



Annual Report 2013

MISSION STATEMENT

The Ontario Tennis Association promotes participation in tennis as part of a healthy lifestyle and encourages the pursuit of excellence for all players.





NOTICE OF MEETING

Please take note that the 2013 Annual General Meeting of the Members of the Ontario Tennis Association will be held at the **Rexall Centre, (Players Lounge) 1 Shoreham Drive, Toronto, Ontario on Saturday April 12, 2014** beginning at 10.00 am Eastern Standard time, to conduct the business detailed on the Agenda enclosed herewith.

Dated at Toronto this 18th day of March, 2014.

By Order of The
Board of Directors

James N. Boyce
Executive Director

c.c. Board of Directors

Agenda for the 2013 Annual General Meeting
Saturday April 12, 2014
10:00 a.m.

1. Call the Meeting to Order
2. Reading of the Notice of the Meeting
3. Approval of the Minutes of the Previous Annual General Meeting
4. Financial Statements of the Year ending December 31, 2013
5. Election of Auditors
6. Report of the President and Executive Director
7. Elections
8. By Law changes
9. Other Business

Ontario Tennis Association

Directory of Board and Staff

Scott Fraser
Michel Lecavalier
Rob Nicholls
Jackie Sheehy
Simon Bartram
Liz Wood

President
Past President
V.P. Finance and Administration
V.P. Marketing and Communications
V.P. Player Development
V.P. Membership and Regional Development

Regional Chairs

Alan Maguire
Phil Johnson
Miro Ejem
Dianne Kriksciunas
Dianne Weatherby
Wayne Saigeon
Julio DiCresce
Dale Roberts
Sid Schechter

Tennis Toronto Chairperson
NCTA President
North Region Chairperson
North York Region Chairperson
STF President
South West Region Chairperson
West Central Region Chairperson
East Region Chairperson
North Central Region Chairperson

Directors at Large

Dayle Levine
Tom Kern
Dave Gervan

Staff

Jim Boyce
Kartik Vyas
Jay Neill
Peter Malcomson
Rimzy Kuthubdeen
David Lea
Gulshad Punja
Ely Schwartz
Andrew Chappell
Samantha Pagnotta
Joline Joseph
Sahaj Jayanth

Executive Director
Player Development Manager
Club Membership Manager
Marketing Manager
Controller
Community Tennis Manager
Administrative Assistant
Tennis Pathways Manager
Tournament Manager
Assistant Manager, National & Provincial Rankings
Special Projects Manager
Raise the Net Project Manager

Mission: The Ontario Tennis Association promotes participation in tennis, as part of a healthy lifestyle, and encourages the pursuit of excellence for all players.

**MINUTES OF THE ANNUAL GENERAL MEETING OF THE
ONTARIO TENNIS ASSOCIATION
HELD SATURDAY APRIL 13, 2013
AT THE REXALL CENTRE, TORONTO.**

The member clubs represented by proxy or an individual were:

Agincourt T.C.
Aldershot T.C.
Albion Gardens T.C.
Alliston T.C.
AMA Badminton & Racquet Club
Barrie Community T.C.
Bolton T.C.
Bramalea T.C.
Brighton T.C.
Central T.C.
Charlottetown T.C.
Cottingham T.C.
Davisville T.C.
Don Mills T.C.
Dunlace T.C.
Fergus T.C.
German Mills T.C.
Grimsby T.C.
Guildwood T.C.
Gwendolen Park T.C.
Heron Park T.C.
Iroquois T.C.
Kew Gardens T.C.
Kleinburg Nashville T.C.
Leaside T.C.
Maryvale T.C.
Midhurst T.C.
Moore Park T.C.
North Toronto T.C.
North Burlington T.C.
Palgrave T.C.
Rockcliffe Lawn T.C.
Richmond Hill Lawn T.C.
Seneca Hill T.C.
Seven Oaks T.C.
Scarborough Bluffs T.C.
Scarborough Winter T.C.
Sir Winston Churchill Park T.C.
Stephen Leacock T.C.
Stratford T.C.

Thorncliffe Park T.C.
Thornhill Park T.C.
Thunder Bay Community Tennis Centre
Tournament Park T.C.
Tyandaga T.C.
Wanless Park T.C.
Welland T.C.
Whitby T.C.
Whiteoaks Park T.C.

Proxy Clubs

A Love of Tennis Club (formerly Ottawa Tennis Comm. Centre)
Newmarket Community T.C.
Wishing Well T.C.
Northfield Racquet & Fitness Club
Port Hope Racquet Club
Waterloo T.C.

Board Members

Adrian Baldeo
Michel Lecavalier
Scott Fraser
Steve Andrews
Julio DiCresce
Liz Wood
Simon Bartram
Sid Schechter
Jackie Sheehy
Dianne Weatherby
Rob Nicholls

New Directors (elect)

Dave Gervan – Director at Large
Tom Kern – Director at Large
Alan Maguire – Tennis Toronto Chair
Diane Kriksciunas – NYTA Chair

Staff

Jim Boyce
Jay Neill
Gulshad Punja
Joline Joseph
Samantha Pagnotta
David Lea
Rimzy Kuthubdeen
Ely Schwartz

Guests/speakers/volunteers

Julie Ann Toovey
Jag Gundu
Pam Olley
Sharon Arnold – Doug Philpott
Ceciley Parker – Doug Philpott
Anke Magnus
Murray Rubin
Kim Fraser

Sponsors

Babolat – Brian Caulfield
Head – Tammie Sangster
Wilson – Blair Rickers/Doug Coombs
Racquet Guys (RCS) – Troy Russell
Screenscape- Peter Wallace, Lisa Silveria
Merchant of Tennis – Rob Thomas
Tennis Canada – Brandon Shaw
Jordan Carroll

1. Call to order

Scott Fraser, OTA President, called the meeting to order at 10:03 am.

James Boyce, Executive Director, read the formal notice of meeting.

Scott Fraser welcomed all attendees and thanked the members for their hard work in 2012. Scott thanked the sponsors in attendance and explained the format of the Breakout Sessions to be held after the AGM. Scott Fraser introduced the Board Members in Attendance.

James Boyce, Executive Director, went over the Schedule of Events and introduced the volunteers and OTA staff in attendance.

2. Proxies & Voting Procedures

Scott Fraser explained the voting procedure for the meeting using red and green cards.

3. Approval of the Agenda

Scott asked if there were any additions or deletions to the meeting agenda as presented. There were none.

