

**Minutes - KTC Executive Meeting**  
**September 26, 2017 @ 7:00pm**  
Dave's Home

**In attendance:** Viki Andrevska, Doug Bowie, Rick Donaldson, Paula Loh, Jim Martin, David Stocks, Bud Nelson, Gill Turnbull, Chloe Wilson

**Guest:** Alma Thayer

**Absent:** Julius Breza-Boski, Graham Lord

**1. Review/approve minutes of meeting from Tuesday, August 22, 2017**

Approved

**2. Business Arising from the Minutes**

Try/Learn/Play (T/L/P) - Dave spoke briefly with Sam Faris regarding his observations from this year and suggestions for next year. There is a lot of interest by the grade schools to participate in the program. The consensus was that this year there were too many T/L/P sessions held per day at the club; T/L/P classes should be spread out over several weeks. For next year we should consider charging for the sessions to cover our costs. High school classes usually request space in the fall months. Dave will meet with Sam again and write a proposal for the schools. Dave will report back at the next meeting.

Shirts for tournament winners - Dave will talk with Sam about alternative prizes for the tournament winners and report back at the next meeting. Gill contacted Sam about getting sizes for the tournament winners but have not heard back so consequently has not places an order.

**3. Steward Supervision – report from Alma Thayer on volunteer position; status update on Club Manager Committee – Appendix A**

All the stewards were new this season.

Alma provided the following observations:

- The hiring process is an important part in selecting good stewards. We should encourage students to apply for the positions but also non-students who would like a part time job. When the school-year starts in the Fall we have a problem in working around students' schedules. Furthermore the important part of the hiring process is to let the applicants know what the job is about before applying; the stewards were surprised at the complexity of the job. The interview should be consistent and thorough.
- The supervisor should be on the hiring committee for the stewards.

- Quality of supervision and support is crucial to ensuring smooth Club operations. We expect the stewards to do too much independently; day-to-day supervision is important.
- The volunteer supervisor is not the best solution for the situation. There is a small group of volunteers doing most of the work of running the Club. Alma feels that more can be done on a consistent basis if we have a Club Manager.

Alma enjoyed working with the stewards.

An observation was made that Jegysoft is difficult to learn. We did not receive a manual for the evolving system but are compiling our own, which is a work in progress and Paula is constantly updating the document that we have. We have a handbook for the stewards' reference and Alma brought the hard copy. She will send the electronic version as well. Alma thinks that we should hire a Club Manager who will also assume the steward supervisor role. This will help with consistency to carry on the work from year-to-year. The location of the office makes the work even harder for the stewards; Alma mentioned that the clubhouse has no functional work space. The question was asked: how did the stewards feel about calling people to pay? Alma reported back that it was a little bit strange initially but they got used to it and they were fine.

Stewards need daily supervision but the question is: do we need to hire a club manager? Since we are facing the start of the capital project, we want to maximize the financial resources of the Club at the moment.

The Club Manager committee should continue to explore options.

#### **4. Volunteer Awards for 2017**

Last year, two annual awards (Rick Donaldson, Alma Thayer) and one long-term service award (Bud Nelson) were granted for the first time. Some Board members felt that it would be seen as only Board members who would receive the award, and that it would be difficult to make ongoing selections each year.

**Motion:** Paula moved and Jim seconded that we continue to have volunteer awards for 2017. Motion defeated.

#### **5. Governance – review/approve by-law for distribution to members**

No changes, approved by the Board and ready for distribution to the members.

#### **6. Capital Project – update**

Preliminary numbers from the Anglin Group to do 'everything' are high - approximately \$1.7 million. A 12% contingency has been included for cost overruns, etc.

Jim did some calculations as to how much we can afford based on our savings combined with loan capacity. If we start construction in the Fall of 2018, we could use \$370K in projected savings (keeping \$100K in reserve) plus a 25-year loan (for example) of \$1.18

million = \$1.55 million project cost. We can supplement this with fundraising & sponsorship, and possibly a grant.

