first tee
greater richmond

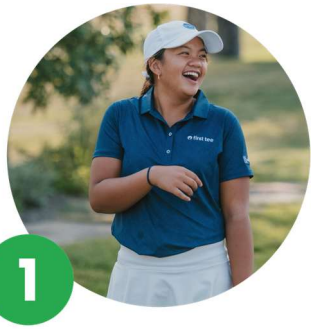
2026 Strategic Plan

Building Game Changers

Vision. To strengthen the character of our community.

Mission. To impact the lives of young people by providing educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf.

Our **Focus**



Programs

We will serve more youth, especially those facing barriers to opportunity, while deepening the relationships and experiences that help participants grow in confidence, character, resilience, and connection.

Priorities. Expand access and reach, deepen relationships and belonging, improve communications

Facility Optimization

We will position our three courses as the front door to our mission, delivering an exceptional golf experience and generating sustainable revenue to fuel and expand the organization.

Priorities. High-quality, mission-aligned facilities, Belmont as a community course, utilization and revenue at Tattersall, Elson Redmond year-round





People

We will build a high-performing, diverse, and mission-driven team of staff, volunteers, and Board leaders capable of supporting our next phase of growth.

Priorities. Board and LAB effectiveness, staff capacity and organizational depth, coaches and volunteers

Sustainability

We will build a diversified, predictable, and resilient operating model supported by strong earned revenue, expanded philanthropy, and effective communications.

Priorities. Financial discipline and long-term planning, fundraising capacity, awareness and engagement



Our **Game Plan**

Over the next five years, we will **deepen our role** as one of the region's most impactful youth development organizations. Through the game of golf, we will help more young people build **confidence, resilience, character, and meaningful relationships** that positively shape their futures.

Our future will be guided by a commitment to **thoughtful, mission-aligned growth**. We will expand access to programs while preserving the **relationship-centered culture** that defines the First Tee experience, invest in the people who make transformational impact possible, and strengthen our facilities as both **community assets and drivers of financial sustainability**.

These priorities are reflected in four interconnected pillars, and progress against each will be **reported to the Board quarterly**.

70,000+
youth served each year

3
golf facilities across the region

70%
of annual revenue earned on our courses

Our **Core Values**

1. **Role Models**
   We exemplify the values that we hope to instill in each other and our community.

2. **Open and Engaging**
   We remain an inclusive, welcoming community leader and ensure that our facilities and programming are accessible to all.

3. **Empowering**
   We support individual and organizational growth to increase our impact.

4. **Community**
   We foster a sense of mutual support and respect.

5. **Innovation**
   Driven by a desire for excellence, we look ahead and continue to find new ways to improve our programs, facilities, and the way we work together.