On a motion by Andrew Kokelj of Alliston Tennis Club and seconded by Ken Burlock of Aldershot Tennis Club, the agenda was approved.

4. Approval of the Minutes of the previous Annual General Meeting

Scott asked for any errors or omissions pertaining to the Minutes of the 2012 Annual General Meeting. There were none.

On a motion by Robert Collette of Rockcliffe Lawn Tennis Club and seconded by Ron Mauro of Grimsby Tennis Club, the minutes were approved.

5. Financial statements of the Association for the year ending December 31st, 2012

Rob Nicholls, Vice-President Finance and Administration reviewed the 2012 financial statements:

The OTA received a clean audit from Clarke Henning LLP with no significant issues to be discussed. Assets are slightly up and we have therefore made a modest profit. There is a seeming "decline" in cash balance however we are actually in a better situation due to investments.

Our net profit is \$21,000 (minor positive reinforcement from last year). Overall, we are on budget. Rob displayed pie charts to break down the OTA's expenses vs revenue generation. Revenue from membership fees is going up. 75% of expenses go towards programming; 25% goes towards admin/operations.

On a motion by Stuart Teather of Davisville Tennis Club and seconded by Natalie Wong of Stephen Leacock Tennis Club, the 2012 Financial Statements of the Association were approved.

6. Election of Auditors for 2013

Presented by Rob Nicholls.

On a motion by Alan Maguire of Wanless Tennis Club and seconded by Ed O'Shaughnessy of Fergus Tennis Club, the members approved Clarke Henning LLP as auditors for the year ending December 31st, 2013.

7. Report of the President and Executive Director

Scott Fraser spoke about everything he has learned during his first year as President. He received a good and informative response from the Presidents' survey. The survey is still available online and can be used to provide your feedback at any time.

The Ontario Sport Awards is an annual banquet held to celebrate outstanding athletes and volunteers. Last year, Gus Morhart was awarded Volunteer of the Year. This year's recipient will be Sharon Arnold who has been involved in tennis for 55 years.

Scott announced two board members who will be stepping down this year: Adrian Baldeo (Regional Chair - Tennis Toronto, 15 years) and Steve Andrews (President - NYTA, 4 years).

One of the Board's key priorities has been on governance and by-laws. These documents are constantly being upgraded and improved. Every year, the by-laws are examined to determine any gaps and how they can be filled or enhanced.

Scott ended his report by thanking Jim and Michel Lecavalier (Past President) for their assistance and hard work.

Jim began his report by playing a video clip of Milos Raonic speaking about how the OTA's tournament structure gave him the opportunity to develop his game as a youngster by offering frequent and consistent opportunities for competitive play across the province.

This year, the OTA has entered into a new ball deal with Wilson and a new racquet deal with HEAD. On the club recruitment/retainment side, 9 new NYTA clubs will be joining the OTA in 2013 thanks to the hard work of Steve Andrews (NYTA President). An additional 12 new clubs from the NCTA (Ottawa) region will also be joining the OTA in 2013.

Jim thanked the many past recipients of the OTA's Distinguished Services Award, and made special recognition of the U9 Champions benefactor, Murray Rubin, who has donated \$23,000 annually over the next five years towards this new program. Any OTA member club can enter a player who turns 9 in 2013. Regional showdowns over the summer culminate to a final tournament weekend in November, where the male and female winners and finalists will receive grant funding toward further coaching for the next two years. Also running concurrently is a fundraising dinner at the Cricket Club and all money goes to player development to support kids who can't make the circuit and to help cover travel expenses.

On a motion by Steve Cheesman of Tyandaga Tennis Club and seconded by Ken Burlock of Aldershot Tennis Club, the members received the reports of the President and the Executive Director.

8. Election of Officers and Directors

Michel Lecavalier (Past President) presented the election of officers for 2013 as recommended by the Nominating Committee.

On a motion moved by Ron Mauro of Grimsby Tennis Club and seconded by Todd Archibald of Gwendolen Park Tennis Club, the slate of officers as recommended by the Nominating Committee were approved as follows:

Officers

Vice President of Finance and Administration	Rob Nicholls
Vice President of Membership and Regional Development	Liz Wood
Vice President of Player Development	Simon Bartram
Vice President of Marketing and Communications	Jackie Sheehy

On a motion moved by Jane Wheeler of Barrie Community Tennis Club and seconded by Rita Lee of Leaside Tennis Club, the slate of regional chairs for 2013 were appointed to the Board as follows:

Directors

East Region	Dale Roberts
National Capital Region	Sean Sweeney
North York Tennis Association (NYTA)	Diane Kriksciunas (elect)
North Central Region	Sid Schechter
North Region	Miro Ejem
Scarborough Tennis Federation (STF)	Dianne Weatherby
South West Region	Wayne Saigeon
Tennis Toronto	Alan Maguire (elect)
West Central Region	Julio Di Cresce

Michel also encouraged attendees to nominate hard working individuals from their clubs for Distinguished Service (DSA) awards. Michel gave special thanks to Steve Andrews and Adrian Baldeo for their years of hard work and dedication to the OTA.

Scott formally introduced the new Regional Chairs for 2013-2014: Diane Kriksciunas and Alan Maguire.

9. By-Law changes

Simon Bartram, Vice President of Player Development, explained that due to the size of the OTA competitive structure (only four US states have a larger competitive tennis structure than us), there is a need to amend and update Sections 10, 11 and 12 of the OTA By-laws which simplify the requirements for Disciplinary Action, Rules of Competition and Ranking as they relate to the OTA competitive structure.

On a motion moved by Steve Cheesman of Tyandaga Tennis Club and seconded by Andrew Kokelj of Alliston Tennis Club, the 1st proposed change to the Association's By-laws was approved.

Liz Wood, Vice President of Membership and Regional Development, outlined the second proposed change to the by-laws. Liz explained that the current by-law covering Standing Committees does not adequately represent the current situation. There is also a need to tighten up voting procedures and timelines regarding Regions/Regional Committees (Section 9), as in the past there were no timelines.

On a motion moved by Cissy Wang of Agincourt Tennis Club and seconded by Ron Mauro of Grimsby Tennis Club, the final two changes to the Association's By-laws were approved.

10. Closing Remarks

Scott Fraser thanked all attendees for coming and wished all clubs good luck for the 2013 season.