Paula mentioned that the time is not on our side, as interest rates are rising to increase the cost of borrowing, while our savings are not growing at the same rate. Construction costs also increase each year due to inflation.

The Board will need to make a decision and present it to the members. We need to have a Plan B if we cannot afford everything, such as separating the project into phases or reducing the overall scope.

October 15<sup>th</sup> was suggested to Bill Anglin as a deadline to give us a more accurate estimate of the cost for the Capital Project. The AGM is on November 14<sup>th</sup>. It was suggested to start the AGM earlier at 6:30pm since the Capital Project Q/A will be discussed and the voting will take place. We will disseminate the information to give members time to think about the Capital Project before the AGM.

**7. Treasurer's Report** – Appendix B

**8. Year-End Social Report** – Appendix C

**9. Next meeting date & location** - Tuesday, October 24. Doug to host.

**10. Other Business**

KCVI 225th reunion is using three courts on Saturday afternoon, September 30th, as part of their Sports Day activities.

The Queen's Tennis Club has requested the use of four courts on a regular basis for their Saturday afternoon recreational drop-ins. Decision to keep the advance bookings at three courts; a fourth court may be booked up to 24 hours in advance.

**11. Adjournment at 10:14pm**

## **Steward Supervision- Report to Kingston Tennis Club Executive**

### **Background:**

In the 2016 tennis season I assisted the stewards to compile a steward hand book which was designed to assist new and returning stewards to provide excellent service. This hand book was presented to the KTC executive late in the 2016 season and approved for steward use. At about the same time I submitted a proposal for a steward training and supervision position which was not approved by the executive.

On Tues, April 25, 2017, I was asked by the president, Paula Loh to be the volunteer steward supervisor for the 2017 tennis season. I was asked to keep track of the hours I devoted to steward training and supervision. I agreed, with the understanding that I would not voluntarily work the number of hours I had recommended in my proposal for a paid steward training and supervision position.

All of the 2017 stewards were new to the role. None of them had any experience with the operation of a tennis club. Two had never played tennis. I, as the newly appointed supervisor, was not available to participate in the hiring process.

### **Steward Training and Supervision in 2017:**

The stewards were e mailed a copy of the steward hand book prior to the orientation session.

The stewards came together on April 29, 2017 for a general orientation to the Kingston Tennis Club and the steward role. Several executive members, Maxim Kuntz (a former steward) and the newly hired book keeper participated. Each steward subsequently spent a full day shadowing Maxim Kuntz.

From Wednesday April 26 to Friday May 12, 2017 (ten days) I kept track of all the time I devoted to steward training and supervision.

I spent 40 hours:

- a) preparing for and participating in the orientation,
- b) on site with the stewards
- c) doing administrative and organizational tasks and reading and responding to e mails that pertained to the stewards and their work .

Subsequently, I did not keep hourly records but can confidently estimate that I spent at least 10- 12 hours per week on steward training, supervision and support.

Many executive members, most notably the treasurer, membership coordinator, club maintenance coordinator and the president also spent many, many hours training and assisting the stewards throughout the season.

**Observations:**

The stewards all displayed a good attitude, were eager to learn and wanted to do a good job. None of the stewards emerged as a leader as some stewards had done in the past.

Some stewards were more able than others to:

- a) work independently
- b) take initiative
- c) prioritize and respond to multiple tasks and requests
- d) be methodical and accurate in tracking and recording financial and membership information
- e) be outgoing and interact comfortably with members
- f) become familiar with and use JegySoft efficiently and effectively

In general, the stewards were disadvantaged by:

- a) their initial lack of knowledge about tennis in general, our tennis club in particular and the specific expectations of the job and the membership
- b) the absence of an experienced person (steward or supervisor) with whom they could consult on an ongoing daily basis
- c) the lack of daily and ongoing oversight and direction to encourage improvement and recognize exemplary work
- d) inconsistent and sometimes conflicting expectations from members, executive members, supervisor
- e) the lack of a workable, well defined office space

The supervisor was disadvantaged by:

- a) not being involved in an expansive recruitment and hiring process (low salary and weather dependent shift hours may limit the number of quality applicants)
- b) not having an in depth knowledge of all club operations
- c) not being on site often enough to "catch the stewards doing things well", and usually only hearing from members when they were dissatisfied with steward performance
- d) not being on site often enough to buffer the stewards from multiple and often competing demands from members

The stewards all reported that the steward hand book is a valuable resource but most especially at the beginning of their employment. The stewards and I continued to add to and revise the handbook throughout the season.

