



**jamaica  
golf  
association  
strategic  
plan  
framework  
2020**

**“developing the game”**

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**COMMITMENT BY JAMAICA GOLF ASSOCIATION FOR  
STRATEGIC PLAN FRAMEWORK 2020 "DEVELOPING THE GAME"**

On behalf of the Jamaica Golf Association, I am pleased to present The Strategic Plan Framework 2020 "Developing the Game" for the game of golf in Jamaica. The purpose of the Plan is to lay out actions which create the opportunity for Jamaicans from all walks of life to enjoy the game as well as provide the opportunity to sustain the game of golf in Jamaica.

The two core components of this Strategic Plan include a Vision to significantly increase the number of people of all ages playing golf in Jamaica by building a cornerstone of Jamaican boys and girls enrolled in the Junior Golf Program. Second, a Mission to develop a competitive Jamaican Golf Team to qualify and participate in the Summer Olympics at least by 2020.

The success of these strategies will depend upon a united approach from all sectors of the golfing community within Jamaica, along with support from vested offshore golf industry interests.

The Jamaica Golf Association is committed to positive execution and a favorable outcome of the Strategic Plan 2020.

Your association welcomes comments and enthusiastic support in order to achieve the objectives of the Plan.

Wayne Chai-Chong  
Chair on behalf of the Jamaica Golf Association



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# vision

The main strategic priority for the Jamaica Golf Association (JGA) is to significantly increase the number of people of all ages playing the game in the country. The desired outcome of this main priority is to increase Jamaica's competitive position in the sport of golf in relation to counterpart countries in the Caribbean region.

# mission

To develop a competitive Jamaican Golf Team to qualify and participate in the 2020 Summer Olympics.

# background

Jamaica owns a great tradition and history with the game of golf in Jamaica and the Northern Hemisphere. The origins of golf in Jamaica can be traced to the Manchester Club, located in the community of Mandeville, which was built in 1865. The club predates the Royal Montreal Club formed in Canada in 1873 and the Quebec Golf Club founded shortly after in 1875.

It is believed the earliest members of the Manchester Club came from England and Scotland; and that they played golf through the countryside in the pastures surrounding the sugarcane field estate farms. Eventually the Manchester Club was incorporated after a nine hole golf course was constructed in its present location in the town of Mandeville in the parish of Manchester.

Golf courses and facilities were built in the capital of Kingston beginning with the Constant Spring Golf Club in 1920, followed by the construction of Caymanas Golf and Country Club in 1958. Over time other facilities were developed in Ocho Rios, Negril and Runaway Bay on the island as well. In more recent years world class golf course developments have been built in Montego Bay and environs primarily to compliment hotels and the tourism business in the region.

Participation in the game by the Jamaican public grew commensurately as the development of the facilities progressed on the island over the years. However, as economic conditions deteriorated within the country in recent years there has been a significant reduction in the number of players even while destination golf has grown through the increase in tourism in the country.

Meanwhile lifestyle changes everywhere with the golfing public are evolving rapidly. At the same time the development of the game and new world class players is beginning to occur largely in the eastern hemisphere. As a result the International Golfing Community has had to establish strategic plans that ensure the sustainability of the game.



# introduction



A road map for the future is a common theme of Strategic Plans that have been prepared by prominent golfing associations in several countries such as Australia, China, Korea, England, Canada, and the U.S. All of these reports are readily available online for review. Jamaica needs a strategic plan for golf to develop and survive.

Perhaps some of the most compelling research for the game of golf has been undertaken and presented by HSBC in a 2012 report entitled *Golf's 2020 Vision*. Some of the trends contained in this report that are shaping the future of golf around the world are; 1) the significant shift of golf towards Asia, 2) the feminization of the public world, 3) global urbanization patterns, 4) environmental issues, 5) technology, and perhaps most of all, 6) matters dealing with sustainability of the game of golf everywhere.

HSBC is recognized as a longstanding sponsor for the development of golf in the Far East and more recently Brazil, the location of the 2016 Olympics which will include golf as an Olympic sport for the first time.

The scale of the game of golf cannot be underestimated. It is thought that there are 80 million golfers worldwide and close to 40,000 thousand courses on the planet [(1) *Golf's 2020 Vision*, "The HSBC Report"]. Golf events are worth close to \$2 billion a year and the golf tourism market is more than \$1 billion a year and growing. Golf is big business. Clearly Jamaica and Jamaicans need to become more a part of this economic opportunity.