11. Adjournment

On a motion by Andrew Kokelj of Alliston Tennis Club, the 2012 Annual General Meeting of the Ontario Tennis Association was adjourned at 11:04 am.



INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ONTARIO TENNIS ASSOCIATION

Report on the Financial Statements

We have audited the accompanying financial statements of Ontario Tennis Association, which comprise the balance sheet as at December 31, 2013, and the statements of operations and net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Tennis Association as at December 31, 2013 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

In accordance with the Corporations Act (Ontario), we report that the Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

Clarke Henning LLP

CHARTERED ACCOUNTANTS
Licensed Public Accountants

Toronto, Ontario
March 15, 2014

ONTARIO TENNIS ASSOCIATION

BALANCE SHEET

AS AT DECEMBER 31, 2013

	2013	2012
ASSETS		
Current assets		
Cash (note 2)	\$ 542,235	\$ 389,048
Accounts receivable (note 3)	122,470	109,843
HST recoverable	7,431	10,195
Inventory	8,221	6,469
Prepaid expenses	18,444	11,635
	698,801	527,190
Investments (note 4)	200,000	200,000
Equipment and furniture (note 5)	31,233	21,994
	930,034	749,184
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	214,361	244,251
Deferred revenue	228,291	130,609
Deferred contributions (notes 7 and 8)	190,394	73,557
	633,046	448,417
NET ASSETS	296,988	300,767
	\$ 930,034	\$ 749,184

Approved on behalf of the Board:

 _____, Director

 _____, Director

ONTARIO TENNIS ASSOCIATION
STATEMENT OF OPERATIONS AND NET ASSETS
YEAR ENDED DECEMBER 31, 2013

	2013	2012
Revenues		
Fees (<i>note 9</i>)	\$ 952,370	\$ 828,828
Ontario government grants (<i>note 10</i>)	280,314	272,516
Other grants	10,000	39,415
Tennis Canada grants (<i>note 11</i>)	162,788	175,731
Sponsors and advertising (<i>note 12</i>)	285,293	268,901
Sales of merchandise	2,816	4,332
Interest	7,124	5,682
Fund-raising - Tennis Matters	69,383	44,665
	1,770,088	1,640,070
Expenses		
Direct cost of programs	948,465	870,413
General, administrative and payroll costs	825,402	747,770
	1,773,867	1,618,183
Excess (deficiency) of revenues over expenses for the year	(3,779)	21,887
Net assets - at beginning of year	300,767	278,880
Net assets - at end of year	\$ 296,988	\$ 300,767

ONTARIO TENNIS ASSOCIATION

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2013

	2013	2012
Cash flows from operating activities		
Cash received from- Members	\$ 1,040,241	\$ 836,885
- Ontario government grants	305,151	272,654
- Ontario Trillium Foundation grants	92,000	-
- Tennis Canada grants	162,788	157,442
- Sponsors and advertisers	166,541	155,909
- Other grants	10,000	39,415
- Fund-raising projects	69,383	44,665
Interest received	7,124	5,682
Cash paid to employees and suppliers	(1,678,207)	(1,448,381)
	175,021	64,271
Cash flows from investing activities		
Purchase of equipment and furniture	(21,834)	(8,500)
Purchase of investments	-	(200,000)
	(21,834)	(208,500)
Change in cash during the year	153,187	(144,229)
Cash - at beginning of year	389,048	533,277
Cash - at end of year	\$ 542,235	\$ 389,048

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

The Ontario Tennis Association ("OTA" or the "Association") is the provincial sport governing body for tennis in Ontario.

The OTA encourages participation in tennis, as part of a healthy lifestyle and promotes the pursuit of excellence for all players. The two basic aims of the OTA are to encourage participation in the sport of tennis in Ontario and to provide a structure of services which will assist players to reach a level of competence consistent with their personal goals and abilities.

The OTA is a non-profit organization incorporated without share capital in November, 1968 under the laws of Ontario and, as such, is generally exempt from income taxes.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Financial Assets and Liabilities

The Association initially measures its financial assets and liabilities at fair value. The Association subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets and liabilities measured at amortized cost include cash, accounts receivable, investments and accounts payable and accrued liabilities.

Investments

Investments are comprised of guaranteed investment certificates and are recorded at amortized cost which approximates fair value.

Inventory

Inventory consists primarily of donated products and is valued at estimated cost to purchase.

Other inventory is recorded at the lower of cost and net realizable value, with cost determined using the first-in, first-out method.

Equipment and Furniture

Equipment and furniture are recorded at cost and are amortized on a straight-line basis over their estimated useful lives at the following annual rates:

Furniture	- 15%
Computers and other equipment	- 25%

The above rates are reviewed annually to ensure they are appropriate. Any changes are adjusted for on a prospective basis. If there is an indication that the assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2013.

ONTARIO TENNIS ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2013

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

Membership fees are self-reported by individual member tennis clubs and are recorded as income when this information is received by OTA. Tournament and registration fees are recorded as revenue when the event occurs.

The OTA follows the deferral method of accounting for contributions which include government grants, sponsorships and other contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Sales of merchandise is recognized at the time the merchandise is shipped to the customer.

Advertising and interest income are recorded as earned.

Fund-raising revenues are recorded when received or when the event takes place.

Contributed Materials and Services

Many individuals contribute their time in a variety of ways to the OTA. The value of these contributed services is not recorded in the accounts. Contributed materials are recorded in the accounts at fair value (see notes 11 and 12 for details).

Non-Monetary Transactions

Assets exchanged with other organizations in a non-monetary transaction are recorded at the more reliably measurable of the fair value of the assets given up and the fair value of the assets received.

Use of Estimates

The preparation of OTA's financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year.

Key areas where management has made difficult, complex or subjective judgments, often as a result of matters that are uncertain, include, among others, useful lives for depreciation of equipment and furniture, valuations of contributed materials and assets acquired in non-monetary transactions. Actual results could differ from these and other estimates, the impact of which would be recorded in future periods.

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

2. CASH

Cash at December 31, 2013 includes an amount of \$211,275 (\$329,308 - 2012) in an interest-bearing account yielding 1.15% interest (1.18% - 2012).

3. ACCOUNTS RECEIVABLE

As at December 31, 2013 the carrying amount of impaired receivables totalled \$8,676 (\$6,059 - 2012). These receivables are presented net of an allowance for doubtful accounts of \$8,676 (\$6,059 - 2012).

