



# KINGSTON TENNIS CLUB ANNUAL REPORT 2022-2023



*... it's whether you play the game!*

## **BOARD MEMBERS:**

Donna Lounsbury, President  
Tracey Corrigan, Vice President  
Gary Wilson, Secretary  
Taco Meuter, Treasurer  
Alma Thayer, Past President  
Abby Lincoln, Membership

Asia Zolnierczyk, Membership, Comm.  
David Corrigan, Programs, Comm.  
Jeff Elwood, Programs  
Julius Breza-Boski, Programs, Facilities  
Nadia McCarthy, Programs, Governance  
Simon van der Plas, Finance

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## **1. Agenda for the 2023 Annual General Meeting**

**6:00-8:00 p.m., Wednesday, November 22<sup>th</sup>, 2023**

**In person at Ongwanada Resource Centre**

**191 Portsmouth Avenue**

**(Hybrid meeting via Zoom: Log-in 5:30-5:55pm)**

Chair:	Donna Lounsbury, President
Secretary:	Gary Wilson
Zoom Platform:	Chloe Wilson, Julius Breza-Boski

1. Call the Meeting to Order (5 minutes)
2. Approval of the Agenda (5 minutes)
3. Receipt of the Minutes of the 2022 Annual General Meeting (5 minutes)
4. By-law amendments and Articles of Incorporation (30 minutes)
5. Financial Reports (20 minutes)
6. Appointment of Auditors (5 minutes)
7. Presidents’ Report (15 minutes)
8. Election (20 minutes)
9. Other Business
10. Adjournment

## 2. AGM 2022 Minutes

**2022 Annual General Meeting**  
7:00-9:00 p.m., Wednesday, November 23<sup>th</sup>, 2022  
(Zoom meeting)

Please click [here](#) for a full copy of the minutes

## 3. Treasurer's Report

*Finance Committee: Taco Meuter (chair), Donna Lounsbury, Tracey Corrigan, Simon v.d. Plas*

### Overview: Main Points

- Revenues: \$380,823 (2022 : \$345,713).
- Revenues less Expenditures: \$62,510 (2022: \$67,728).
- Cash Flow from Net Operating Revenues: \$135,651 (2022: \$124,001)
- Liquid Assets: \$176,517 (2022: \$313,904)
- Bank Loans: \$322,811 + current portion \$10,215 (2022: \$472,662 and \$15,935))
- Paid off the \$20,000 remaining in the variable portion of the bank loans in September
- Membership remained steady (from 555 to 541) even as summer activities normalized

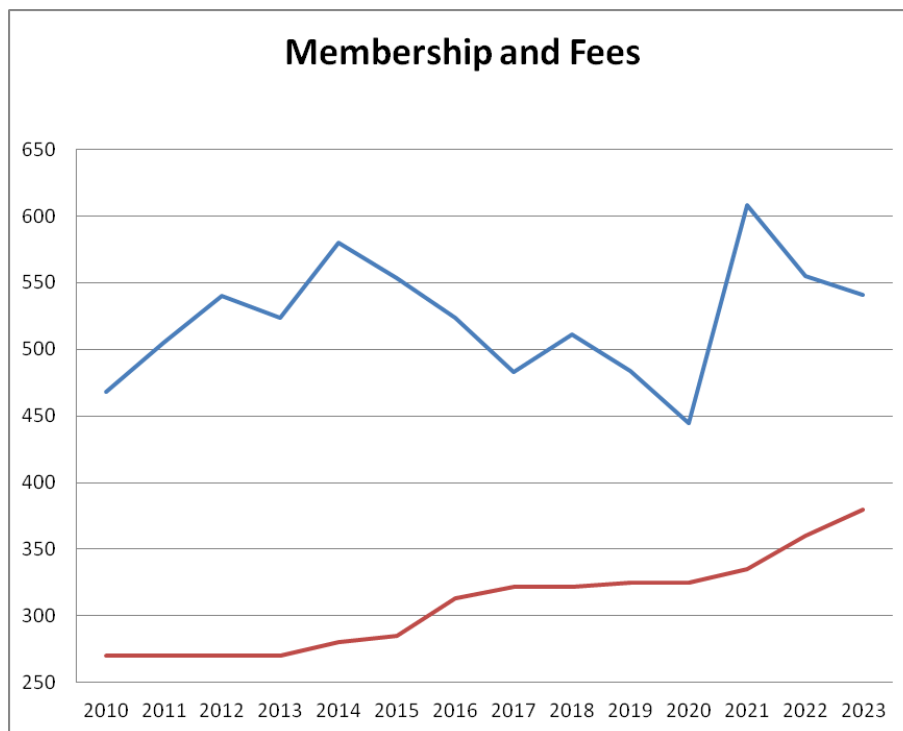
### Contribution Analysis (based on unaudited statements)

