



Canterbury Golf

2021-2026 Strategic Plan





Purpose

Our collective responsibility is to enrich Cantabrians' lives through golf

Our future

To engage and grow the community of golf in Canterbury

Guiding principles

Our focus is to improve our service to golf clubs
Everything we do is aimed at making our golf clubs more sustainable

Enablers

Strong leadership, communication, and facilitation for golf in the region. Values of respect, integrity, and courtesy to guide our staff and volunteer leadership. Financial stability to ensure quality delivery of programmes and services.

"Canterbury became my home in 1956 and I have been supporting and promoting golf in the region ever since. I am excited to see how the game will continue to develop in Canterbury in the coming years."

- Sir Bob Charles



Contents

07 Embracing the Future

09 Golf in Canterbury

10 The Challenges and the Opportunity

Strategic Plan Summary

12 • Club Support

14 • Participation

16 • Competition Golf

19 Next Steps

Embracing the Future

Golf has a rich history in New Zealand and in Canterbury. The first golf course in our region was established in the 1870's in Hagley Park, so we have 150 years of golfing history to celebrate.

Golf is distinctive from other sports. It is a game with a unique tradition and history, and it encompasses a values system and etiquette-based foundation that is unrivalled. It is also a sport that can be played competitively and equitably across all facilities, in all conditions and by participants of the widest diversity.

We have recently had significant growth in participation in our game, and pleasingly, this has been across a wide demographic and across almost all our Clubs.

As we look ahead, we have several challenges in front of us. In our view, by taking a collaborative approach and with a clear plan, we can all work together to continue to develop and expand the golfing experience and opportunities for our community.

This strategy sets out our plan for golf in the District for the coming five years. We invite you to join us and contribute to the journey ahead.

Michael Rondel

President/Chair



Golf in Canterbury

Golf is the most played sport in Canterbury and New Zealand, with around half a million kiwis playing golf each year. As a sector, golf contributes more than a billion dollars to the national economy each year.

As a sport, golf makes a significant contribution to the health and wellbeing of its participants, increases the social connectivity of communities and provides important education and life values outcomes, particularly for young people.

Canterbury Golf is a not-for-profit charitable trust established in 1941 as the governing body for golf in Canterbury responsible for leading, growing and supporting the game. The organisation is governed by a dedicated group of Executive Committee Members elected by affiliate clubs, who work in conjunction with four full-time staff. Canterbury Golf's office is located in Harewood, Christchurch.



The Challenges and the Opportunity

While the golf story in Canterbury is positive and proud, there are many challenges ahead. Times are changing, and the way people want to engage in sport is changing. It is crucial that golf embraces the future and plans effectively to meet the changing needs of participants. In Canterbury, this means not only sustaining what we currently have but delivering a sport that attracts a new generation of participants who are enriched by golf and develop a lifelong love of the game.



The key challenges for golf in Canterbury are:

- **Societal Change** – changes in our participant profile, health and wellbeing, lifestyles, and technology over the next 30 years will significantly impact the demand and provision of golf.
- **Membership and Participation Trends** – demographic changes, busier lives and rising living costs influence the overall number of people playing golf and when and where they play. While clubs seek new ways to attract participants and increase their long-term sustainability, today's golfer is increasingly a casual player without a membership who prefers to participate in an unstructured and flexible way. Some have budget constraints, and most have limits on their time.
- **Club and Golf Facility Health** – driven by societal change and the associated change in membership and participation trends, the future financial outlook and longterm viability for many clubs is challenging. Further, in Canterbury, there is a looming oversupply of golf facilities that are reasonably homogenous and offering similar products.
- **The Profile of Golf** – research tells us that golf in Canterbury is often seen as a sport for the middle to upper-class white male at the exclusion of others. It can be seen as inaccessible, expensive and overly stuffy, and not seen as a relevant, accessible or desirable sport for young people.



The opportunity

Is that the game of golf provides unique, inclusive and lifelong enrichment for its participants. It is a game for all ages and physical abilities. These unique attributes provide golf with the platform to sustain prolonged growth and prosperity for the game. Additionally, golf delivers positive and enriching outcomes through inspired performance, increased physical activity, enhanced health and wellbeing, greater social connectedness, positive environmental impacts, and significant economic contributions.