4. INVESTMENTS

Details of investments are as follows:

<i>Face Value</i>	<i>Security</i>	<i>2013</i>	<i>2012</i>
\$ 100,000	Canadian Western Bank GIC - 2.10% due July 25, 2014	\$ 100,000	\$ 100,000
100,000	Equitable Trust Co. GIC - 2.31% due July 27, 2015	100,000	100,000
		\$ 200,000	\$ 200,000

5. EQUIPMENT AND FURNITURE

Details of equipment and furniture are as follows:

	<i>Cost</i>	<i>Accumulated Amortization</i>	<i>Net Book Value</i>	
			<i>2013</i>	<i>2012</i>
Furniture	\$ 18,262	\$ 16,357	\$ 1,905	\$ 2,666
Equipment	78,617	60,768	17,849	5,857
Computers	90,473	78,994	11,479	13,471
	\$ 187,352	\$ 156,119	\$ 31,233	\$ 21,994

Included in general, administrative and payroll costs is amortization of \$12,594 (\$10,549 - 2012).

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include government remittances totalling \$13,329 at December 31, 2013 (\$12,105 - 2012).

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

7. DEFERRED CONTRIBUTIONS

The deferred contributions represent funding from government and Ontario Trillium Foundation grants received in the current year related to a subsequent period. Changes in the deferred contributions balance are as follows:

	2013	2012
Balance - at beginning of year	\$ 73,557	\$ 73,419
Add: Amounts received during the year	397,151	272,654
Deduct: Amount recognized as revenue in the year	(280,314)	(272,516)
Balance - at end of year	190,394	73,557

The deferred contributions are as follows:

	2013	2012
Ontario Ministry of Tourism, Culture and Sport:		
Base funding	50,740	53,411
Kids Tennis initiative	47,654	-
Sports Priority program	-	12,500
Quest for Gold program	-	7,646
Ontario Trillium Foundation grants:		
Sunshine Project (note 8(a))	41,400	-
Raise the Net mentorship program (note 8(b))	50,600	-
	\$ 190,394	\$ 73,557

8. THE ONTARIO TRILLIUM FOUNDATION GRANT

During the year, the Association was approved for the following grants from the Ontario Trillium Foundation:

- \$255,000 over 36 months expiring in October 2016 to implement the Raise the Net mentorship program at 164 community tennis clubs across the province; and
- \$211,200 over 36 months expiring in October 2016 to support the Sunshine Project, an after-school tennis program in the northwest region of Toronto.

During the year, the Association received \$92,000 for the above grants and that amount is included in deferred contributions.

9. FEES REVENUE

Details of fees revenue is as follows:

	2013	2012
Membership	\$ 455,896	\$ 401,151
Registrations	90,446	86,379
Tournaments, instructor certification and other fees	406,028	341,298
	\$ 952,370	\$ 828,828

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

10. ONTARIO GOVERNMENT GRANTS

The grants from the Ontario Ministry of Tourism, Culture and Sport are as follows:

	2013	2012
Base funding grant	\$ 205,631	\$ 213,642
Kids Tennis initiative	53,632	-
Sports Priority program (Active)	12,500	37,500
Quest for Gold program	8,551	9,164
Sports for More program (Tennis Pathways)	-	12,210
	<u>\$ 280,314</u>	<u>\$ 272,516</u>

11. RELATED PARTY TRANSACTIONS

The OTA is a member of Tennis Canada and has 37% voting rights. In 2013, OTA received \$162,788 (\$175,731 - 2012) as grants from Tennis Canada. In addition, during the year, OTA received an in-kind donation of Rogers Cup Tickets worth \$14,000 (\$14,000 - 2012) from Tennis Canada.

12. SPONSORS AND ADVERTISING

The revenues from sponsors and advertising includes contributed materials in the amount of \$118,751 (2012 - \$112,992). Contributed materials include sports merchandise, Rogers Cup Tickets, etc.

13. FINANCIAL INSTRUMENTS RISK EXPOSURE

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the Association's risk exposure at the balance sheet date:

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to accounts receivable. The Association mitigates credit risk by monitoring the accounts on a regular basis and performing regular review of their credit standing. Management has included adequate provision for doubtful accounts in these financial statements.

Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and lease and other commitments. The Association expects to meet these obligations as they become due by generating sufficient cash flow from operations.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Association is not exposed to significant currency, interest rate or other price risk.

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2013

14. LEASE COMMITMENTS

The Association has entered into a lease in 2005 with Canadian Tennis Association ("CTA") for office premises at the National Tennis Centre at York University, Toronto, Ontario. The lease expires in 2050 (or earlier under certain conditions), upon the termination of CTA's head lease with York University. Annual rental payments are (a) basic rent of \$10,500 plus (b) OTA's share of taxes and utilities.

The Association has entered into other operating lease agreements for its equipment which expire at various dates to 2017. The minimum annual payments for the next four years are as follows:

Year ended	2014	\$	9,100
	2015		9,100
	2016		9,100
	2017		4,200
		\$	31,500

15. GUARANTEES AND INDEMNITIES

The OTA has indemnified its past, present and future directors, officers and volunteers against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding, subject to certain restrictions in which they are sued as a result of their involvement with the OTA, if they acted honestly and in good faith with the best interest of the OTA. The nature of the indemnity prevents the OTA from reasonably estimating the maximum exposure. The OTA has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits and actions.

In the normal course of business, the OTA has entered into agreements that include indemnities in favour of third parties, either express or implied, such as in service contracts, leasing agreements or sales and purchase contracts. In these agreements, the OTA agrees to indemnify the counterparties in certain circumstances against losses or liabilities arising from the acts or omissions of the OTA. The terms of these indemnities are not explicitly defined and the maximum amount of any potential liability cannot be reasonably estimated.

16. CONTINGENCY

OTA together with other parties has been named as a defendant in a slip and fall claim in the parking lot of the Rexall Facility. Management is of the opinion that OTA should not be a party to the claim and has referred the matter to its insurers and that, in any event, the claim is within the limits of the insurance coverage. An estimate of the potential loss, if any, cannot be made at the present time; therefore, no provision has been made in the financial statements.

17. COMPARATIVE FIGURES

Certain of the comparative figures in the Statement of Operations and Net Assets have been reclassified to conform with the financial statement presentation adopted for the current year.