As usual, membership and junior camps are the two biggest contributors to KTC income. Last year, the camps were fully subscribed, but this year they returned to their normal pattern of fully subscribed all-day and morning sessions and somewhat lower afternoon registrations. lower afternoon registrations. Membership contributed \$182K, and Junior Camps contributed \$38K. Included in Membership, Lessons were the main driver of growth this year. Shared costs were \$202K, up significantly due to interest costs and wages; the increase in amortization is a non-cash cost, and reflects the clubhouse renovations. Overall surplus of Revenue less Expenditures was \$63K, down slightly from the previous year.

<u>MEMBERSHIP (main items)</u>	<b>2023</b>	<b>2022</b>
Members #	541	555
Membership Fees	\$150,798	\$ 150,609
Lessons (net)	\$ 23,333	\$ 7,782
Donations and Other Contributions	\$ 590	\$ 6,722
Interest Income	\$ 7,872	\$ 3,011
<b>Net Contribution</b>	<b><u>\$181,824</u> up 11%</b>	<b><u>\$163,857</u></b>
<u>JUNIOR CAMPS (main items)</u>	<b>2023</b>	<b>2022</b>
Junior Camp Revenues	\$117,658	\$ 115,375
Wages	\$ 72,665	\$ 56,299
<b>Net Contribution</b>	<b><u>\$ 37,589</u> down 24 %</b>	<b><u>\$ 49,536</u></b>

<b><u>SHARED COSTS (main items)</u></b>	<b>2023</b>	<b>2022</b>
Amortization	\$ 73,141	\$ 56,328
Interest Expense	\$ 12,879	\$ 8,816
Insurance	\$ 4,234	\$ 7,869
Property Tax	\$ 17,931	\$ 15,023
Repairs & Maintenance	\$ 5,236	\$ 12,269
Steward Wages	\$ 44,661	\$ 38,380
<b>Total Shared Costs</b>	<b>\$201,656 up 16%</b>	<b><u>\$174,344</u></b>

<b><u>SUMMARY</u></b>	<b>2023</b>	<b>2022</b>
Revenue less Expenditure	<b><u>\$ 62,510</u></b>	<b><u>\$ 67,728</u></b>



Membership Distribution				members (approx. # of people)				memberships			utilization
Year	Fees (Adult)	Membership	Total Fees	student	adult	couple	family	families	#/fam	%	
2010	270	468	\$83,020	56	148	102	162	27	6.0	89	
2011	270	505	\$89,136	80	152	108	165	34	4.9	96	
2012	270	540	\$100,470	81	155	136	168	36	4.6	103	
2013	270	524	\$101,120	67	173	136	148	34	4.3	100	
2014	280	580	\$109,815	62	182	130	206	42	4.9	110	
2015	285	553	\$113,555	72	186	132	163	38	4.3	105	
2016	314	524	\$121,229	90	177	140	117	36	3.2	100	
2017	322	483	\$117,841	77	171	140	95	29	3.3	92	
2018	322	511	\$119,235	58	176	136	141	33	4.3	97	
2019	325	484	\$115,808	56	182	118	128	29	4.4	92	
2020	325	445	\$107,357	34	164	116	131	32	4.1	85	
2021	335	608	\$139,745	85	200	134	190	45	4.2	116	
2022	360	555	\$150,609	46	211	138	160	39	4.1	106	
2023	380	541	\$150,798	67	217	120	137	32	4.3	103	
** membership capped part of the season											

### **COMPLETING THE CLUBHOUSE RENOVATION PROJECT: REFURBISHING COURTS 1 AND 7**

After successfully completing the renovation of the clubhouse, we were left with courts 1 and 7, both of which had been somewhat neglected for a number of years in anticipation of the renovation. In addition, the grounds around the clubhouse needed to be fixed and a walkway had to be built to allow easier access to the back of the clubhouse. We researched the market with respect to repaving and repainting, considering the underlying physical state of the two courts, as well as cost and timing of each component of the job, and determined that the best course of action was to give the courts a thorough refurbishment, including a layer of fiberglass. We estimated the total job at \$75,000, and the final cost came in at just \$1,100 over budget.

### **EXPECTATIONS FOR 2024 AND BEYOND**

This year both Camp and Membership revenues were steady. As the competing new 6-court indoor tennis facility in Kingston's far East suffered significant construction delays, it did not have any effect in 2023. However, we remain cautious, as it has now opened and may begin draw some business away from us.