**Options for Steward Training and Supervision:**

Decisions regarding the options for steward supervision will need to be premised on:

- a) the level of steward service that the executive wants to provide to the members.
  - b) the level of support and mentoring the executive wants to provide for its employees
- Both a and b above must be considered in light of cost and anticipated reward

**Option 1- Continue with a volunteer steward supervisor**

*Positives:*

The least expensive option  
Coincides with our current KTC all volunteer culture

*Negatives:*

Difficulty of finding and keeping a volunteer with the skills, knowledge of KTC operations, and time to adequately mentor and supervise stewards, especially if a steward is struggling in the position

Little consistency from year to year as each new supervisor has a steep learning curve

Inefficient use of executive time as training in certain areas has to be repeated as new supervisors and or stewards are appointed; this also contributes to executive member burn out

Low retention rate of stewards and volunteer supervisors due to burn out

**Option 2- Establishing a Senior Steward Position (An Example Attached- See appendix 1-page 4)**

*Positives:*

Cost effective-senior steward can pay more attention to scheduling stewards when and when not required

Similar to our current organization

Gives junior stewards a position to strive for and therefore may increase steward retention.

On site, credible support and supervision for stewards five days a week

Centralizes the knowledge that pertains to the stewards, thus reducing the teaching work load of executive members each season

Provides a mature and experienced approach when dealing with some member concerns

Provides a balance between performing steward duties, and providing support and supervision

*Negatives:*

Only addresses steward training, support and supervision-other areas of club knowledge will still be compartmentalized and fragmented

**Option 3- Hiring a Club Manager**

*Positives:*

Efficiency and consistency- Centralizes and consolidates knowledge of all club operations

Reduces burdensome work load on key executive members

Clarifies line of authority for employees

provides an on site liaison with members and the general public which may become even more important while we are building a new club house

*Negatives:*

Most expensive option

Deviates from our current all volunteer culture

**Appendix 1 – An Example of A Senior Steward Position**

(reporting to a designated executive member)

Proposal: Senior steward has 1.5 hr overlap in which to direct, supervise, and support each junior steward five days/week i.e 3 hrs overlap per day. In the remaining 1.5 hours/day senior steward will be liaising with board members, completing administrative and financial

tasks, following up on pending payments and doing regular steward duties etc.

Currently, we have 176 steward hours in a two week pay period at \$12.00/hr = \$2112.00 - excludes vacation pay, employment insurance etc.

#### Week Days

Shift 1- junior steward-7:30 am-1:30 pm (6 hours at \$12.00/ hr)

Shift 2 -senior steward-12:00-4:30 (4.5 hours at \$18.00/ hr )

Shift 3 -junior steward- 3:00 pm- 9:00 pm (6 hours at \$12.00 / hr

\* for illustration only-pay rates and hours to be determined by executive

Weekends stay the same with no senior supervisor regularly on duty -8 am-5 pm.

If senior steward works additional shifts beyond the 45 hours in a two week period, he or she is paid at the junior steward rate.

In this example we have 138 junior steward hours in a two week pay period at \$12.00/ hour = \$1656. Plus 45 senior steward hrs in a two week pay period at \$18.00/hr = \$ 810  
total \$2466

\$2466-projected cost of stewards in two week pay period

-\$2112-current cost of stewards in two week pay period

=\$334 additional dollars in each two week pay period to hire a senior steward. There are 10 two week pay periods in the season so approximately \$3340 additional dollars for the 2018 season-excludes vacation pay employment insurance etc.