This is an exciting time for the game of golf in Jamaica, for there is nothing but opportunity ahead for the game and young Jamaicans going forward.

The mission of the JGA to produce a world class golf team with the skills to qualify and compete in the 2020 Olympics is ambitious but achievable. Other countries, including those in the Far East along with the more traditional golfing nations such as the U.S. have a head start with well forged junior golfing programs. At the same time, virtually every country is grappling with the evolution of golf going forward.

The HSBC Report: Golf's 2020 Vision, outlines many of the challenges and opportunities facing golf in the short and long term. Clearly, while the history and heritage of golf will always remain, resting on laurels and past successes will not work going forward.

The executive of the JGA has taken the first steps towards establishing a plan to deliver a comprehensive vision for golf for all stakeholders in Jamaica.

Presently, participation in junior golf by Jamaican youth is not well organized nor are they well represented at the competitive level in the Caribbean region. To that end most of the global golfing community have a head start with programs and new strategies that encourage greater participation of golf in their respective countries.

The JGA's Strategic Plan has identified building junior golf programs in Jamaica as a priority for the viability of the game in the country going forward. The growth of junior golf participation requires strategies that will ensure the development of competitive golfers in Jamaica.

It is important to remind all stakeholders in Jamaica that golf has proven to be a game for life that teaches all participants life skills and values. In addition golf contributes to an active and healthy lifestyle. Golf is a family game that has proven to produce quality experiences for all that participate in the game. Respect, honesty, and fairness are all healthy qualities that are developed through increased participation in junior golf programs.

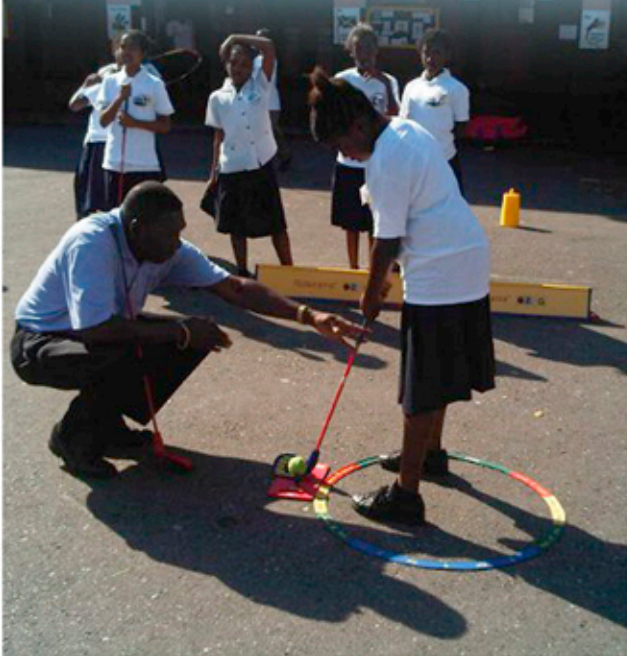
# increasing participation

# starting new at golf

# (SNAG)

The SNAG program is being introduced in Jamaica by the JGA. The purpose of the program is to provide the opportunity for those youngsters who might not otherwise get a chance, to try the sport. With the support of school administration and teachers trained for teaching SNAG, the program provides young elementary school students with basic golf equipment the instruction that expose them to not only the technical fundamental aspects of the game but important life skills and values such as honesty, integrity and fair play. Most important, the SNAG program seeks to keep the instruction interesting, different and FUN.

Volunteers co-ordinate instruction and equipment for students at schools that the JGA has identified as viable for establishing the program. The program has been tested and ready to roll out on a broad basis throughout Kingston initially. School leagues and an 'all island Championship are contemplated as an integral part of the program. School administrations where the program has been tested, report that they are anxious to participate more completely with this JGA program when plans for a general rollout become a reality. Those youth and teachers who have been exposed to SNAG are most enthusiastic to participate in the SNAG program.



