Osoyoos Golf Club

Board of Directors – Desired Skills and Experience

The Osoyoos Golf Club is seeking members who are committed to supporting the long-term success of the Club through strategic leadership, sound governance, and responsible stewardship. Individuals with experience in one or more of the following areas are encouraged to consider serving.

Successful directors demonstrate:

- Integrity and sound judgment
- Strategic thinking
- Respectful collaboration
- Effective communication
- Accountability
- Confidentiality
- Willingness to prepare for and attend meetings
- Commitment to the Club's long-term success
- Ability to represent the interests of the entire membership

---

Time Commitment

Board members should expect to:

- Attend regular Board meetings
- Participate on committees as required
- Review meeting materials in advance
- Attend strategic planning sessions
- Support Club events when appropriate

An Effective Board Includes Diverse Perspectives

The strongest boards include members with complementary skills and experiences. While golf knowledge is valuable, directors are selected primarily for their ability to provide sound governance and strategic oversight. Individuals from a broad range of professional backgrounds are encouraged to stand for election.

Osoyoos Golf Club

Board of Directors – Desired Skills and Experience

Board Skills Matrix (Example)

Skill Area	Desired
Finance / Accounting	✓
Human Resources	✓
Governance	✓
Strategic Planning	✓
Project Management	✓
Construction / Facilities	✓
Legal	✓
Marketing & Communications	✓
Information Technology	✓
Hospitality / Tourism	✓
Business Leadership	✓
Community Relations	✓
Risk Management	✓
Golf Industry Knowledge	Asset

This type of skills-based matrix is widely used by successful golf clubs and member-based organizations. It shifts board recruitment from popularity-based elections toward ensuring the board has the expertise needed to oversee finances, facilities, members, and the club's long-term strategic direction.

Financial Management

Experience with:

- Budget development and oversight
- Financial reporting and analysis
- Capital planning
- Cash flow management

- Risk management
- Audit or accounting
- Business finance

Ideal backgrounds:

- Financial manager
- Business owner
- Banking or investment professional

Human Resources

Knowledge of:

- Recruitment and retention
- Performance management
- Employment legislation
- Compensation and benefits
- Organizational development
- Volunteer management
- Workplace culture

Ideal backgrounds:

- HR professionals
- Senior managers
- Business owners
- Organizational leaders

Governance

Understanding of:

- Board roles and responsibilities
- Strategic planning
- Policy development

- Risk oversight
- Ethical decision-making
- Board accountability
- Committee leadership

Experience with:

- Non-profit organizations
- Member-based organizations
- Golf course boards

Project Management

Experience managing:

- Capital improvement projects
- Facility upgrades
- Infrastructure planning
- Vendor management
- Timelines and budgets
- Architecture
- Project management
- Operations

Strategic Planning

Skills in:

- Long-term planning
- Business strategy
- Change management
- Performance measurement
- Goal setting
- Sustainability planning

Business & Operations

Knowledge of:

- Hospitality
- Food & beverage
- Retail operations
- Customer service
- Golf operations
- Maintenance planning
- Asset management

Marketing & Communications

Experience with:

- Brand development
- Membership recruitment
- Tourism marketing
- Social media
- Community engagement
- Sponsorship development

Legal & Risk Management

Knowledge of:

- Contracts
- Insurance
- Regulatory compliance
- Occupational health and safety
- Privacy legislation
- Corporate governance

Information Technology

Experience with:

- Information systems
- Cybersecurity
- Data management
- Website management
- Digital communications
- Business software

Fundraising & Community Relations

Skills in:

- Building partnerships
- Sponsorship
- Community engagement
- Government relations
- Grant applications
- Stakeholder communications