ONTARIO TENNIS ASSOCIATION

President's Report

Annual General Meeting

April 12, 2014

The year 2013 was another great year of tennis successes and challenges for the OTA. From volunteer recognition, to strong participatory programming to strengthened club support, the OTA has seen excellent growth over the last 13 years and has seen the operating budget increase by over 100%. Let's look at some of the significant developments from 2013, which represented the first year of our new four-year strategic plan.

Volunteerism

Tennis in Ontario continues to have a strong network of volunteers contributing thousands of hours to promote and grow the sport. **Sharon Arnold** was awarded the 2012 Syl Apps volunteer award for tennis in April. Sharon has been involved with tennis for over 55 years. Early in her career she taught tennis at the U of T and was instrumental in the birth of the Doug Philpott inner-city children's foundation and still serves as secretary and chair of the Program Committee.

Our 11th annual **Distinguished Services Award** dinner was held in October and the award went to three deserving recipients: **Sheila Hunt** and **Erica Gilbert** from Leaside Tennis Club, and **Rob Dawson** from North Bay Tennis Club. I can't stress enough the importance of bringing forward candidates for this prestigious award in your region. Forms can be found on the OTA website and will be accepted until the end of April, so please take the time to submit your special candidate.

What a pleasure it was to host the **8th annual Presidents' Day** session during Rogers Cup on August 5th. Attendance was strong, especially since it is held on the holiday Monday. Club executives from about 90 member clubs attended this year (200+ participants) and it is our way of recognizing the hard work of all the volunteers in the province. A continental breakfast was served, followed by some updates and a short Q&A with special guest player **Jamie Hampton** of the United States. Most of the interview was captured and put up on the OTA's YouTube station, so take a look on our website if you haven't already done so.

OTA Board

This year on the board we are losing **six special volunteers** that have contributed so much to tennis over the years. First I'd like to recognize our departing regional chairs: Sid Schechter representing North Central, Julio Di Cresce from West Central, Dale Roberts from East region, and Sean Sweeney from the National Capital Tennis Association (NCTA). All have served many years with the association working hard with member clubs in their region to deliver supplemental programming. Our final two board members departing are Liz Wood and Simon Bartram who have served on our Executive Committee for the past six years and contributed greatly to promote

OTA's goals and strategies. We thank them for their dedication and wish them all well. Fortunately, you will see in the Annual Report that we have a number of strong candidates ready to step up and fill their shoes and carry on their great work.

Fundraising

The OTA had another successful fundraiser on Nov 9th with the **Gala Dinner** in support of Junior Development. From the amazing balloon tennis players to the fantastic buffet dining and the draw prizes, those who attended were not disappointed. Our special guests were Team Ontario who won gold at this year's Canada Summer Games. Managers Tyler Prescott and Kirsten (KK) Magi along with players Maria Patrascu, Ayan Broomfield and Raheel Manji were introduced to our guests and participated in a short Q&A. **Over \$15,000** was raised through dinner ticket sales and individual donations. Many thanks to all the volunteers involved in organizing this event, and to the guests who attended the dinner. I was especially happy to see so many of the OTA board members attending, including a large contingent from our regional clubs from North York and Scarborough.

Governance & Risk Management

The OTA continued to progress priorities from our **governance and risk management plan**. This past year the board worked on a number of internal policies for Executive Director performance reviews and the management of Volunteers and associated background checks. The latter policy will be finalized shortly and will be made available to all member clubs for consideration at their own club level.

Tennis Canada / OTA Partnership

All the Provincial Tennis Association (PTA) Presidents meet regularly through the **Council of Provinces (COP)** and in 2013 we focused our efforts in a number of priority areas. Three particular items I'd like to share because they came as a direct result of the provinces' good working relationship with Tennis Canada and our desire to encourage better communication and transparency.

The first is the publication of a new **High Performance Handbook**. The handbook has had extensive input from the COP and from various coaches and includes sections on key HP programs, policies and support available. The handbook is not a static document and will be updated as changes and enhancements to programs and policies are made. The second is a new **US College Recruiting Guide** to supplement information on the TC website. Tennis Canada's College Program helps Canadian players obtain university scholarships that fit their academic, athletic, social and environmental goals and needs. The handbook brings together all the important information for parents and players to better plan their pathway for future athletic and educational opportunities. This is one of many tactics being developed and delivered to help build an effective **player retention pathway** for competitive juniors in Canada. Finally, the **new provincial and national ranking and tournament management system** will be fully implemented across the country by early 2014 thanks to the efforts of each PTA working with Tennis Canada. The bulk of the work began in early 2013 and has not come without its challenges, but with continued partnership these will be largely resolved over time.

I would be remiss if I didn't mention the departure of TC's CEO **Michael Downey** late last year for a similar post at the Lawn Tennis Association (LTA) in London, England. He personally expressed to me his gratitude for the strengthened relations between TC and the PTAs over the past number of years. He went further to say that our combined success has been largely due to a shift from "Tennis Canada" to "Tennis in Canada". We certainly wish Michael the best in London with the LTA. As a business leader he has worked extremely hard at keeping Tennis Development funding at an all time high of over \$11M annually. Now, with the recent announcement of **TC's new CEO, Kelly Murumets**, we at the OTA are especially excited about the new opportunities that lie ahead for both organizations.

Member Club Network

Club recruitment was especially strong this past year. We are proud to say that due to the strong support by the North York and Ottawa regions, our club membership grew by about 10%, to 240 clubs (from 220). That represents over 36,000 adult players and 14,000 junior players. While the OTA strives hard to keep in contact with member clubs, we can't do it without the club's willingness to reach out, ask questions and make use of the many options available. Please visit our website and facebook page regularly and to actively read all the various publications available, from OT magazine (print and online), weekly and monthly e-magazines, the Club Connections e-newsletter, OTA's online resource centre, and of course my monthly President's blog.

In closing, these achievements would not be possible without a dedicated board and staff. Many thanks to Executive Director Jim Boyce for maintaining his passion for excellence over the years and maintaining a strong focus on our strategic plan goals.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Scott Fraser". The signature is written in a cursive style with a large initial "S" and "F".

Scott Fraser

President

OTA ANNUAL REPORT

Executive Director's Report

2013



2013 was one of the most successful years that the OTA has ever experienced. The association achieved outstanding results on the National and International scene through Davis Cup, Fed Cup and ITF Junior Tournaments. Milos leads all of Canada with his 11th place ATP world men's singles ranking. Our 2013 outreach programs put tennis racquets in the hands of over 120,000 children throughout Ontario and we recruited a large number of new tennis clubs to join us. Our grant writing results will allow us to grow tennis over the next several years at the grassroots level at a capacity we have never had.