Financial considerations:

- Hitting wall restoration in 2024;
- Entrance pathway restoration, possibly in 2024;
- Court 4-6 restorations in 2025 – not yet priced;
- Rebuilding Napier St. fencing, conditional on obtaining grant(s);
- We have about \$176,000 in cash equivalents, \$100,000 of which represents an operating buffer, and the remainder may be surplus to our short-term needs. However, we will need to build up significant reserves for the court 4-6 renovations;
- In addition, we will have to pay down or refinance our fixed-rate mortgage, due in January of 2027: since we were able to secure a very favourable rate at the time, any refinancing will likely mean a sizable jump in that rate, so we also need to continue building our reserves in order to put a big dent in the mortgage in the next three years;
- We continue to conservatively estimate annual operating cash flows going forward at about \$60,000, based on our business model that we've had in place for a while;

- However, we are contemplating changes to the business model to reduce the workload of the volunteer Board. This can have significant effects on costs, for which we may need to find compensating revenues, most likely in the form of increased existing revenue streams, but also, perhaps, by tapping additional revenue streams;
- We successfully applied for and received a significant wage subsidy in both 2022 and 2023. We will continue to seek wage subsidies, as well as other grants to help with upcoming capital projects. However, these do not figure in our cash flow estimates.

## Financial Statements

### STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2023

	<b>2023</b>	<b>2022</b>
<b>ASSETS</b>	\$	\$
<b>CURRENT</b>		
Cash	89,182	260,262
Investments	41,673	
Accounts Receivable	1,865	17,592
Prepaid Expenses	7,363	5,247
Inventory	750	643
Donations Receivable	1,448	23,649
HST receivable	449	12,401
	<hr/> 142,730	<hr/> 319,794
<b>LONG TERM</b>		
Long Term Investments	41,900	
Tangible capital assets	1,505,734	1,491,695
	<hr/> 1,690,364	<hr/> 1,811,489
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	10,659	14,674
Government remittances payable	4,280	10,156
Current portion Long term debt	10,215	15,935
	<hr/> 25,154	<hr/> 40,765
<b>LONG TERM</b>		
Deferred capital contributions	260,380	278,553
Loan Payable	322,811	472,662
	<hr/> 608,345	<hr/> 791,980
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	<hr/> 1,082,019	<hr/> 1,019,509
	<hr/> 1,690,364	<hr/> 1,811,489

**STATEMENT OF REVENUE AND EXPENDITURES**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2023**

	<b>2023</b>	<b>2022</b>
<b>REVENUE</b>	\$	\$
• Canteen and Merchandise	8,130	7,799
• Court Rental Fees	9,994	4,405
• Donations	590	6,722
• Interest Income	7,872	3,011
• Junior Camp	117,658	115,375
• Lessons	29,046	9,617
• Membership Fees	150,798	150,609
• Parking Revenue	1,260	1,260
• Amortized deferred contributions	20,813	23,589
• Government Assistance	29,217	15,008
• Socials and Tournaments	5,445	8,318
	<b>380,823</b>	<b>345,713</b>
<b>EXPENDITURES</b>		
• Advertising	343	480
• Amortization	73,141	56,273
• Bank Charges	2,600	1573
• Canteen and Merchandise	7,262	4300
• Contract services		100
• HST expense	16,554	15,975
• Insurance	4,234	8,183
• Interest expense	12,879	8,816
• Building development costs	1,702	3,330
• Contracted Services	9,108	6,215
• OTA fees	3,800	927
• Office	15,478	19,329
• Parking expense	2,957	2,856
• Professional fees	8,580	6,249
• Property taxes	17,931	15,023
• Repairs and maintenance	5,236	12,269
• Social and tournaments	4,194	8,876
• Software expense	4,232	4,353
• Utilities and communications	5,135	6,344
• Wages	122,947	96,514
	<b>318,313</b>	<b>277,985</b>
<b>EXCESS OF REVENUE OVER EXPENDITURES FOR YEAR</b>	<b>62,510</b>	<b>67,728</b>



**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2023**

	2023	2022
	\$	\$
NET ASSETS - BEGINNING OF YEAR	1,019,509	951,781
EXCESS OF REVENUE VS EXPENDITURES FOR YEAR	62,510	67,728
<hr/>		
NET ASSETS - END OF YEAR	1,082,019	1,019,509