# junior golf development programs in jamaica

There is relatively small participation in junior golf programs at golf facilities located on the North Coast of Jamaica at the Sandals Upton Golf Course, Runaway Bay Golf Course, and Cinnamon Hill Golf Course at the present time, mainly on account of low population sizes and affordability. This needs to change if the mission is to produce Olympic calibre participants to qualify for the 2020 Olympics. The JGA intends to enhance the existing programs at these facilities with improved donations of equipment and funding as well as the increased co-ordination of play with other junior players in the Caribbean region. The JGA intends to expand participation of the island's Junior Golf program to include the Manchester Club in Mandeville and the Constant Spring Golf Club in Kingston.



# facilities and public access

The cost of entry is seen as a major obstacle to the growth of golf in Jamaica. Given the current economic state of affairs in Jamaica, the cost barrier to the game is formidable, but not necessarily insurmountable for most of the people.

The JGA will seek ways to lower teaching costs for all levels of entrant to the game as well as to make equipment more accessible for everyone.

At the same time it will be most important to provide avenues for those Jamaicans who have the means and skill sets to make the next steps to enhance their game.

The JGA has secured access to all golf courses in Jamaica for junior players. Most, if not all courses across the island offer free access to junior players.

In Kingston, the main population centre, the JGA plans to lead the development of the Constant Spring Golf Course with a new driving range including a practice putting green and bunkers.

Furthermore, to increase golf course access to the public and reduce the amount of playing time and investment for new golfers, the JGA believes that a par 3, nine (9) Hole golf course should be developed in Kingston. One option for consideration, the Constant Spring Golf Course could be developed using some of the excess lands across the driving range along with the 5 golf holes south of Olivier Road. Another option would be to develop practice facilities and incorporate a par 3 Golf Course at the current 18 hole facility at Caymanas Golf and Country Club course in Kingston.



# execution of the strategic plan

A full time Administrator/Technical Director for the JGA will be required to execute this strategic plan. Currently the JGA is managed by a volunteer committee supported by a small administrative staff. The JGA will undertake to explore personnel options to make a full time manager feasible for the association and membership.

A larger base of volunteers to teach and expand a growing base of golfers at every level will have to be developed.

Funding options will have to include both private domestic and foreign sponsorship along with the Jamaican government and the Jamaica Olympic Association.

To these ends, the execution of the a strategic plan will have to be a collaborative approach between the Jamaican public, the JGA and its membership, the Jamaican sports community, established partners in government and the education community providers of funding along with facility providers and partners yet to be established.