## Appendix B

### Treasurer's Review of 2017 YTD for KTC Board Meeting Sept. 26, 2017. J. Martin Sept. 25, 2017

#### 1. Review of Year- To Date Revenue to September 25 2017 vs 2016

Source Jegysoft – unaudited Almost full year, year ends Sept. 30

Overall Revenue is similar to 2016 at @ \$ 242 k .

Membership revenue is down 5 %, Junior Camps revenue up 9 %.

Details attached.

#### 2. 2017 Operating Budget YTD 11 months vs full year Budget and full year 2016

Source: Bookkeeper – Kristine Barker

**Cash Flow** is positive at \$ 115.3 k at 11 months bringing the cash balance to \$ 398.8k @ 31-8-17.

**Members:** while fees are down from budget and 2016, lower costs (Steward wages, hst) are keeping the contribution margin from Members on track.

**Junior Camps:** higher revenue and lower staff and supplies costs significantly improve the contribution margin. Caution: some costs paid in Sept. 2017 are not included yet

**Shared Costs:** recurring shared costs are down largely due to lower costs in bank charges, repairs & maintenance, professional fees, office supplies. These offset the bookkeeper expense (new) and increase in property tax , advertising. Higher interest income (more money invested at a higher – requested- rate) assists.

**Capita Spending, Working Capital** –while not budgeted both are down so far from 2016. Details attached.

#### 3. September 1 to 25, 2017

Expenses exceeded revenue by \$15.4 k . YTD cash flow is positive \$ 99.9 k.

Cash \$ 382.5 k Sept. 25, 2017

RBC \$ 11.2 k

Tangerine \$ 371.3 k \$100,000 GIC matured , \$1000 interest or 1 % was paid, and joins the rest and is invested at 1.25% until Oct. 4, 2017)

Year end cash flow and cash position likely to be a little lower.

#### 4. Insurance – @ KTC broker deductible at \$1000 exceeds value of items stolen, no claim.

Damage to fence might be possible claim but likely coming down anyway.



## **Appendix C**

### **Social Report September 2017 – prepared by Gill Turnbull, September 26, 2017**

There were 4 scheduled socials this year in May, June, July and August plus 1 pot luck in September.

To start the year we had the adult open house held in conjunction with the OTA celebrations. This occurred on the Mother's day w/e and because of bad weather it was rescheduled for the Sunday. Attendance was down due I think to other plans for many of the members. In future I would recommend reverting to the first w/e in May – the week after the Junior Open House.

The first social – free to new members – was not as well attended as in previous years. It has been held on the Friday of the long May w/e for the past few years with good attendance. A Greek meal was offered from Minos.

The social in June was a great success – Italian Night run by Isabelle Pollock with the introduction of Trivia which was very popular.

The social in July was held the week before the doubles tournament – a Canada 150 event with a BBQ and Canadian Trivia.

The social in August was popular with an Indian Night theme run by Sunil and Lynne.

The September social just this last w/e was run on Saturday afternoon with a Pot Luck afterwards. We had 14 to play tennis plus a few extra guests for dinner.

Overall I think those people that attended the socials felt they were good events. I would recommend the same format for next year. Both Chloe and Flame did an excellent job of advertising the events.

In addition to the socials, Alma organised the BBQ for 2 of the tournaments and did an excellent job. I along with Peta Bailey took care of the Singles tournament BBQ.

One additional social event was a trip to Belleville to the Quinte Tennis club. Unfortunately only 4 members of our club signed up to play but we were well received by the Quinte tennis members and had an enjoyable afternoon of tennis.

Thank you to all the people who helped with the socials this year:

Lorna Sim, Mariana Silva, Violeta Jost, Peta Bailey, Gauvin Bailey, Isabelle Pollock, Julia Hoffarth, Flame Eadie, Chloe Wilson, Taco Meuter, Yaoting Zhang.

Submitted by

Gill Turnbull

Social chair