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures for year	62,510	67,728
Adjustments for items which do not affect cash		
Amortization of equipment	73,141	56,273
Net change in non-cash working capital balances - operations	15,474	-67,907
<b>CASH FLOWS PROVIDED FROM OPERATING ACTIVITIES</b>	<b>151,125</b>	<b>56,094</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of tangible capital assets	-87,179	932,308
Redemption of Investments	-83,573	45,585
	-	-
<b>CASH FLOWS PROVIDED FROM (USED IN) INVESTING ACTIVITIES</b>	<b>170,752</b>	<b>886,723</b>
<b>FINANCING ACTIVITIES</b>		
Increase in bank term loan payable	-140000	500000
Net increase in deferred capital contributions	-18173	160850
Repayment of long-term debt	6720	-11403
	-	-
<b>CASH FLOWS PROVIDED FROM (USED IN) FINANCING ACTIVITIES</b>	<b>151,453</b>	<b>649,447</b>
	-	-
<b>DECREASE IN CASH AND EQUIVALENTS FOR YEAR</b>	<b>171,080</b>	<b>181,182</b>
<b>CASH AT BEGINNING OF PERIOD</b>	<b>260,262</b>	<b>441,444</b>
<b>CASH AT END OF PERIOD</b>	<b>89,182</b>	<b>260,262</b>

## 4. Appointment of Auditors

We propose to re-appoint Wilkinson & Company LLP, as auditors for the 2024 Financial Year.

## 5. Governance Report

**Committee:** *Bob Goddard (chair), Gary Wilson, Nadia McCarthy, Alan Whyte*

### Priorities

For the period commencing after the last AGM, our committee identified four projects to work on:

1. Reconcile KTC bylaws and other corporate documents with the new *Ontario Not-for-Profit Corporation Act* (ONCA).
2. Ensure compliance with good hiring procedures, health and safety requirements, and abuse and harassment policies, etc.
3. Create committee manuals, and improve the Board Orientation Manual
4. Succession planning.

### Summary of progress

#### *Bylaws and other corporate documents*

The impetus of this project was the coming into force of the *Ontario Not-for-Profit Corporations Act*, which mandates certain changes to corporate structures such as KTC.<sup>1</sup> In addition to this task, the Governance Committee decided to conduct a full review of the bylaws. Indeed, some sections were inconsistent with other sections, causing confusion; some thresholds needed to be adjusted; some checks and balances needed to be tightened; etc.

To help us with this project, we retained Queen's Business Law Clinic, which is free of charge to clients that are accepted for their services. We are grateful for their substantial assistance.

This project has taken countless hours over the course of almost two years. We now place before KTC's Voting-Members the revised bylaws and Articles of Incorporation, submitted for membership approval. The details are thoroughly set out elsewhere in the Board's Annual Report.

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<sup>1</sup> The Act requires compliance by October 19, 2024.

### *Policy documents, including employment, health and safety*

There was insufficient time to complete this project. However, significant headway was achieved, primarily with the generous assistance of KTC member Alan Whyte. Alan has a wealth of experience in this field, and generously offered to help. His contribution has provided the foundation needed for completing the necessary policy documents in the coming year. Thank you, Alan.

### *Steward Manual and Committee/Board Orientation Manual*

As the Governance Committee was largely preoccupied with bylaw project, Alma Thayer stepped up to take a lead role in this work. Thanks to her dedication, we have a very strong start on this much needed project. In particular, the steward manual is nearing completion, and Alma, with the assistance of Board Chairs and members of the Executive, compiled comprehensive, detailed task lists for each Board committee, and for key positions, such as the Treasurer.

When completed in the coming year, these documents will greatly assist in orienting incoming Board members and provide a comprehensive guide for our stewards. Moreover, they will be invaluable to the operation of the club throughout the year. Thank you Alma.

### *Succession Planning*

Alma Thayer (there is that name again) took the lead in this important responsibility. She was greatly assisted by her nominating committee teammates Tracey Corrigan, David Corrigan and Maria Constandinou. We all should be very grateful, as this work is vital to the smooth operation of KTC.

## **6. Programs Report**

***Committee:*** David Corrigan and Jeff Elwood (Co-chairs), Julius Breza-Boski, Nadia McCarthy

It was a busy and successful season for the Programs Committee in 2023. We set out to improve on a number of key areas that had been identified at the end of last season. Thank you to Programs Committee members Nadia McCarthy and Julius Breza-Boski, and committee co-chairs Jeff Elwood and David Corrigan for all their hard work and dedication.

### **Head Pro/Instructional Programming**

We were fortunate to hire an experienced pro in Conor Casey, who increased the quality and volume of lessons and instructional programming significantly compared to the last two seasons.

