

CANTERBURY GOLF

STRATEGIC PLAN

2026 - 2030





Vision & Purpose

Vision

Golf for **all**, Golf for **Life**

Purpose

To enable a thriving golf community in Canterbury that inspires connection, growth, fun and success

Values

Respect

We Respect:

- Each other
- Our communities
- Golf's legacy
- Traditions of the game

Inclusive

We are Inclusive of:

- All people
- All perspectives
- All experiences
- All formats of the game

Connect

We are connected to:

- Our people
- Our clubs and golf facilities
- Our land
- Our purpose

Inspire

We Inspire through:

- Our people
- Our leadership
- Our thinking
- Our actions





Strategic Priorities

Growth

Growing the game

Development

Building capability to drive performance

Connection

A strong and connected golf sector

Engagement

Golf is seen as inclusive and accessible

Leadership and Advocacy

Lead and advocate on behalf of the sector in Canterbury

Growth – Growing the game

Outcomes	Measures by 2030	Initiatives
Increased number of golf participants across all formats	• Year-on-year growth trend in club membership tracked and reported • Year-on-year growth trend in rounds played tracked and reported • Year-on-year growth trend in junior club members tracked and reported • Annual attendance at Canterbury Golf junior events maintained or growing	• Promotion and marketing of Canterbury Golf courses and rounds played • Offer high quality and appropriate interclub competitions for all participants • Establish relationships with non-traditional golf facilities (golf simulator facilities, driving ranges etc.) • Maintain and expand Futures Canterbury program • Consistent delivery of Learning and Play opportunities with our Young People in Golf Development Pathway strategy
Enhanced participation in women's and girls' golf	• Year-on-year increase in new women attending She Loves Golf events • She Loves Golf participant retention rate tracked and improving over time • Year-on-year growth in girls participating in Canterbury Golf junior events and coaching programmes	• Consistent delivery of She Loves Golf events year-round • Expand our She Loves Golf programmes • Delivery of Girls Golf coaching programmes
Improved experience for competitors in Canterbury Golf Championship events	• Improvement in annual competitor satisfaction surveys	• Implement post event satisfaction surveys for Championship events
Expanded volunteer base supporting golf administration	• 50 referees trained over five years, via CGRA or R&A (Level 1, Level 2, or Level 3 courses) • 50 participation volunteer coaches developed	• Support and promote the Canterbury Referees Association • Implement and deliver National Programme Activator programme
Diversification and growth of funding sources	• Consistent year-on-year growth in non-levy revenue, working toward a target of \$337,500 per annum by 2030	• Develop and implement income and commercial strategy

Development - Building Capability to Drive Performance

Outcomes	Measures by 2030	Initiatives
Enhanced and nation leading district talent development pathways for junior golfers	- Canterbury players are regularly achieving significant pathway milestones, including Golf NZ National Academy selection, domestic or international tertiary golf scholarships, or gaining a professional playing card, with milestone achievements tracked and reported annually - TDP alumni club membership retention tracked and reported — targeting improvement over the plan period	- Continue to deliver and improve Canterbury Golf Talent Development program with holistic approach - Continue to deliver and improve Canterbury Golf Emerging Players Programme as part of pathway
Develop a nation leading district representative programme built on culture	- Canterbury teams consistently competitive at NZ Interprovincial level, with team placings tracked and reported annually >80% “Highly Satisfied” player satisfaction ranking with representative programme culture	- Implement a structured representative programme including team performance objectives, quality preparation, analysis and review processes. - Develop and implement a Representative Programme Culture Framework that defines values, behaviours, expectations and culture. - Conduct annual player and manager, feedback surveys.
Improved staff capability and succession planning	100% of Canterbury Golf staff have personal development plans - Succession plans in place for all key roles	- Implement staff professional development programs - Create mentorship and succession planning frameworks
Expanded competition offerings	- Successful implementation of Canterbury Masters Stroke Play championship - Secondary school championships split into Championship and Cup grades	- Develop Masters Stroke Play event and create on-going hosting schedule - Develop a split Secondary school with consistent venues

Connection – A Strong and Connected Golf Sector

Outcomes	Measures by 2030	Initiatives
Stronger relationships with clubs, facilities, and Golf New Zealand	• >80% Club satisfaction with Canterbury Golf support • 100% of affiliated clubs receive an annual engagement and/or support visit • Minimum 3 jointly delivered initiatives per year, growing over the plan period	• Implement annual club engagement visit/support plan • Develop club support services menu including options around governance, marketing, administration, and tournament delivery
Enhanced communication and engagement with stakeholders (Club members, clubs, sponsors, convenors, committee chairs, Referees, Eagles)	• >75% Stakeholder satisfaction with communication • >80% Stakeholders reporting they feel informed and connected • EDM newsletter open rate tracked and improving, working toward industry-leading benchmarks • Minimum of 4 annual stakeholder engagement opportunities delivered	• Implement stakeholder communication strategy and analyse effectiveness • Regular EDM newsletter, website updates, and social media content • Improve database management and targeted communications • Deliver stakeholder engagement opportunities such as events, awards dinners, workshops, and regional meetings
Improved partnerships with wider Canterbury sporting community and relevant sector organisations (RSO's, School Sport, recreation, tourism, and community sectors.)	• Active relationships and strategic partnerships with regional organisations • Representation at regional sport and recreation network connects	• Identify and prioritise key regional partners across sectors. • Co-design and deliver programmes, events, and initiatives with regional sports trusts, school sport organisations, tourism providers, and community groups. • Actively participate in regional forums, and sector networks to advocate for golf and contribute to wider community outcomes
Better integration of traditional and alternative golf formats	• Number of collaborative initiatives between clubs and alternative golf providers • Growth in participants transitioning between alternative and traditional formats • Stakeholder perception of alternative golf as a contributor to the golf ecosystem	• Facilitate partnerships and joint initiatives between golf clubs, simulator venues, and other alternative golf providers. • Develop and promote participation pathways connecting alternative golf experiences with club-based golf opportunities

Engagement - Golf Seen as Inclusive and Accessible

Outcomes	Measures by 2030	Initiatives
Golf promoted as fun, accessible game for all	Comprehensive digital engagement strategy implemented	Develop and implement communications strategy
Enhanced digital engagement and communication	Year-on-year growth in social media reach and engagement tracked across key platforms	Create targeted marketing campaigns promoting inclusivity
Improved profile and awareness of Canterbury Golf	- Enhanced public profile and recognition - Greater understanding from clubs on what Canterbury Golf provides	Establish regular communication channels with clubs and participants
Better connection with diverse communities	Improved accessibility across all programs	Develop content showcasing golf as accessible sport

Leadership and Advocacy - Lead and Advocate for the Sector

Outcomes	Measures by 2030	Initiatives
Retention of existing golf facilities Support for new facility development	No net loss of golf facilities in Canterbury	Advocate for golf facility protection and development
Improved governance across club network Increased diversity in governance roles	100% of Canterbury Golf Executive complete governance training - Growing proportion of club governing bodies include members who have completed governance programmes, tracked annually - Year-on-year increase in women on district and club boards	- Implement governance education programs for clubs - Showcase and celebrate female governance role models within Canterbury Golf and affiliated clubs.
Enhanced capability of golf workforce	Increasing participation in leadership, and golf workforce development programmes	- Facilitate access to training, workshops, forums, and networking opportunities for club staff, volunteers, and leaders. - Promote and support attendance at industry education and professional development programmes
Thought leadership on sector-wide issues	Be recognised by our clubs as a trusted source of information & support for sector issues	Provide thought leadership on sector issues

Golf for all, Golf for Life