Key 2013 Achievements:

- ❖ New Strategic Plan 2013-2016
- ❖ 2013 Club Recruitment Program.
- ❖ Canada Games Gold for Team Ontario
- ❖ Gala Fundraiser for Player Development
- ❖ OTA player results on the national and international stage.
- ❖ Kids Tennis, Smash Cage and Schools outreach results for 2012.
- ❖ Distinguished Service Volunteer Awards (DSA) 2013.
- ❖ Government Grant success

New Strategic Plan 2013-2016

The association formed a small committee of the Board as well as conducted an online survey with club Presidents to obtain input into the new plan. The following are the key components:

Mission Statement: *The Ontario Tennis Association promotes participation in tennis as part of a healthy lifestyle and encourages the pursuit of excellence for all players.*

VALUES

- **Sportsmanship**
- **Teamwork**
- **Volunteerism**
- **Perseverance**
- **Partnership**
- **Inclusiveness**



GOALS

1. Attract more people to play and support tennis on a sustained basis
2. Provide opportunities for players to improve at every level
3. Encourage and support volunteerism at the provincial, regional and local levels
4. Ensure accountability and relevancy of OTA programs and services

2013 Club Recruitment Program

The OTA gained 25 new clubs during 2013 through a targeted and focused effort in North York and Ottawa using the Little Aces project as leverage. We held special meetings in both communities with the clubs to present our Value Proposition for membership. Joline Joseph, the Special Project Manager coordinated the activities through a series of e-mails sent to each community club during the spring and summer of last year. Joline now has a complete member and non-member database, through which she generates numerous letter campaigns of thank you notes and recruitment correspondences.



Canada Games Gold



Team Ontario sent some of Ontario's top profile juniors to compete in one of the premier junior tennis competitions in Canada: the Canada Games; August 2-8 in Sherbrooke Quebec.

Eight athletes represented Ontario:

Erin Routliffe, Gloria Liang, Brayden Schnur, Jesse Flores, Ayan Broomfield, Maria Patrascu, Raheel Manji and Dylan Bednarczyk.

Team Ontario captured the TEAM GOLD medal at the games in defeating Quebec in the Semi-finals and BC in the finals. In addition to the team event, the following athletes also captured individual medals at the Games:

- ❖ Erin Routliffe: Girls Singles GOLD
- ❖ Ayan Broomfield and Maria Patrascu: Girls Doubles GOLD
- ❖ Jessie Flores and Dylan Bednarczyk: Boys Doubles SILVER
- ❖ Team Ontario staff: Tyler Prescott (Coach), Kirsten Magi (Manager)

Gala Dinner



The OTA's Gala Dinner took place on Saturday, November 9th, 2013 at the Toronto Cricket Skating and Curling Club. The event was a huge success with attendees from member clubs, tennis supporters and Canada Games athletes. Overall, net proceeds totaled **\$15,154.00**.

The Champions Program



The U9 Champions event (Nov 8-10) finale was hosted at the Rexall Centre. 72 players participated in this three day event which was the culmination of three months of qualifying events over the 10 OTA regions with over 100 players. The OTA investment in this event was approximately \$26,000 (\$23,000 from Murray Rubin).

Boys Singles

Champion: Stefan Simeunovic (Niagara); \$6,000
Finalist: Kirill Chepushtanov (Burlington); \$4,000

Girls Singles

Champion: Ana Grubor (Thornhill); \$6,000
Finalist: Dasha Plekhanova (Toronto); \$4,000



International and National Results

The summer of 2013 was the most successful season that we can recall in player development. We won the Canada Games in Quebec, B. Schnur won the Canadian Junior Open and an ITF \$15k professional men's this summer, we hosted the largest Roman Cup in Ottawa which now rivals the Ontario Junior Closed in size and had 3 members of the successful Davis Cup Team from Ontario who reached the



Semi-finals against Serbia. Our Federation Cup team is now in the world group and features 2 Ontario players Sharon Fichman and Gaby Dabrowski. Additionally, our juniors performed extremely well in Europe at numerous international team and individual events. At the summer Nationals Junior Championships we won 4 singles titles and had 5 finalists out of 8 categories.

Team Ontario

In 2013 it consisted of 191 junior athletes who participated in 6 team events capturing 8 National Singles Championships (Outdoor/Indoor). The association qualified 8 athletes for Ontario *Quest for Gold* funding of \$7,000 per player used for training and travel expenses. 15 training sessions were held at the Rexall Centre for various age groups under the management of the Provincial Coach.

Outdoor Nationals

The OTA submitted a total of **122 entries** into the Outdoor Nationals in 2013 (U12, U14, U16 & U18) and in doing so, several athletes captured National titles (see attached). The Outdoor Nationals were hosted in Central Canada:

Ontario Open/Roman Cup

The 2013 Ontario Open & Roman Cup events in Ottawa; July 31 – August 5 was one of the largest and most successful event in Ontario in 2013! The Roman Cup junior event has now grown into one of the biggest events in Canada:

- 276 entries
- 2 sites (Rideau and Ottawa Athletic Club)
- 27 courts
- \$13,000 in bursary awards

\$12 000 Tommy & Lefebvre Ontario Open - \$10 000 Roman Cup Junior Open

This year's Roman Cup was designated by Tennis Canada as a National Qualifying event allowing players from across Canada to qualify for the outdoor Nationals by winning the Roman Cup event in their particular category. In addition to the Roman Cup, the Ontario Open also had another successful "run" with 110 entries and \$12,000 in prize money.

Outdoor Junior Closed Provincial Championships

The OTA's Junior Closed continues to be the largest event in Ontario with over 460 entries! For 2013, the OTA partnered with a new site to co-host the Provincials: University of Toronto, Scarborough Campus hosted the main draw boys U16 & U18. This new site was popular with the players, parents and coaches and will serve as a great option in the future.



The Tennis Pathways program was renamed **Kids Tennis** through a large grant the OTA received in 2013. In its first full year of operation the program produced large results on the participation level at **44,200**.

Community Events:

A very exciting addition to our community events this year was the introduction of the new Smash Cage. Our new cage is 20 feet long by 15 feet wide and 15 feet high when inflated, and demands attention wherever it is set up. It can be set up and taken down with two people in 20 minutes, drastically reducing the man hours, number of people, and overall safety of operation. There is adequate space to put up sponsor logos around the cage, and is designed to be interchangeable should sponsors change over time.



