

Strategic Plan 2008

California Alliance for Golf (CAG)



MISSION/ VISION:

To enhance business opportunities by serving as an advocate for the golf industry before the state’s legislative bodies and government agencies while promoting the economic and environmental benefits the game of golf provides in California. By serving as its unified voice, CAG will protect and promote the interests, image and growth of golf in California and will function as the central medium to exchange useful information within and outside the golf industry.

BACKGROUND:

CAG grew out of an effort beginning in 2001 to commission a study of the economic impact of golf in California. The history of CAG includes efforts over seven years to bring together diverse elements within the industry, to recognize common needs and goals, and to pool resources to pursue objectives.

In July 2007, CAG was organized as a California Nonprofit Mutual Benefit Corporation to serve as a trade association for the golf industry. In October 2007 an initial group, including the NCGA and the SCGA, the Northern and Southern California Chapters of the PGA and American Golf, contributed entrance fees, adopted bylaws, seated a Board of Directors, elected officers and established a preliminary group of committees, including an Executive Committee of five members to direct operations.

CHALLENGES:

| <u>Internal</u> | <u>External</u> |
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| <ul style="list-style-type: none"> • Address the urgency of water issues • Attract resources to support activities • Match expenses, priorities to budget reality • Attract volunteers for committees, tasks • Create inclusive, diverse CAG membership • Combat free ride mentality of constituents • Develop network for information exchange | <ul style="list-style-type: none"> • Demonstrate golf’s impact on the economy • Attract allies on various government issues • Prove efficiency in golf water use • Improve golf’s environmental profile • Build image of stewardship, sustainability • Combat image of privileged, elitist • Attract, retain players of all ages, genders |

GOALS:

1. Produce, distribute and promote studies of the economic impact of golf in California.
2. Monitor and engage the California legislature and regulators on a pro-active basis.
3. Identify golf as an environmental leader in best practices, stewardship and sustainability.
4. Impact state and local water policy to golf's long-term advantage.
5. Attract members to CAG on an inclusive, diverse basis.
6. Create a network with tools to make CAG the preferred medium of information exchange.

GOAL 1

Produce, distribute and promote studies of the economic impact of golf in California.

Studies of the economic impact of golf are necessary tools to create awareness in state and local government officials and in the general public. Measures that adversely affect golf also will adversely affect industries enabled by golf such as tourism, hospitality and residential development, causing economic consequences greater than are commonly recognized.

Objectives

- Promote and use SRI/ Golf 20/20 study: *The California Golf Economy*.
- Produce future studies in discrete areas, e.g. Coachella Valley, Monterey Peninsula.

GOAL 2

Monitor and engage the legislature and state and local regulators on a pro-active basis.

Historically, individual constituencies in the golf industry have monitored legislation in Sacramento on a warning basis but have not attempted to join in a unified pro-active effort—to both monitor and engage policy makers and enforcement agencies.

Objectives

- Maximize use of connections available through CAG lobbyists in Sacramento.
- Post lobbyist's tracking of bills and regulatory matters on Website.
- Maximize use of committees and friends to monitor state and local regulatory matters.
- Maximize use of legal representatives in Sacramento.

GOAL 3

Identify golf as an environmental leader in best practices, stewardship and sustainability.

The “green movement” is pervasive and especially applicable to golf. As one of many examples, Golf Digest recently published (May 2008) an extensive article (37 pages) entitled “How Green is Golf?” which it billed as “the most important article we’ve ever published.” The golf industry in California and elsewhere must be able to address intelligently and persuasively the environmental issues as posed in that article and generally in the media and in political arenas.

Objectives

- Produce useful, persuasive environmental studies based on “good, impartial science.”
- Establish a presence in the media as environmental voice for California golf.
- Develop Water Stewardship Certification Program for superintendents, begin summer 08.

GOAL 4

Impact state and local water policy to golf’s long-term advantage.

The current crisis in California water management—the result of infrastructure inadequacies, limiting court decisions, legislative impasse, a declared drought and emergency conditions in various parts of the state—makes golf an easy target now and in the future for rationing and limiting potable water use. To ensure that golf facilities get what they require—a reliable and sufficient supply of water of usable quality, timely delivered and not prohibitively expensive—golf as an industry needs to engage state and local government officials and agencies to affect policy formulation and facilitate implementation.

Objectives

- Promote water reuse and measures to increase water use efficiency.
 - Co-host with Coachella Valley Water District a major water conference.
 - Work with East Bay Municipal Utility District to mitigate mandatory rationing.
- Participate with allied groups active in shaping government policies.
 - Build on relationship with Association of California Water Agencies (ACWA).
 - Continue to participate in agency proceedings and to submit comment letters.
- Maximize efforts to monitor specific water scarcity issues in local water basins.

GOAL 5

Attract members to CAG on an inclusive, diverse basis.

CAG thus far has relied on participation and indications of future financial support from associations representing individual players, course superintendents, course owners, facility managers, golf professionals and private golf clubs. CAG intends to solicit participation and support from individual supporters, individual owners of public and private golf facilities, from various suppliers to the golf industry and from groups and businesses in industries enhanced and enabled by the golf industry, such as tourism and real estate development.

Objectives

- Attract and coordinate with groups in other industries enhanced and enabled by golf.
 - Attend and host trade shows.
- Attract and coordinate with other groups in supporting “grow the game” initiatives.
 - Build on relationships with First Tee, NCGA and SCGA Foundations and others.
- Make CAG financially self-sustaining and viable over time.

GOAL 6

Create a network with tools to serve as the preferred medium for information exchange.

CAG aspires to be the voice of golf in California by acting as the hub of a network for information exchange both inside the industry and outside the industry.

Objectives

- Provide timely and interesting Website content, including a periodic e-newsletter.
- Make Website interactive, enable member questions and answers, surveys and polling.

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