As a result of Conor's hiring, we were able to run multiple sessions of adult and junior programs from May to mid-October, most of which ran at capacity or near-capacity. In many cases, there were waiting lists for interested players. Conor also had two assistant coaches, Rishi Laird and

Sydney Peters. With Conor's leadership and expertise, we were able to satisfy and grow member demand for instructional programming in a way that we were unable to do in 2021 and 2022, when we were without a full-time club pro. We would like to thank Conor for his dedication and enthusiasm this season and we are hopeful that he will be returning for the 2024 season.

## **Summer Camp**

We were lucky to welcome Rishi Laird back for another season as camp director, which made for a smooth entry into the summer camp season. In addition to KTC's posting of the camp jobs online, Rishi helped us in recruiting staff from previous summers. We aimed to hire as many Tennis Canada-certified instructors as possible. We were pleased to have 6 of our 7 regular instructors with certification. We hope to encourage (if not mandate) future instructors to get this certification as well.

## **Summer Camp Survey**

About a week after the conclusion of camp, Tracey arranged a Camp Satisfaction Survey that was distributed to parents of campers. The results were very positive – the average score for overall quality was 4.5 out of 5 – with most parents indicating that they would send their child to a future camp. We also received very useful feedback on a couple of items that we can work on to improve camps even further next year. Overall, it was yet another successful KTC junior camp season. The Programs Committee and KTC Board are already taking steps to improve the on- and off-court curriculum for the 2024 camp season.

## **Junior Events**

This year we ran two major junior events: the junior Open House and a junior tournament/skills competition. Both events had great turnout.

### **Junior Open House - June 3**

The KTC welcomed 36 kids for a free afternoon of youth-focused tennis games, refreshments and prizes. The games/drills were run by volunteers and camp staff. Feedback from parents was very positive. We should try to build on this success for an even bigger event next season. It's a great way to boost excitement in the early stages of the summer season.

### **Junior Tournament and Skills Competition - September 2**

We had 19 juniors register for the one-day event, which was split into two parts. We had a fun skills "competition" for players who maybe can't yet rally full-court or keep score, and a round-robin tournament for juniors approximately 10-17 years old. The head pro was present for the skills session, which added to the atmosphere. There were prizes for every participant. The fee for the event was \$10 per player, which included a BBQ lunch. Like the Open House, we

think this event has the capacity to grow next season, especially if we can “hype” it up to campers and other junior players throughout the summer.

### **Balancing Court Availability for Members vs. Programming**

We had clear policies for when and how many courts could be booked for KTC programs at any given time. This included a maximum of three courts for summer camps, and two courts maximum for clinics during primetime hours. We felt we struck a good balance between satisfying member demand for courts, and the demand for instructional opportunities for juniors and adults. The usage of Winston Churchill Public School’s field allowed the camp to split their students between two locations, which helped reduce the strain on courts. We were of course also aided by the fact that all seven of our courts were operational for most of the season, unlike last year (clubhouse renovation).

### **Tournaments**

We set the tournament dates early this season, which seemed to be appreciated by members. In a similar vein, we have set our tournament dates for the next few years, so that there can be a certain amount of predictability as to when they will occur each season. Turnout for the tournaments was good, but we feel they can still grow in size. We hope that announcing the dates well in advance will encourage more member participation.

### **Tournament Sub-Committees**

Informal tournament sub-committees were created prior to each of the “Club Championship” tournaments this season, to assist in ensuring fairness and accountability. Julius Breza-Boski led the organization of the tournaments, with help from David Corrigan and other volunteers. Sub-committees would meet a few days before the tournament to determine seeding for the draws, and then Julius and David handled the creation of brackets and schedules.

We increased the tournament fee to \$25 from \$20, after a couple of years of unchanged fees. This helped cover the increase in the cost of tennis balls and food. We also made an effort to “up our game” in terms of tournament prizes, which was also covered by the fee increase.

### **Queen’s Tennis Club**

The Queen's University Tennis Club successfully partnered with the KTC once again, with the KTC providing courts for both the competitive and recreational team practices for a total of 3 practices per week from the beginning of September to early November.. The Queen’s Tennis Club also held two exhibition matches at the KTC where they played host to other university tennis club teams. Members of the Queen’s Competitive Team were required to purchase fall memberships and the Queen’s Tennis Club were also required to pay court fees for all practices and exhibition matches. We hope to continue this successful partnership in 2024.

