



Strategic Plan
2015-2018

Introduction

At some point, every corporation must review, rephrase, and renew its strategies. The strategic planning process and its validation enable us to be in a position to answer a series of questions pertaining to our environment, identity, orientation, and activities.

- What's happening?
- Who are we?
- Where are we going?
- How will we achieve it?

The Strategic Planning Committee was mandated to review these questions with in-depth consideration of existing issues.

- Review our vision, mission, and values.
- Reflect on the 2008-2011 plan and on the 2012-2015 objectives.
- Assess the current situation.
- Identify the main objectives of the 2015-2018 Strategic Plan.

The Strategic Planning Committee was comprised of:

- Lynn Bellocq (Chair)
- François Gagnon
- Marie-Pier Maillot
- Marcel Paul Raymond
- Martin Ducharme
- Philippe Duval
- Rémi Bouchard
- François Roy, employee
- Jean-Pierre Beaulieu, employee

Vision, mission, and values

Vision of the Québec Golf Federation

Successfully shape the growth of golf through exciting initiatives conducted towards golfers of all skills levels in such manner that they will enjoy rewarding experiences and reach their full potential.

Slogan: *Initiate passions, build dreams*

Mission of the Québec Golf Federation

Our mission is to provide governance and leadership in the promotion and development of golf participation to facilitate its growth in every region under the jurisdiction of the Federation.

The Québec Golf Federation (Golf Québec) objectives are to:

- *Promote golf in every region under the jurisdiction of the Federation;*
- *Manage golf activities within the four pillars of sport development (introduction, recreation, competition, and excellence) in every region under the jurisdiction of the Federation;*
- *Offer training and educational programs to those who are involved in any activities conducted by the Federation;*
- *Organize golf events for players of all skills levels who are interested with any activities conducted by the Federation;*
- *Represent the provincial structure towards Golf Canada and work with the national organization to implement and conduct initiatives promoting participation in the game of golf, including:*
 - *Embody the traditions of golf and promote the integrity of the sport;*
 - *Maintain and preserve the traditions of golf, and promote its values;*
 - *Defend and promote the interests of all golfers in every region under the jurisdiction of the Federation;*
- *Facilitate the coordination of activities developed in collaboration with Golf Canada and other sports associations in every region under the jurisdiction of the Federation.*

Values of the Québec Golf Federation

- **Passion:** Intense and deep emotion that implies the energetic and unflagging pursuit of one's desire. For Golf Québec, passion is the combination of the desire and pleasure found in efforts that are made to promote and develop golf as the sport of a lifetime.
- **Synergy:** Phenomenon in which the total effect resulting from the interaction of a group of people working together will be significantly greater than the sum of their individual effects. Golf Québec strives to work with all its partners, including golf clubs, regional associations, leading organizations of the golf industry, business partners as well as Golf Canada in order to facilitate the growth of participation in the game of golf.
- **Accessibility:** Quality of something that is made accessible to all, regardless of the situation. Golf Québec aspires to facilitate access to programs and services rendered to a continuously increasing number of golfers.
- **Transparency and integrity:** Qualities of a person or corporation that is providing complete accessibility to information and do not let themselves be influenced by any vice. The notion of integrity includes the concept of honesty, respect, justice, openness, and fairness. Golf Québec is dedicated to maintaining high integrity and transparent relations with all golfers, golf clubs, and partners.

2012-2015 Strategic Plan

A taskforce led by former Golf Québec President, Marc Tremblay, was created in 2012 to establish a new strategic plan. This committee was comprised of many representatives from the golf industry, including Marc Tremblay, Martin Ducharme, Ève Gaudet, Earl S. Cohen, Danielle Berthold, Richard Labonté, Sylvain Tremblay, Éric Laporte, and Jean-Pierre Beaulieu.

It was agreed that the four main objectives of the 2008-2011 strategic plan were still pertinent. Here is a brief analysis for each of these goals.

- **Restore and consolidate trust in Golf Québec**

It is always crucial to enhance our public profile and improve our communications. The level of trust put in Golf Québec depends directly on the success of our programs and services as well as on their public exposure. Our provincial club visitation initiative is very efficient and we have developed tools to help our regional associations operate in the same spirit and towards the same goal.

Much work is done in our communications with media partners, sponsors, donors, golfers, and industry partners in order to clearly state our role and Golf Québec's impact in the development of golf participation.

Many traditional tools were used and newer ones were developed: press releases, website, e-Golf Québec newsletter, Facebook page, Twitter account, YouTube chain, Élan interactive magazine.

