to SPAR and Golf Canada

KEY RESULTS

Continued investment and support received from SPAR and Golf Canada

Continued support and invitations to collaborate with industry partners

Membership retention and ability to attract quality host clubs for events

Continue to attract leaders and an adequate number of volunteers

INDUSTRY

- Reinforce the value of our brand by delivering quality membership and golf course services that provide tangible benefits
- Work with our provincial industry partners (professionals, superintendents, managers and owners) on the delivery of mutual objectives and communicate regularly on potential new initiatives
- Explore reciprocal programming with provincial and state partners that provide benefits to members and clubs

VOLUNTEERS

- Continue to engage our Board of Directors and operating council members with decision making direction through collaborative sessions
- Provide referees, course raters and local club volunteers with opportunities to become involved in the delivery of programs and competitions, providing them with proper training, recognition and value for their contributions



MARKETING

Use digital and in-person communication channels to engage in activities that resonate with our target audience and enhance our brand

BRAND

- Ensure the quality and visual representation of all events, merchandise, digital & physical assets and collateral materials meet our brand standards
- Continue to invest in the promotion of historical initiatives that engage with targeted audiences, enhancing our credibility within the industry

KEY RESULTS

Expanded audience reach and increased # of new members in non-core segments

Relevant communications and interactions with members based on results of demographic study

Increase in # of partners, sponsors, activations, invitations

PUBLIC RELATIONS

- Deliver on our UpSwing outreach and activation program with golf courses
- Engage with new stakeholders by reaching out to influential contacts and driving awareness for the activities of Alberta Golf
- Interact with new markets based on increases in our provincial population and overall growth in the sport
- Diversify revenue sources by presenting new opportunities to existing sponsors and attracting new partners

COMMUNICATIONS

- Evaluate all digital platforms and channels being used as well as the frequency and quality of messages to ensure we continually achieve our desired impact
- Research and validate membership demographics, market segments, brand awareness and develop communication strategy
- Implement a revised print and digital strategy for The Alberta Golfer magazine
- Promote the benefits of golf for mental well-being



SUSTAINABILITY

Ensure we are operating with a wide lens with respect to societal trends and issues while protecting the assets, properties and best interests of the Association at all times

ENVIRONMENTAL

- Conduct research into the establishment of environmental benchmarks considering both internal and external initiatives that will reduce our carbon footprint

ABUSE FREE SPORT

- Measure the effectiveness of our Safe Sport policies, communications and activities and adjust programming as necessary to ensure an abuse-free sport environment remains in place

FINANCIAL HEALTH

- Improve collection of data to support DEI initiatives, sport grants and sponsorship
- Ensure strong asset management and financial controls remain in place
- Diversify membership funding and mitigate risks of economic uncertainty

DIVERSITY, EQUITY AND INCLUSION

- Establish communications and activity benchmarks
- Conduct research into DEI communications and activities to be implemented

KEY RESULTS

Positioned to support industry-wide sustainability efforts

Increase in quality and number of programs offered to golf community

Measurable results in DEI, Abuse-Free Sport and Environmental Stewardship

Controlled membership fees



SUMMARY

The Alberta Golf Board of Directors undertook a thorough exercise in 2023 to update the Association's long-range plan. The resulting four priorities and fourteen initiatives provide the necessary direction described with the stated objectives found in the annual business plan for 2024 that accompanies our Strategic Plan for 2024-2027.

In addition to the clarity and engagement that has emerged for all stakeholders through this long-range planning exercise, the strategic plan gives Alberta Golf high-level direction in our current business environment while also providing the organization with flexibility on an annual basis should things change across the golf or business landscape.

Moving forward Alberta Golf will continue to synthesize supporting information it receives in the development of our annual plans from the feedback received during operating council meetings, board meetings, conferences as well as through all volunteer, club and participant surveys.

This information will be compared with the information contained in the Alberta Golf Strategic Plan (2024-2027) and if necessary, adjustments will be made to ensure we continue to deliver on our mission to foster awareness for golf while growing and developing the sport recreationally and competitively.

For more information contact:

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