## 7. Membership Report

*Committee: Abby Lincoln (chair), Asia Zolnierczyk, Julie Hoffarth*

### **Summary of Activities and Events:**

- New Member Mix and Match
- Switch Doubles
- Tournament Socials
- Additional Socials : Trivia and Pro Tournament Watches
- Ladder

The New Member Mix and Match was a new event introduced to bring new members together to meet each other and find people to play with. The tennis portion was rained out but the Open House lunch was a success.

*Recommendation* for next year:

- this could simply be an Open House as it was difficult to accommodate all levels of play
- have a volunteer there to show new members how to use the Ladder and the Court Reserve App
- send out e-vites to all New Members (in addition to social media)

### **Switch Doubles:**

Switch Doubles was again offered as a social tournament to start the season off. As it is challenging to address the various levels of play, it may be worth making it a beginner/novice tournament

### **Tournament Socials**

Tournament socials were very well attended this season, particularly in July and August. Non-participant attendance was quite high this season. The Greek dinner received very positive feedback. RSVP was required for this event and it was very helpful.

*Recommendations* for next year:

- Have 2 post-tournament socials at a higher price and the others would offer refreshment during the day, at a lower cost if possible.
- RSVP mandatory for socials to avoid wasting money

### **Additional Socials**

Trivia was a great success as was the US Open watch. These were member/volunteer organized. The club stocked the Wilson room with plates, cutlery and napkins and provided the communication to the membership.

*Recommendation:*

- move to a member initiated, club supported model for socials

### Ladder

Once again the ladder was overseen by Bud. This remains a very useful method for new and existing members. Having a motivated volunteer such as Bud is immensely helpful.

## 8. Communications Report

**Committee:** Tracey Corrigan (chair), Donna Lounsbury, Taco Meuter, Asia Zolnierczyk, David Corrigan

The monthly newsletter KTC Courtside continues to provide our members with news that is timely, interesting and readable. It is our primary resource to announce important dates, share success stories, highlight employees and recap events.

One of our team's priorities for 2023 was to select, test and implement a new club management software. Mid-February, we successfully went live with CourtReserve initially offering online membership and camp registrations. From a communications standpoint, CourtReserve has provided us with additional avenues to communicate with our customer base including an announcement feature and the ability to send targeted email communications to specific member groups.

The priorities of our communications team remain:

- Provide transparent and frequent communication to the membership.
- Serve as an on-line news link to all that is happening at the club, including tournaments, special events and day to day activities.
- Support communications and decision making for other committees of the KTC Board.
- Use communications to build connections across the KTC community, to enhance membership and camp enrollment – and most importantly to promote pride among our members and a positive social environment.
- Each year ensure that our communications play a key role in the overall continuous improvement at the club.
- Use a variety of social media platforms including Instagram, Twitter and Facebook to share news, stories and photos.
- Ensure the club website and the court management software has current and accurate information and photos.

For the 2024 season, we hope to keep our membership informed with more regular updates to our website and details about our upcoming centenary celebrations.

We could not have done this without the contributions of so many to our KTC Courtside newsletters. Thank you all. We look forward to communicating with you in 2024!

## 9. Facilities & Operations Report

**Committee:** Donna Lounsbury (interim chair), Taco Meuter, Alma Thayer, Julius Breza-Boski

### **Court 1 and 7 restoration**

The large capital project of the season was restoring and repainting courts 1 and 7, which put one court out of commission for much of the month of June, as the work was done in sequence. As was the case for courts 2 and 3, we were very happy with Court Surface Specialists. The crew is friendly, meticulous, highly professional, and a pleasure to work with. The newly restored courts look great and we have received numerous positive comments on their good playability. Prior to the painting job, a concrete walkway was built at the back of the clubhouse and asphalt repairs were completed along the sides of the two courts and the main entranceway to the clubhouse. The budget for the overall project was \$75,000 and the final cost was \$76,100. Our thanks to Doug Bowie who was the lead 'project manager', ensuring that the work was completed in a timely way. Needless, to say the job was made more challenging because the club was extremely busy over this time period, with adults and kids constantly on the move close to the job site.