- **Improve our programs and services**

Promotion of our development programs (Golf in Schools, CN Future Links): It is crucial to increase our revenues and get the full collaboration of all stakeholders of the golf industry to improve the implementation of these initiatives in different areas.

Membership: We must stop thinking in terms of member-golfers and member-clubs. As a sport federation, we need to address the masses of existing golfers. This transition will surely take a few years. In the meantime, we should wonder if our current members (golfers) are satisfied with services rendered by Golf Québec. Many of those members are not even aware that we are there for them. This is mostly due to the fact that we are currently communicating with golf clubs that are not necessarily sharing our message.

- **Diversify revenue sources and review the dues collection model**

Membership is decreasing in most golf clubs. This leads our member-clubs to under-declare their members and some of them even chose to disaffiliate. Moreover, a large number of golfers who used to be members in a golf facility have moved on and are now public golfers or recreational players who focus on tourism more than on their sport participation. These three elements contribute to undermining Golf Québec's financial stability. It is crucial to resolve this issue by diversifying the revenue sources of the Federation.

One of the solutions to be considered is to completely review our membership model to reach the largest number of participants as possible and generate more revenues. This model would also enable us, directly or indirectly, to increase the feeling of belonging to the Federation, convince more people to play golf, and retain them on a long-term basis.

Finally, to avoid that Golf Québec only depends on this decreasing club membership, other sources of funding must be identified.

- **Improve the efficiency of our structures (governance)**

With time, it became obvious that we needed to review the size of our structure and efficiency of its components. Our relationship with regional associations and other industry partners also needed to be reviewed.

In 2009, the Board of Directors' structure was reviewed. Then, in 2011, Golf Québec and the original Fédération québécoise de golf have merged. These milestones led us to review the slate of our Board of Directors and its committees.

We will need to pursue bridging the gap between associations of the golf industry and developing a stronger collaboration structures. This will facilitate achieving our mandate and revamping the industry at large. We hope that other associations (ATGQ, PGA, etc.) will participate in our committees and share their opinions and long-term visions.

In addition, we intend on inviting non-golfers to sit on our committees as this would provide us with different expertise and a more generic point of view (example: marketing, public relations, sport development, etc.).

Industry Standing Committee

Following this analysis, it was decided that we should gather the industry stakeholders to create stronger synergy and implement concrete actions that would benefit the industry as a whole. We contributed to hiring Denis Brisebois of DAA Stratégies. He acted as a facilitator and helped us focus on our concerted approaches. Golf Québec played an important role in maintaining cohesiveness in every proposed project.

Many goals and key strategies were identified and taskforces were appointed to achieve them:

Objective # 1: Adapt our product to revive the notion of pleasure experienced by our golfers

- Taskforce mandated to identify the irritating aspects of playing golf and provide recommendations (completed)
- Conduct a field survey (completed)

Objective # 2: Bring golf back in the head of potential consumers

- Determine our positioning and corporate identity
- Determine and implement a communication strategy
- Make sure that new players are duly trained/coached (in Golf Québec's mandate)

Objective # 3: Strategic orientations on the industry structure

- Finalize an action plan for the industry as a whole (completed)
- Create and maintain an Industry Standard Committee (on-going)
- Organize a Golf Summit (on-going)

Analysis of the 2015 situation

ISSUES

1. Review our business model to generate more revenues.
 - Offset the loss of membership dues which ranges between 4% and 5% per year.
 - Align with Golf Canada's proposals in terms of a new membership model.
 - Take actions to fight under-declaration in golf clubs. There is a significant lack of transparency on their part.
2. Improve all communications with our clientele and partners.
 - Strive to reach all golfers in order to make them aware of our programs and services.
 - Directly stress out the relevance and role of Golf Québec towards golfers.
3. Promote volunteering in our community and develop our recognition and reward programs.
4. Prioritize the "introduction" and "excellence" pillars of sport development.
5. Maintain and improve the corporate image and trust in Golf Québec.
 - Become our industry leader.
 - Maintain trust between Golf Québec and its partners (associations, clubs, and other industry stakeholders).
 - Involve every stakeholder in a joined project.
 - Improve our public image and perception: Golf Québec is a lot more than a tournament organizer. Actions undertaken by the Federation are complying with the requirements of a government sport development mandate taking the four pillars of sport development into consideration: introduction, recreation, competition, and excellence.