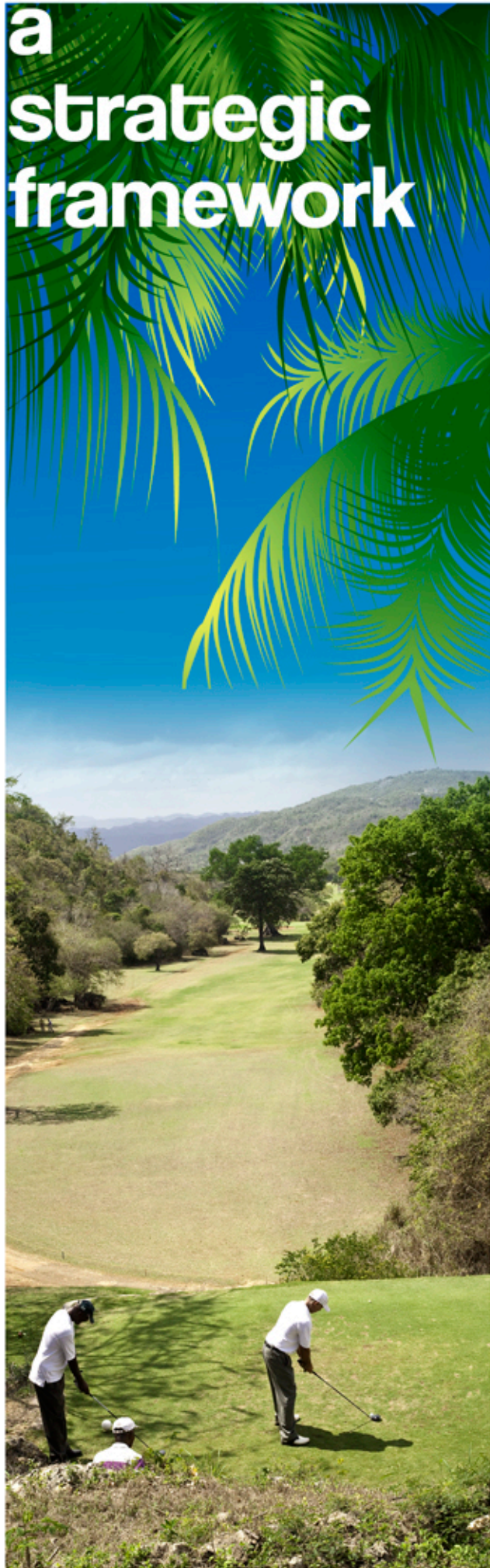
# a strategic framework

A lot of excellent and detailed current consumer research has been undertaken by many countries and their golfing organizations regarding the future of golf on a global basis and within their respective countries. Strategic plans to address the future of golf have been developed by many golf organizations in the US including the PGA, in Australia, Ireland, New Zealand, Canada, England, Scotland, China, Brazil, Japan and Korea to name a few. Virtually every one of these strategies is built around an emphasis for the growth of junior golfing programs within their country in order to grow the game.

Those studies are readily available online and through other sources. There is no need for the JGA to reinvent the wheel here, but rather to “customize” a simple executable strategic plan for Jamaica that meets the needs of Jamaicans and realistically confronts challenges unique to Jamaica at the present time.

One must be mindful that participation in the game of golf is more well developed in other countries that Jamaica must compete with. Public participation and junior golf is well ahead of Jamaica in many countries for example. However one should not conclude that a paradigm cannot shift in Jamaica going forward. Jamaicans are not complete strangers to the game given the history of golf on the island. Given the resources and opportunity Jamaicans can prove to be successful in the game of golf on a global basis.

Following is a broad framework that can be used as a strategy by the JGA to further the development of golf in Jamaica. This outline includes several references to strategic plans developed by other national organizations from well established golfing countries.





# (1) vision and mission

# (2) increasing participation

# (3) people and partnerships

Endorse the need for Jamaica to attract, engage, and develop a larger base of golfers in Jamaica, and in particular building a growing number of Junior golfers.

- i) Use schools and school programs, golf clubs and facility programs.
- ii) Modify facilities that promote ease of access and playing golf such as establishing par three courses
- iii) Encourage the development of volunteer coaching by current pros and caddies.
- iv) Retain interest by integrating club golf into island wide programs.
- v) Define clear pathways for the development of Jamaican golfers starting with participants of SNAG leading to the development of a Jamaican National Golf Squad for men and women.

Develop strategies that encourage volunteer participation, promote self development of golfing volunteers for club golf and quality coaching.

# (4) resourcing and support

# (5) monitor and measure success



- i) Each segment of golf in Jamaica needs to be fully committed to this strategy and to work in partnership with each other and with all stakeholders in Jamaican Golf.
- ii) The stakeholders need to be clearly defined by the JGA and the requirement for collaboration by everyone is essential.
- iii) There is no room for egos with the execution of this strategy. In order to be successful, all partners have a contribution to make.

A 5 to 10 year goal for participation at an international level including the Olympics is definitely something that is achievable with a plan that through the increased development of Junior Golf, will include:

- increased access to facilities in the population centres across the island.
- Increased training facilities across Kingston and Montego Bay.
- A fully developed SNAG island-wide schools program with regular tournaments.
- Access to regular and relatively cheap technical training.
- Hosting of a locally based annual international tournament.

The JGA will prepare a 3 year plan with quarterly targets to achieve the goal of being able to send a competitive Olympic team in 2020.

# conclusion

Golf operates on a large scale both as a business and a sport throughout the world. An estimated 80 million golfers worldwide play on close to 40,000 courses across the globe generating close to \$2B U.S. a year while the golf tourism market is said to be just over 1B U.S. per year.

Golf presents a solid business and growing employment opportunity for Jamaica. The country already has several top notch golfing facilities on the island. Fundamental knowledge of the game is fairly well entrenched within the country of Jamaica. While participation of the game does not manifest itself with widespread participation with golf by Jamaican men and women at the present time, participatory development and leadership by the JGA coupled with a more educated public are expected to pay participatory dividends for golf in the near and long term in Jamaica.

Building and recruiting new players, including young boys and girls, will be a challenge, but must be undertaken if the JGA and Jamaica hope to build competitive Olympic golfers for the 2020 Summer Olympics.

The bonus will be to build a greater interest in golf as a destination in Jamaica while developing candidates for world wide golf competition.

