



Golf New Brunswick

Strategic Plan 2026 - 2028

Together Through Golf.





Golf New Brunswick respectfully acknowledges that we live, work, and play on the unceded and unsundered traditional lands of the Wolastoqey, Mi'kmaq, and Peskotomuhkati peoples.

These nations have stewarded this land since time immemorial, and their enduring connection to the land, waters, and communities of what is now New Brunswick continues today.

We recognize the importance of listening, learning, and building relationships rooted in respect, responsibility, and reconciliation. As an organization serving communities across the province, we are committed to honouring Indigenous peoples and to fostering a sport environment that is inclusive, welcoming, and respectful for all.





A Message from the Board of Directors

Golf New Brunswick is responsible for leading and supporting the game of golf across the province.

As the provincial sport organization, we work to support clubs, serve golfers, develop players, and ensure the game remains welcoming, relevant, and sustainable for the future.

Golf is evolving in visible and meaningful ways.

How people discover, access, and engage with the game is changing. At the same time, the values of golf remain constant; supporting physical and mental health, fostering social connection, and encouraging discipline and personal excellence.

As the industry adapts to a changing landscape, there is an opportunity to thoughtfully align the traditions of the game with how new generations are discovering and experiencing golf.

This Strategic Plan for 2026–2028 sets Golf New Brunswick's direction within that context.

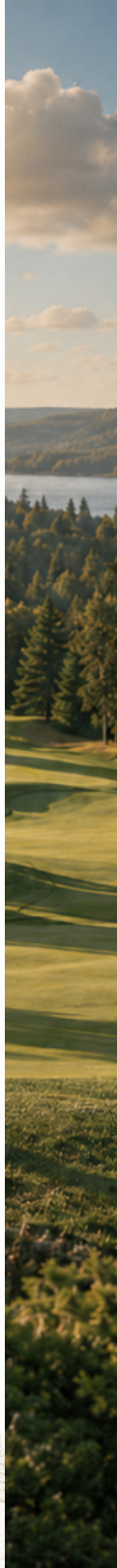
It builds on our strengths and outlines where we will focus our efforts to support the evolution of the game, strengthen the golf system, and deliver impact across New Brunswick.

Developed with input from the golf community, the plan reflects a focused and forward-looking approach, grounded in impact and accountability.

We are proud of the work that has brought Golf New Brunswick to this point, and we are excited about the opportunity ahead.

With the continued support of those who contribute to the game across the province, we believe this plan positions Golf New Brunswick to lead the growth of golf in support of connection, lifelong enjoyment, and inclusion.

We look forward to advancing the game together.





Vision

To lead the growth of golf in
support of connection,
lifelong enjoyment,
and inclusion





Mission

Golf NB
develops,
delivers, and
promotes
programs,
services and
systems that
sustain and
grow the game.





Values

Community
Collaboration
Enjoyment
Excellence
Accountability





Strategic Priorities

Informed by research, consultation, and dialogue with clubs, partners, and stakeholders, Golf New Brunswick has identified five strategic priorities to guide its work over the next three seasons. Together, they provide a clear framework for focusing effort, organizing work, and measuring impact across the province.

01 Sport

02 Membership &
Services

03 Relationships

04 Communication

05 People, Systems,
& Sustainability





01 Sport

Grow and sustain the game of golf by welcoming new participants, supporting recreational play, and developing competitive excellence.

1.1

Participation

Introduce new golfers to the game by reducing barriers and promoting inclusive programming.

1.2

Recreation

Support flexible and inclusive formats that reflect how people want to play today on course and off.

1.3

Performance

Develop clear athlete pathways and competitive opportunities that support player progression and raise the standard of amateur golf.

Key Signals of Success

- Growth in junior, women, and new golfer participation
- Strong junior engagement and retention
- Increased recreational and off-course golf activation
- Improved understanding of golf participation trends in New Brunswick
- Clear athlete development pathways
- Strong talent identification and competitive outcomes



02 Membership & Services

Deliver meaningful value and trusted services that strengthen the member experience and support clubs across the province.

2.1

Member Clubs

Strengthen the value and relevance of club membership by supporting engagement, communication, and participation.

2.2

Individual Members

Increase the engagement with the individual golfer membership through meaningful benefits, accessible tools, and opportunities.

2.3

Core Services

Delivering essential services, including rules education, handicapping, and course rating, to uphold the integrity of the game

Key Signals of Success

- Stable club membership
- Growth in junior and off-course membership
- Strong value for club and individual members
- Increased public player engagement and membership
- Confidence in handicapping and core services
- Strong club and official support systems



03 Relationships

Strengthen relationships across the golf, sport, and community landscape to better serve golfers, support facilities, and advance the game in New Brunswick.

3.1

Governing, Public, & Industry Partners

Work with governing bodies, government partners, and industry leaders to support shared priorities, accountability, and stronger facilities.

3.2

Commercial Partners & Sponsors

Develop partnerships that support programs, initiatives, and long-term sustainability through shared objectives and investment.

3.3

Communities

Engage with all communities across New Brunswick to expand access to the game and strengthen golf's role and impact in community life.

Key Signals of Success

- Strong governing, public, and industry alignment
- Increased commercial partnership support and investment
- Clear partnership value and shared accountability
- Better understanding of golf's community impact
- Community outreach and activation
- Strong access and pathway opportunities through community partnerships



04 Communication

Lead clear, consistent communication that builds trust, demonstrates value, and connects Golf New Brunswick's work to its impact.

4.1

Member Communication

Provide clear, timely communication that keeps members and clubs informed and connected to Golf NB's impact, programs, and services.

4.2

Storytelling & Visibility

Highlighting the people, clubs, programs, and partnerships that bring the game to life and demonstrate the value of golf across New Brunswick.

4.3

Brand & Marketing

Carrying a consistent brand and message that reflects Golf NB's purpose, professionalism, and leadership within the golf and sport community.

Key Signals of Success

- Clear and consistent member communication
- Strong engagement across email and digital channels
- Increased visibility for Golf NB programs, clubs, and partners
- Expanded storytelling around golf's impact in New Brunswick
- Consistent Golf NB brand presence
- Improved marketing tools and communication infrastructure



05 People, Systems, & Sustainability

Ensuring Golf New Brunswick has the people, systems, and resources in place to deliver its mission responsibly, effectively, and sustainably.

5.1 People

Build and support the staff, coaches, volunteers, board members, and leaders who deliver the game across New Brunswick.

5.2 Systems

Strengthen systems, governance, and policies that support accountability, safe sport, equity, and sound decision-making.

5.3 Sustainability

Ensuring long-term financial health and organizational resilience to support the sustainable delivery of programs and services.

Key Signals of Success

- Strong support for coaches, volunteers, and leaders
- Clear governance structures and organizational roles
- Organizational continuity and board development
- Strong systems for accountability and decision-making
- Long-term planning for capacity and growth
- Healthy and sustainable financial footing





Together Through Golf.

Golf New Brunswick extends sincere thanks to our member clubs, golfers, officials, volunteers, coaches, partners, staff, board members, and the broader golf community. Your commitment, leadership, and shared belief in the value of the game make this work possible and meaningful.

Together, we will continue building a strong and connected future for golf in New Brunswick.





Thank you to
our partners.





**GOLF
NB**