STRENGTHS

1. Quality and reach of introduction programs, competitive structure, and coaches' training program.
 - Renewed commitment in coaches' training.
2. Quality of coaching programs and support given to developing athletes.
 - Structure and reach of the Golf-études program.
 - Financial support provided to athletes.
3. Administrative rigour.
 - Control of expenses.
 - Bilingual structure of the corporation.
4. Regional structure of Golf Québec.
 - Extent and reach.
 - Quality and commitment of volunteer teams.
5. Government recognition and potential new revenues.
 - Access to grant programs both for the Federation and its athletes.
 - A few business partners (not many, but interesting and specifically targeted).
6. Golf Québec's leadership.
 - Role of Golf Québec within the Industry Standard Committee.
 - Participation of management staff on decisional committees (BOD, advisory committees, operational committees) and provincial organizations (Sports-Québec, RLSQ).

- Contribution of the Golf Québec staff and management staff on the decisional committees of Golf Canada (influential role).

WEAKNESSES

1. Communications and public relations.
 - Programs and activities.
 - Lack of a spokesperson (public image) for our sport industry (ex.: Jocelyne Bourassa, Maude-Aimée LeBlanc, etc.).
 - Very little direct access to our clients (golfers) from a communication standpoint.
 - Public golfers are not aware of Golf Québec's role (they don't even know they are our members).
 - Most of our members don't know why they are our members.
 - Golf Québec reaches a very slim percentage of golfers who are members in a golf club (less than 10%) and very few public golfers.
2. Clientele information (member and public golfers).
 - Golf clubs are not sharing their client database.
3. Control on the corporation revenues.
 - Absence of power over or mechanism preventing membership under-declaration by clubs.
 - Public golfers play fewer rounds, which results in lower revenues.
4. Inadequate volunteer recruitment and recognition strategies.
 - Lack of rewards to appeal new volunteers in recruitment process.
 - Lack of structure to identify and share their duties.
 - Lack of content and diversity in the recognition and reward program (volunteers, clubs, professionals).
5. Limited control in the implementation of some programs.
 - Absence of permanent staff in regional associations.
 - Difficulty to create a link between school establishments and golf clubs.
 - Very little control on the training process of the Québec coaches. The program is fully controlled by the PGA of Canada.
6. Few business partners.

THREATS

1. Maintaining the existing membership model.
2. Competition is strong and diversified.
 - Many other sports offer interesting activities (bicycle, tennis, leisure, cultures, etc.). Competition is strong and often available at a lesser cost.
3. Golf industry undergoing a process of major changes.
 - Migration of member golfers towards public golfer programs (loss of membership revenues).
 - Survival instinct is very strong within golf clubs. As a result, in the short term, their priorities are not focusing on implementing Golf Québec's programs.
 - Loss of members: Decreased revenues and increased membership under-declaration by clubs.
 - Our communication channel is deficient as we must rely on golf clubs to reach their golfers.
4. Lack of understanding of the various segments composing our clientele, their profiles, habits, and expectations.
5. Golfers (members and public) have little understanding of their affiliation and benefits to be members of Golf Québec.

6. Decreased volunteer commitment.
 - o Recruitment done by regional associations without efficient tools or concrete benefits to offer.

OPPORTUNITIES

1. Large and diversified clientele: 1.1 million of golfers.
 - o Favourable demographics (increasing number of retired people who are available to volunteer).
 - o The possibility of appointing volunteers to finding new sources of revenues or lead the progress of Golf Québec's main goals within committees.
2. Interesting potential of new revenues.
 - o New revenue model based on participation/mass of golfers.
 - o Fundraising opportunities.
 - o Potential long-term business partnerships (sponsorships, media, donors).
3. Loyalty of golfers to our programs and activities.
4. Develop a recreational regional structure that is more dynamic and participative.

PRIORITIES

- o Financing, review revenue sources.
- o Develop golf participation towards the largest number of golfers possible:
 - o Introduction in school (children).
 - o Promote family interest for the game.
 - o Facilitate introduction of adults to the game (men and women).
- o Communication/public relations.
 - o Communication of the new membership model developed by Golf Canada.
 - o Golf Québec's programs and their impact on the development of golf participation.
 - o Initiatives comprised in the "From School to the Golf Club" fundraiser.
- o Promote the role and relevance of Golf Québec.
 - o Towards golfers and the masses.
 - o Towards golf clubs and their operators.
- o Leadership of Golf Québec.
- o Review the volunteer structure.