The new Smash Cage was the main attraction at all of the community events Kids Tennis participated at this year. In total, there were 5 large scale events attended in 2013, with some

new additions that proved to be great for the program, such as the Honda Indy which saw **130,000** people walk through the doors over the course of the weekend. Kids Tennis has now established a great working relationship with organizers of this event, and will be a part of it for many years to come. We also attended the Mississauga Waterfront Festival who reported 45,000 people attending this event over the weekend. The Vaughan Canada Day Celebration was a



great success this year with 9,000 people attending, as well as 200 volunteers helping with day of operations. The debut of the new Smash cage took place at the OTA's largest tournament of the year, the Ontario Open, which was a great addition to an already well attended tournament with hundreds of participants in the event, and spectators alike. Some of the other large scale community events included the Fresh Ayr Festival, the Inter-county Tennis Association Finals event, the Pan American Games countdown event and the Thornhill Village Festival.



Although the summer has come to an end, the new Smash Cage is still being put to work with many options for fall festivals around the province.

Progressive Floor Tennis is considered the most successful and largest



participatory program in the OTA program portfolio. Every year the program has grown across the province to new school boards and reached thousands of children in the school environment. Dave Lea the program manger is to be again congratulated on his constant dedication to growing tennis in Ontario. Our numbers for 2013 were 41,200 children, 460 teachers and 2 new schools boards introduced to tennis.



Distinguished Service Awards (DSA) 2013

The evening was hosted at the Cricket Club in honour of Erica Gilbert, Sheila Hunt and Rob Dawson. The recipients, their friends and families truly appreciated the celebration. The DSA's are the highest award given by the OTA in honour of volunteers who make tennis popular and available to Ontarians. We now have 29 members of the DSA and *please take the time to apply on behalf of a volunteer in your region for next year.*



Erica Gilbert



Erica's involvement with the Leaside Tennis Club began in the 1960s. Over the years she has held various Board positions including President and Membership Secretary. She ran the Leaside Junior Open and several other junior tournaments for over 20 years and chaperoned juniors to out of province tournaments. Erica also served on the Board of the Toronto Ladies Tennis League for over 40 years and is currently still on that board. She is a qualified Umpire and Umpire Trainer. Tennis Canada still gives out the Erica Gilbert Off-Court Official of the Year Award. In 1998 Erica's lifelong contribution to tennis was recognized when she was inducted into the Canadian Tennis Hall of Fame. Erica's long term commitment to the sport of tennis stands as a shining example to all tennis volunteers as to how one person can truly make a difference.

Sheila Hunt



Sheila's involvement in the Leaside Tennis Club spans some forty years. She served on the Board of Directors in many capacities including President, Vice-President, Tournament Director and Team Captain. She has also been actively involved as a member of the Board of Directors of the Toronto Ladies Tennis League for the same period holding every position at least once. In the 1970s Sheila initiated school programs and volunteered teaching tennis at local elementary schools. Over the years she contributed to the development of a strong junior program at Leaside. Sheila is still an active volunteer at the Leaside club having just completed another term as Tournament Director. She is also still Captain of a Ladies evening team. Sheila's family helped finance the building of Leaside's first club house. The Hunt family also arranged and signed for a loan to resurface the courts. Sheila is a positive role model for anyone interested in volunteering. She has dedicated countless hours, years in fact, to the development of tennis and has been a driving force behind the success of the Toronto Ladies Tennis League.

Rob Dawson



Rob Dawson has made a significant contribution to the growth of tennis in the North Bay area. Since joining the board of the North Bay Tennis Club in 2000, Rob served as club President for 10 years. During his presidency club membership increased 100%, the club operated on a sound financial footing and made numerous improvements to their facility. As a certified pro Rob offered programs to area schools and to Canadore College, as well as specialized programs for Nipissing University PHE students. Rob coached several teams over the years and taught tennis at smaller clubs in the North region. Rob was also instrumental in the development of the OTA Northern Open. Rob also regularly published articles in the North Bay Nugget and other publications promoting tennis. Rob is a strong believer that tennis teaches values, sportsmanship and the skills needed to interact with people in victory and in defeat. For Rob, tennis is truly a lifetime sport.

Please find below the significant outcomes we enjoyed in each Goal area of the OTA Strategic Plan 2013-2016

1. Attract more people to play and support tennis on a sustained basis.

- ❖ Progressive Floor Tennis continues to expand across the province into school boards training teachers who then introduce tennis to their school children in 2013.
- ❖ Our communication tools that support tennis by spreading our message to the citizens of Ontario showed significant increases in their distribution. Our website has increased unique visits from to 1.1 Million and 41,500,000 hits per year.
- ❖ Kids Tennis replaced Tennis Pathways in 2013 to provide programming in schools and at large events. A new Smash Cage was purchased to support the program.
- ❖ We had 24 new clubs join in 2013 which represents the largest increase ever over one year.

2. Provide opportunities for players to improve at every level

- ❖ The NTC program at the Rexall for under 10 and 12 athletes. Bob Brett continued as a consultant to the program training all the program coaches.
- ❖ Ontario featured an ITF \$50,000 event at the Centre of Excellence called the Tevlin Challenger.
- ❖ The coaching/instructor certification sessions had 223 new and 68 upgrades in 2013.
- ❖ 26 officials (Umpires) were certified in 2013.
- ❖ The number of players registered to compete in tournaments and become ranked were 2,151 in 2012

3. Encourage and support volunteerism at the provincial, regional and local levels

- ❖ The club Manual is available on the website for club executives to use.
- ❖ Staff and OTA President attended various regional meeting in 2013 to present and explain current programming .
- ❖ Held our annual DSA awards in October of 2013 at the Cricket Club where 3 volunteers were given the Distinguished Service Award. There are now 29 volunteers recognized.
- ❖ Monthly volunteer recognition given through the E-magazine.
- ❖ Club Volunteer Awards were presented at the 2012 AGM.
- ❖ Grant Application to Trillium for Raise the Net was successful

4. Ensure accountability and relevancy of OTA programs and services

- ❖ Our 2013 Audit Opinion is clean with no reservations.
- ❖ Supported various clubs with letters of support for bubble, building permits and a variety of grant applications.
- ❖ Our partnership with Tennis Canada continues to grow through the Little Aces, NTC, Coaching Certification and National Ranking programs.

Note: Please find attached the Operation Plan Review for 2013 following the Executive Director Report.