### **Steward Supervision**

KTC had a strong complement of full-time stewards this year – Ana, Katie and Lucas – who carried out their responsibilities extremely well under the supervision of John Corrigan. Many new procedures were implemented, which resulted in excellent customer service with members and guests, as well as high quality grounds-keeping and facilities maintenance (including keeping the clubhouse sparkling clean). These procedures included:

- Timely work schedules and new daily task lists (including when campers were present)
- Proper training of stewards in all aspects of grounds-keeping, including cutting back brush along fence lines, lawn maintenance, and garbage disposal and management
- Training on responses to regular inquiries in-person and by email; lesson monitoring; credit card and financial transactions; use of CourtReserve system.
- Daily oversight, management and mentorship of steward crew; continuous improvement and quality control

### **Other Facilities and Operations Issues**

In addition to the continued management of regular operations and facilities tasks, a number of perennial issues were addressed this season. These are just some examples:

- Implementing an orderly process of waste management (including recycling). After many attempts, the composting effort was discontinued because of rodent problems.
- Early top-to-bottom spring cleaning of the clubhouse and decks, carried out by Olga Oleinikow (who is not a members but a great friend of the KTC). She also held a training session for the stewards on cleaning techniques.
- Power washing of all of the courts, including 4, 5 and 6 right to the back corners.
- Organizing all storage areas.



- Repairs to lights on courts 4, 5 and 6 and side entrance gate off the lawn area.
- Increased security and safety: key inventory and tracking system; Security system including Bell cameras to monitor courts, etc.; implemented routines and safety rules for campers while on court and in clubhouse.
- Additional signage: light turn-off reminders, etc.
- Recycling of hundreds of used tennis balls
- Close tracking of food and drink inventory; eliminating the sale of bottled water to encourage people to bring their own refillable bottles.

Thanks to the great team of John Corrigan, Ana, Lucas, Katie, Jack, Eli, Doug, Bud, Rick Donaldson, Tracey, Taco, Gary, Olga Oleinikow, and so many others who helped in this area over the season. And special thanks to Kathy Lawton for the beautiful hanging baskets and maintenance of the perennial garden by the fence.

## 10. President's Report

As we look toward our centenary year in 2024 – we have much to reflect on and to be grateful for. This volunteer-run club has ‘survived’ for close to a century. And the word ‘survived’ is fitting because KTC’s history is not always one of prosperity. There were bleak years during the second world war and the post-war period, then a looming crisis in 1989 when the KTC owner at the time, Queen’s University, threatened to sell the club out from under us. After years of tense negotiations and uncertainty, members pulled together to re-purchase the club in 1997 for \$320,000, financed in large part by the issuance of debentures to a handful of dedicated members.

All to say, over these many decades, with a lot of work and a committed membership and Board, we have prevailed. And now in 2023, I am pleased to report that our club is strong, both financially and in spirit. With our restored clubhouse, high quality courts and facilities, and strong programming, we are well positioned to serve many generations of tennis players to come.

The club thrives, year after year, because of the extraordinary work of volunteer board members and community members who help in countless ways – from organizing tournaments, social events, and tennis ladders to coordinating junior camps and activities, to maintaining our clubhouse, grounds and facilities; not to mention the strong financial management and communications which underpin everything we do. Community engagement is our strength, and what makes our club special.

So, thank you all – the board’s executive, committee chairs and committee members, as well as so many other community volunteers, participants and players - for your dedication and commitment to the KTC. You are the heart and soul of this club.

This has been a busy and eventful season. Well before the season began - in late February – KTC launched the CourtReserve club management system. It was a learning curve for all but thanks to Tracey and Taco’s perseverance and terrific customer service, we got through some small

glitches and early frustrations. Overall, CR has greatly improved club operations and communications and has made registration for camps, clinics and special events much more efficient and timely.

And with the construction of our beautiful new clubhouse complete, the Board brought a renewed focus to programming to the great benefit of our members and other players. During the winter off-season, the programs co-chairs (David and Jeff) undertook an extensive search for a head pro. You all know the result of that endeavour. We were fortunate to recruit a top tennis professional – Conor Casey – who worked with us from day one to develop a new set of tennis programs for adults and juniors. And the result – in quality, participation and satisfaction - has been nothing short of amazing. Virtually every clinic offered by Conor and his assistant pros was full, many with long waiting lists.

And like last year, the KTC camps were almost fully subscribed over the nine weeks they were offered. Winston Churchill field was our secondary site, so that no more than 18 of the campers were on the KTC courts at any one time. This two-site model relieves pressure on our grounds and courts as well as providing a better camp experience, with other sports activities and training held off court. The results of a camp survey, conducted right after the camps finished in early September, were exceptionally positive, with an average score of 4.5 out of 5.0 received for overall quality. And most parents indicated that they would send their child to a future camp. Special thanks to our energetic and enthusiastic camp director Rishi Laird who we hope will return to KTC next year.

We had a successful run of tournaments this year, always with a good crowd on hand to watch the semis and finals. I want to especially thank Julius, our tournament director, who with help from David and other volunteers organized and ensured the smooth running of our major tournaments. Thanks to their leadership we now have a three-year timetable of upcoming tournament dates, so members can clear their schedules well in advance. Check these dates out on our website. On the junior front, I am grateful to Nadia, lead organizer of our well-attended tournament day for kids which combined competitive round robin play for more advanced juniors with games and skill competitions for younger players.