2015-2018 Strategic Plan

Objective 1: Diversify and increase our revenue sources

- *Expected strategic results*
 - Stabilize our financial situation.
 - Increase our revenues coming from other sectors than membership dues.
- *Components*
 - Membership model.
 - Sponsorships.
 - Fundraisers.
 - Tournament revenues.
- *Strategies*
 - Collaborate with Golf Canada to implement the new membership model.
 - Increase revenues from fundraisers.
 - Increase revenues from sponsorships and other types of partnerships.
- *Priorities*
 - Participate in developing the Golf Canada / Golf Québec membership model.
 - Visit and solicit golf clubs in link with the membership model.
 - Maximize sponsorship development.
 - Appoint a solicitation committee (sponsorships and fundraisers).
 - Promote the “From School to the Golf Clubs” fundraiser.
 - Pursue Birdie for Charity.
 - Organize two benefit golf tournaments (1 in Montréal and 1 in another region).
 - Promote regional events and activities furthermore.
- *Performance indicators*

The success of a better financial position will be measured by:

 - Decrease of revenue percentage coming from membership dues.
 - Increase of establishments aligned with the new membership model.

Objective 2: Communicate our commitment efficiently

- *Expected strategic results*
 - Increase awareness of Golf Québec towards the masses of public golfers.
 - Insure that the role of Golf Québec in the development of golf participation is understood.
 - Strengthen our positioning in the industry.
 - Increase the awareness of programs and rendered services, efficiently direct participants towards activities and programs that are adapted to their skills levels.

- *Components*
 - Golf Canada Golf campaign.
 - e-Golf Québec.
 - Press relations.
 - Social networks (Facebook, Twitter, YouTube).
 - Websites (www.golfquebec.org and BlueGolf).
 - Interactive magazine Élan.
 - Printed publications.
 - Contest.
 - Network of partners.

- *Strategies*
 - Review the Communication Plan.
 - Identify a strong spokesperson.
 - Identify media partners.
 - Maximize the use of social networks.
 - Maximize the awareness of existing mobile applications.
 - Develop public advertising.

- *Priorities*
 - Review the Communication Plan, analyse its components and set priorities.
 - Evaluate the possibility of creating an Internet advertising campaign.
 - Look for a spokesperson.
 - Hire an agency for advertising and sponsorships (long term).

- *Performance indicators*
 - Number of e-Golf Québec subscribers.
 - Number of unique visitors on the golfquebec.org and BlueGolf websites.
 - Number of subscribers in social networks and other publications.
 - Participation rate in our contests.

Objective 3: Reinforce implementation of programs aligned with the “introduction” and “excellence” pillars of sport development

- *Expected strategic results*
 - Increase recognition and participation in introduction programs.
 - Increase awareness of development towards excellence programs.
- *Components*
 - Golfmobile.
 - CN Future Links.
 - Golf in Schools.
 - She Swings, She Scores.
 - First Drive.
 - Golf-études.
 - Provincial and regional teams.
 - Financial support for athletes (FAEQ and other initiatives).
 - Coaches' training.
- *Strategies - Introduction*
 - Identify golf clubs that are partners of junior golf development programs.
 - Support initiatives facilitating links between schools (NGIS) and partner clubs (CN Future Links).
 - Maximize the use of introduction programs (She Swings, She Scores, CN Future Links, and Golf in Schools).
 - Pursue the Golfmobile visitation program to promote our introduction programs.
 - Recruit key individuals to provide Community Coach training – members and non-members of the PGA of Canada.
- *Strategies - Excellence*
 - Incite our best athletes to commit to a path of development towards excellence.
 - Encourage members of the PGA of Canada to pursue their coaching training.
 - Commit furthermore in the management of the Golf-études program by working closely with the main program manager, PGA of Québec.
 - Train new rules officials.
- *Priorities*
 - Increase the number of Golfmobile outings.
 - Increase the number of CN Future Links field trips presented in golf clubs.
 - Continue to follow-up with school to make sure that they still use the Golf in Schools program.
 - Prepare a media guide to provide more exposure to our most performant athletes.
- *Performance indicators*
 - Increase the number of Golfmobile outings.
 - Increase the number of golf clubs that are active in CN Future Links.
 - Increase the number of Junior Golf Development Centres (JGDC).
 - Win medals at the 2017 Canada Games with our women's and men's teams.
 - Increase our participation quotas in the Canadian championships.
 - Increase the number of Golf Québec member golfers appointed to Team Canada.
 - Increase the number of coaches certified in the “Coach of New Competitors” and “Coach of Developing Athlete” contexts.
 - Increase the number of Level 3 and 4 certified rules officials.