Respectfully submitted,



James Boyce
Executive Director

Ontario Tennis Association Operations Review 2013

Program	Expected Results 2013	Actual Results 2013	Actual Results 2012
PLAYER DEVELOPMENT			
Tournament Player Registration	2,200 Players	2,151 Players	2,208
Sanctioned Tournaments	280 Sites	370 Sites	360 Sites
	3 Referee Certification Clinics	3 Completed	3 Completed
	850 Events	966 Events	841 Events
Rogers Rookie Circuit	45 tour stops/ 700 players	45 tour stops/1,100 players	45 tour stops/1,100 players
All Stars	40 Athletes	46 Athletes	34 Athletes
Provincial Championships	1,200 participants	1,255 participants	1,218 participants
	12 certified umpires	26 certified umpires	24 certified umpires
	8 Media Exposures	7 Media Exposures	6 Media Exposures
Team Ontario	6 National Junior Singles Champs.	7 National Champs	6 National Champs
	185 Team members	191 Team members	165 Team members
	4 Team Events	4 Team Events	6 Team Events
	8 Quest for Gold athletes	8 Quest for Gold athletes	8 Quest for Gold athletes
	24 Training Sessions (NTC)	23 Sessions (NTC)	18 Sessions (NTC)
	Canada Games Team Gold	Team Gold Won	Canada Games N/A
	18 Coaches Involved	20 Coaches Involved	18 Coaches Involved
TDC's	24 TDC's Annual	20 TDC's	22 TDC's
U9 Champions (New for 2013)	60 Players	72 Players	N/A
	4 Media Exposures	5 Media Exposures	N/A
	\$23,000 Funding	\$23,000 Funding	N/A
Coaching Certification	190 New Instructors	223 New Instructors	212 New Instructors
	40 Upgrades	68 Upgrades	40 Upgrades
Program	Expected Results 2013	Actual Results 2013	Actual Results 2012
MEMBERSHIP & REGIONAL DEVELOPMENT			
Club Insurance	130 L/90DNO	140 L/108 DNO	132L/95DNO
Merchant of Tennis Day	2 Locations	2 Locations	2 Locations
	800 Members	797 Members	815 Members
Membership Solicitation	5 New Clubs	24 New Clubs	7 New Clubs
Tennis Fair	45 Clubs booked	40 clubs booked	50 clubs booked
	1,200 People	1,100 People	865 People
Schools Program (Floor Tennis)	20,000 Participants	41,200 Participants	34,597 Participants
	20 Inner City Schools	33 Inner City Schools	23 Inner City Schools
	Introduction to 4 New Boards	2 New Boards	2 New Boards
	Introduction to 400 New Teachers	460 New Teachers	402 New Teachers
Kids' Tennis (Tennis Pathways)	Hire 2 Regional Coordinators	2 Hired	2 Hired
	27,000 participants (TRY)	44,200 participants (TRY)	48,900 participants (TRY)
	3,500 participants (LEARN)	3,800 participants (LEARN)	4,900 participants (LEARN)
Program	Expected Results 2013	Actual Results 2013	Actual Results 2012
MARKETING & COMMUNICATION			
OT Magazine	Advertising \$65,000	Advertising \$64,133	Advertising \$ 68,850
	25,000 Direct Mail Distribution	21,100 Distribution	28500 Direct Mail Distribution
	23,000 Bulk Distribution	23,400 Bulk Distribution	21,000 Bulk Distribution
Canadian Open Booth and Promotion	1 Week	1 week	1 week
Sponsorship (Net)	\$85,000 Cash	\$ 85,858 Cash	\$79,051
	\$47,000 Product	\$ 41,147 Product	\$35,387 Product
Tennisontario.com	40,000,000 hits per /year	41,500,000 hits per /year	41,000,000 hits per /year
	1,000,000 unique visits/year	1,100,000 unique visits/year	1,100,000 unique visits/year
Branding	Presence at 10 events	12 events	9 events
	10 Media hits with logo	25 Media hits with logo	30
E-Magazine	12 Issues	12 Issues	12 Issues
	7,500 database	6,415 database	6,050
Weekly E-News Release	48 Issues	42 Issues	40 Issues
	7,000 database	6,415 database	6,050
Smash Cage (Rogers)	3 Sites	5 Sites	4 Sites
	15,000 People	20,000 People	50,000 People
Tennis Matters	\$35,000	\$36,247	\$30,285
Program	Expected Results 2013	Actual Results 2013	Actual Results 2012
FINANCE & ADMINISTRATION			
2013 Budget Target	\$ (8,062)	(\$3,780) Unaudited	\$21,887
Accounting System	Update to Baseline 2.0 for online invoicing	Done	Done
	Upgrade Quickbooks to latest version	Done	Done
	Policy & Procedure update to staff	Done	Done
Quality Management	Statement of Operation	Done	Done
	Staff week held in October	Done	Done
	Semi-Annual Staff Review	Done	Done
Volunteer Base	1,800 Volunteers	2,035	1,884
	2 DSA Awards	3 DSA	3 DSA
	Host Annual DSA night	Done	Done
Upgrade Client Services	\$500,000 Online Payments	\$580,769	\$530,058
Annual Audit	Clean designation	Yes	Yes



ONTARIO TENNIS ASSOCIATION

Nominating Committee Report

March 17th, 2014

Executive

2014

President (two year term)	Scott Fraser
Vice-President, Finance & Administration (one year term)	Rob Nicholls
Vice-President, Membership & Regional Development (one year term)	Dave Gervan
Vice-President, Player Development (one year term)	Tom Kern
Vice-President, Marketing & Communications (one year term)	Jackie Sheehy

Regional Chairs (elected by their respective regions)

East Region	Cameron Wittick
NCTA	Philip Johnson
NYTA	Diane Kriksciunas
North Central Region	Sid Schecter
North Region	Miro Ejem
Scarborough Tennis Federation	Dianne Weatherby
South West Region	Wayne Saigeon
Tennis Toronto	Alan Maguire
West Central Region	Adrian Grice

Michel Lecavalier,
Past President
Chair, Nominating Committee



ONTARIO TENNIS ASSOCIATION

1 Shoreham Drive, Suite 200
Toronto, ON M3N 3A7

Tel: 416.514.1100 or Toll Free: 1.800.387.5066

Fax: 416.514.1112

Email: ota@tennisontario.com

www.TENNISONTARIO.com