Board of Directors of Osoyoos Golf Club . . . What to Expect

Once elected, the term is for 2 years with the option to run for 2 more terms. As a Board member you are charged with the responsibility of overseeing the control and direction of the Club as set out in the Bylaws, and ensuring compliance with approved operational Club policies.

You will be required to:

- attend an orientation meeting within a week of being elected. As well, there are regular monthly meetings. If you are not able to attend a meeting in person, you may attend via telephone or video conference.
- sign a confidentiality agreement. Board discussions are confidential and, unless given permission to share those discussions, they are to be kept private. Your opinions are important so please share them with your fellow Board members during meetings. Once a decision is made by majority vote you are expected to support that decision even though you may not personally agree with it.
- chair and/or sit on one or more of the various committees such as Long Range Planning, Greens, Food and Beverage to name a few, usually commensurate with your life/work experience or interest.
- meet the qualifications for Board members as outlined in the BC Societies Act:

  Directors must not be:

  - *under 18, without a provision in the bylaws allowing for 16 or 17 year old directors (subject to the Regulations);*
  - *found by a court to be incapable of managing the individual's own affairs;*
  - *an undischarged bankrupt; and*
  - *convicted of certain fraud or trust related criminal offences.*
- have ongoing access to a computer and internet and commit to checking and responding promptly to Board related email on a daily basis
- fulfill your role as a Board member within the framework of the Club's Vision and Mission; and the Board's Governance Standards (see following pages).

New Directors will be given an orientation and Directors Manual with all the information you will need as a Board member. If you have any questions or would like to chat further about becoming a Board member, please contact any of the current Directors.

OGC VISION STATEMENT

- TO CREATE AN ENJOYABLE AND INCLUSIVE GOLF AND SOCIAL EXPERIENCE FOR MEMBERS, VISITORS AND COMMUNITY

OGC MISSION STATEMENT

- AN EFFECTIVELY MANAGED CLUB THAT HAS SOUND FINANCIAL FOUNDATIONS
- A WELL MAINTAINED GOLF COURSE THAT IS ENJOYABLE TO GOLFERS OF ALL ABILITIES
- PROVIDE HIGH QUALITY VALUE ADDED AMENITIES, SERVICES AND HOSPITALITY THAT ATTRACTS CUSTOMERS AND CREATES LOYALTY

OGC GOVERNANCE STANDARDS

Standard #1: Understand and Fulfill Responsibilities
It is sound governance practice for the Board of Directors to understand its responsibilities and evaluate objectively, on a regular basis, its effectiveness in fulfilling those responsibilities.

Standard #2: Exercise Independent Judgment
It is sound governance practice for the Board of Directors to exercise independent judgment in directing and overseeing the operations of the golf course.

Standard #3: Establish Board, Committee and General Manager's Responsibilities and Accountability
It is sound governance practice for the Board of Directors to:

(a) establish the responsibilities and authority of Board committees, including their accountability requirements;

(b) establish the responsibilities, authority and accountability requirements of the General Manager (GM);

(c) understand the responsibilities and authorities and accountability requirements delegated by the GM.

Standard #4: Select the GM
It is sound governance practice for the Board to:

(a) appoint a GM who is suitably qualified and capable of managing the operations of the golf course;

(b) plan for the succession of the GM;

(c) require the GM to provide assurance there are succession plans in place for critical senior management positions.

Standard #5: Evaluate The GM

It is sound governance practice for the Board of Directors to evaluate, on a regular basis, the effectiveness of the GM in managing the operations of the golf course in accordance with the strategic and business objectives and managing the risks to which the golf course is exposed.

Standard #6: Review Compensation

It is sound governance practice for the Board of Directors to satisfy itself, on a regular basis, that compensation plans are competitive and assist in providing proper incentives to management and staff to act in the best interests of the golf course to achieve its business objectives and provide for the prudent management of operations, adherence to processes, policies, procedures and controls and are designed to avoid inappropriate risk-taking practices.

Standard #7: Establish Standards of Business Conduct and Ethical Behavior

It is sound governance practice for the Board of Directors to:

(a) establish standards of business conduct and ethical behavior for the Directors, senior management and other personnel, and obtain, on a regular basis, reasonable assurance that the institution has an ongoing, appropriate and effective process for ensuring adherence to those standards.

(b) have a policy and process in place and communicated to all personnel, that provides for anonymous and confidential access to the Board or committee of the Board to report matters of serious concern regarding the operations of the golf course.

Standard #8*:* Oversee Strategic Management

It is sound governance practice for the Board of Directors to:

(a) establish the business objectives of the golf course, consider and approve the business strategy and business plans for significant operations, and review those at least once a year to ensure that they remain appropriate and prudent in light of current and anticipated business and economic environment, and resources;

(b) evaluate frequently actual operating and financial results against forecast results, in light of the golf course's business objectives, business strategy and business plans;

(c) obtain, on a regular basis, reasonable assurance that there is an ongoing, appropriate and effective strategic management process in place.

Standard #9: Oversee Risk Management

It is sound governance practice for the Board of Directors to:

(a) develop and adopt a Risk Management Policy;

(b) understand significant risks to which the golf course is exposed;

(c) understand and assess the golf course's ability to accept risk;

(d) establish appropriate and prudent risk management policies for those risks;

(e) review those policies at least once a year to ensure that they remain appropriate and prudent;

(f) obtain, on a regular basis, reasonable assurance that there is an ongoing, appropriate and effective risk management process and that policies for significant risks are being adhered to.

Standard #10: Affirm a Control Environment

It is sound governance practice for the Board of Directors to obtain, on a regular basis, reasonable assurance that the golf course has the appropriate control environment.