What would our tournament weekends be without a great social evening for our members and guests to mix and mingle? Abby, as membership chair, worked with volunteers to bring us a great line up of events this year, including the memorable Greek dinner and karaoke night. Our resident expert of all things social media, Asia, promoted events and tournaments with beautifully designed posters.

On the financial side, our bank account is healthy thanks to continued strong revenues from camps and membership fees, and the growing success of clinics and lessons. With the close attention of our treasurer Taco, we have now paid off the variable portion of the clubhouse loan (\$150,000). We are now carrying just a five-year loan of \$333,000 at a fixed rate of 3.17%, far below the rates that are currently available. We ended the year with a healthy cash balance of \$172,000, even after an expenditure of \$76,000 on court restoration.

Speaking of which, a priority of the Board is keeping our courts, grounds, and facilities in top shape. In the spring, we tackled the restoration of Courts 1 and 7 which were in particularly bad shape because of the clubhouse construction. The courts were restored and painted using the same firm we used for courts 2 and 3. And I think you'll agree that the results are superb. The same approach will be used for courts 4, 5 and 6 in the 2025 season.

With the departure of our operations manager in June, John Corrigan came to our rescue, immediately taking on the position of interim Steward Supervisor, with oversight of grounds and facilities. He put in many hours, most on a voluntary basis, ensuring that the clubhouse and courts were kept in immaculate shape, and the groundskeeping top notch. He was also a wonderful mentor and supervisor to our stewards, who all plan to return to the KTC next season.

Finally, on the governance side, I want to express my deep appreciation to Bob Goddard, who as chair of this committee, led a deep dive into the KTC bylaws. This is a far bigger task than one can imagine, as he sought, with the help of the Queen's Business Law Clinic (QBLC) and committee members, to bring our long and somewhat unwieldy bylaws into compliance with the new Ontario Not-for-profit Corporations Act (ONCA) and at the same time to conduct a full review of these bylaws. The fruits of this labour will be considered at the 2023 AGM.

As many know, this is the end of my first year as president. It has been a pleasure and privilege to work with this board. We have tackled big issues and everyday small ones – and together, we have accomplished a lot. But I am mostly proud that we have taken large strides forward while working collegially and respectfully. That is a great combination for a working Board.

I look ahead to next year with enthusiasm – and maybe just a bit of terror. There is much still to be done. 2024 will be a special year with our centenary celebrations, and already we are planning ways to make it memorable. There are also new ideas being explored for our junior camps as we look to enhance the curriculum, further skill development, and meet the needs of more advanced young players.

Finally, we hope as a board to finally address the vastly increased operational needs of our club. As we have expanded programming, enhanced camp programs, recruited a high-level Club Pro and implemented the new court management system, the operational work carried by many of our board members has expanded by leaps and bounds. We are now at a point where it is difficult both to retain board members and challenging to attract new people. The word is out that these jobs can be tough.

As such, the board decided this summer to set up a small external sub-committee to provide recommendations to significantly reduce our workload and provide better support in many operational areas (including staffing, facilities and grounds, CR and bookkeeping/financial). The sub-committee, chaired by Chloe Wilson, with members Karen Peters, Phil Casey and Laura Griffin, worked diligently for two months and reported back to us in late September with their conclusions. Most prominently they have advised the recruitment of a club manager who would have responsibility for many operational, staffing and facilities functions. We will soon

move forward as a board to better define and structure this position and will have much more news to share with our membership early in the new year.

Jeff Elwood, Alma Thayer, and Simon van der Plas are leaving the Board. Jeff and Simon, having completed one term, have chosen not to seek re-election because of additional work commitments. And Alma's term on the board has come to an end. As an officer for the past three years (vice-president, president and this year as past president), Alma has been an exceptional leader and mentor to all of us. As president I could not have done my job without her support and wisdom. These retiring board members have made an enormous contribution to the KTC. Please join me in thanking them for their service.

In this large endeavour of keeping the club humming, I have relied on each board member and many volunteers to carry the workload in so many areas. But one person stands out as always willing to take on more, always striving to make our club better. Thank you, Tracey, for being the impetus and driving force of so many of our accomplishments. And more personally, for always being a close partner and friend in your role as vice-president.

And I in closing, I thank you, the membership, for making our club the warm, vibrant, and special place that it is for all of us.

Donna Lounsbury