Key Strategy Area: Club Support

Actions Needed:

- Partner with Golf New Zealand Regional Support Manager to provide business support services, ensuring our clubs maximise available resources, including accessing the Golf New Zealand Resource Centre via the Golf New Zealand or Canterbury Golf website.
- Club visits – schedule annual face time with all club Boards/Committees for strategic and governance discussions.
- Raise awareness of what Canterbury Golf can offer to clubs.
- Club Managers & Secretaries – bi-monthly Zoom Meetings. Regular engagement - Canterbury Golf GM and Club GM/CEO's.
- Bi-annual Club Forum.
- Thought leadership on facility supply and other significant issues facing the sport and industry in Canterbury.
- Communicate value provided by Canterbury Golf and how we can help clubs.

Our 2026 Goals

- To increase new memberships across all age and gender groups.
- Club health - create a checklist of KPI's and self-assessment tools to support & encourage clubs to improve their overall well-being.
- Club sustainability – research completed on optimum facility supply in Canterbury and conversation started with clubs.
- Club communication – provide a high level of regular communication with clubs, Boards, and GM's/CEO's.
- Club Satisfaction - through regular communication, support, and encourage clubs to share relevant and specific feedback relating to their club.



Key Strategy Area: Participation

Actions Needed:

- Futures Canterbury programme.
- Golf New Zealand initiatives – partner with She Loves Golf, girl's development, health and wellbeing, diversity & inclusiveness, all abilities programmes.
- Support clubs to improve recruitment and retention through the implementation of Golf New Zealand tools and strategies.
- Participation Coordinator – support the implementation and delivery of a range of participation programmes and initiatives across golf clubs in the region.

Our 2026 Goals

- Club membership - an increase in the number of members at Canterbury clubs.
- An increase in the number of rounds played at Canterbury clubs.
- Measure the number of people enrolled in participation initiatives.



Key Strategy Area: Competition Golf

Actions Needed:

- Provide high quality golf competitions in Canterbury.
- Provide a high quality and effective high performance programme
- Provide high quality preparation, logistics, and delivery support for national tournaments
- Annual review process for all interclub competitions, regional tournaments, national tournament teams, and high performance programmes.
- Consider new regional tournaments.

Our 2026 Goals

- Interclub – satisfaction survey as part of annual reviews.
- High-performance programme and national tournaments – measure overall results against other Districts.
- Review Young People in Golf Development Plan.
- A number of Canterbury players that are selected for national representation.
- Align with Golf New Zealand’s tournaments and events strategy.



Next Steps

Implementation of the Strategic Plan

The key strategy areas provide the basis for planning and drafting Canterbury Golf's Annual Management Plan. With direction provided by the actions within the key strategy areas, the annual management plan will clearly set out the programmes and projects that will be implemented annually to work towards achieving the 2026 ambitions. In some cases, a stepped process may be used to achieve annual incremental gains towards the target. In others, a programme or project may be implemented and developed with the 2026 target in mind. Quarterly reporting and annual outcomes and review process will ensure that any required adjustments will be made along the way.

The annual management plan will also contain "business as usual" objectives and goals. Whilst achievement in the key strategy areas is the focus for making a difference to golf in Canterbury, the maintenance, monitoring and improvement of what we have achieved so far is equally important. Core administrative, operational and financial functions being delivered to best practice standard will form part of the annual management plan.

Together we can make a difference

As an umbrella organisation, Canterbury Golf has a responsibility to help lead its member clubs into a bright future. Part of this leadership responsibility is trying to create alignment and synergy with clubs, club members, Golf New Zealand and other stakeholders. Working together for a common purpose is key to the success of this strategic plan. We hope that all who read this document agree with the outcomes we aspire to and buy into playing their part in achieving goals that will see golf enjoyed by more people, more often in years to come.





SNAG[®]
Starting New At Golf

IMPORTANT SAFETY INFORMATION
OPERATIONS INFORMATION
www.snagolf.co.nz

 **Canterbury**
golf

www.canterburygolf.co.nz