

KTC Executive Meeting minutes
January 12, 2021, 7:00 p.m.
Zoom

Present: Doug Bowie, Bob Goddard, Julie Hoffarth, Donna Lounsbury, Taco Meuter, Jason Taylor, Chloe Wilson (Chair), Gary Wilson Secretary).

Regrets: Arsalan Ijaz, Nerissa Mulligan, Cole Vezina

Meeting called to order at 7:00 p.m.

Chloe welcomed Alma to the Board as the only addition to the previous 11 members. She mentioned Alma's familiarity with the operations of the club through her many volunteer activities, particularly supervising the stewards and liaising with club pro Mark Dake.

1. Approval of Agenda

Agenda approved with the addition of Winter tennis.

2. Approval of November 17, 2020 board meeting minutes

Minutes approved.

3. For the Record: vote by email Jan. 2, 2021

During the last week of December, the Board discussed by email whether the club should apply for the Canadian Emergency Wage Subsidy (CEWS). In opposing applying for the subsidy, it was pointed out that we earned a profit this season and programs for 2021 shouldn't be hampered. Support for the application included the loss of income from cancelling summer camps would affect our operations in 2021. Also, we would only be applying, and the Canada Revenue Agency would decide our eligibility

In view of the required justification for applying for the CEWS as prescribed by the CRA and confirmed by the office of the Canadian Minister of Finance and by Richard Leblanc, professor of governance, law and ethics at York University, that CEWS support is intended to help compensate workers for lost wages, not to help an organization's bottom line; and in view of the preamble to this motion, showing that KTC's particular circumstances do not meet the required justification for applying for the CEWS in 2020,

Moved by Taco, seconded by Chloe: that we do not apply for CEWS support with respect to the 2020 calendar year. **Defeated.**

4. Vision for the Board for 2021

Chloe raised three issues - Committee Structure, Clubhouse Project and Board/volunteer workload - that she sees as critical for the functioning of the present Board as well as the recruiting of future directors. Workload is the crucial word. We must remember when planning activities and projects that they have to be carried out by volunteer Board and club members. The time available to devote to these Activities and projects can be limited, and expectations require an openness and understanding of these limitations.

5. Review of Draft 2020 AGM minutes

Moved by Taco, seconded by Donna: That the draft minutes of the 2020 AGM be posted to the club website for members' review. Carried.

6. Committee Structure (described below)

Chloe referred to the document she sent with the agenda that listed terms of reference for each committee – Membership, Facilities & Infrastructure, Programs, Finance, Governance and Communications – as well as her notes about ideas for 2021.

She encouraged the committees to try to meet before February's meeting to discuss their plans for this season.

7. Clubhouse Working Group

Jason reported the members – Jason, Bob, Doug and Nerissa – have met and plan to continue working towards completing the design for the restored and expanded clubhouse. They've also been in contact with architect Ray Zaback.

The committee believes that, by keeping members informed about their progress, responding to their questions and suggestions, and keeping the dialogue open, the expectation is to continue to work towards the plan for blueprints.

It was suggested posting on the website a section of Frequently Asked Questions with responses might be an effective way of keeping members informed.

8. City of Kingston Parks and Recreation Master Plan update

Gary reported he and Chloe met with two city staff members who informed them that the city is updating its 2010 Parks and Recreation Master Plan so it would be a good idea for the KTC to participate in the planning. The issue will be advertised in an upcoming Courtside encouraging members to read the planning documents on the city website and respond to the survey. There will also be an official KTC comment on the update.

9. New Business

Winter Tennis – about 15 members have shown they can enjoy tennis in sub-zero temperatures. The possibility that outdoor tennis could become year-round at the KTC will require more study to determine whether shoveling snow off courts might damage them. Also to be considered is the added burden on Board members to be responsible for the operation of the club and control lights when the club is normally closed for the season .

10. Adjournment

Meeting adjourned at 9:20 p.m.

Committee Terms of reference, proposed members, ideas for 2021

MEMBERSHIP

Terms of Reference:

The Membership Committee oversees all aspects of KTC membership registration, orientation, engagement and evaluation. It organizes programs and events to increase and maintain membership, as well as to contribute to the membership experience by offering a variety of recreational and competitive playing opportunities (drop-ins, ladders, tournaments) to ensure fun and friendly competition, as well as social activities to promote positive community connection, and shared enjoyment of play.

Areas of responsibility:

1. Communication with members about activities (email announcements, posting to KTC website, bulletin board)
2. Membership registration & new member orientation
3. Attracting volunteers
4. Socials
5. Open Houses
6. Ladders
7. Drop-Ins
8. Tournaments

9. Member Evaluations
10. Rogers Cup box at the Rexall Centre

Goals for 2020:

What are the top priorities for this coming year? <to be completed by Committee Chair>

Ideas for 2021

- OTF Recognition Event
- Growth and development / Revenue streams

Members: Julie (chair), Arsalan + volunteers

Volunteer support suggestions: Isaac Jones has expressed interest in KTC growth and development work. Yaoting, Peta, Viki, etc.

FACILITIES & INFRASTRUCTURE

Terms of Reference:

The Facilities and Infrastructure Committee oversees all aspects of maintenance related to the club's buildings and grounds, as well as online infrastructure/information technology (IT), and equipment. It makes timely recommendations to the board regarding repairs and replacement of all facilities, equipment and IT to ensure the safety and utility of the club's physical and online assets for current and future use and enjoyment.

Areas of responsibility:

1. Responsibility for all aspects of Facilities, IT infrastructure, equipment, tools and supplies
2. Courts
3. Lighting
4. Tennis-Related Equipment
5. Preparation of Facilities for tennis season and off-season (clubhouse, install and de-install nets, etc.)
6. Organization of Fall and Spring Clean-Up Days
7. Recommendations for replacement/repairs to tennis and non-tennis related equipment
8. Landscaping (Mowing, Gardening, etc.)
9. Cleaning
10. Waste/recycling
11. Online infrastructure/IT/Computer/phone equipment
12. Maintaining booking software
13. Assisting with job descriptions, hiring, orientation and training of Facilities staff:
Head Steward, Steward(s)

Goals for 2020:

What are this year's priorities? <to be completed by Committee Chair>

Ideas for 2021

- Succession planning for facilities – ensuring we have sufficient resources to manage the facility without relying on the same few people all the time.
- Garbage/recycling

Members: Alma (chair), Doug, Gary, Taco

Volunteer support suggestions: Andy Bickle, Jean Côté, Mariah Rowe (members who live near the club)

PROGRAMS

Terms of Reference:

The Programs Committee is responsible for developing, implementing, overseeing and evaluating all aspects of tennis programs for KTC. It seeks to provide a variety of tennis instruction programming for all ages and levels of play, and assists with hiring and training program staff to ensure same.

Areas of responsibility:

1. Developing, implementing and overseeing all aspects of tennis programs
2. Adult programs (Tennis Instruction: Lessons, Clinics)
3. Youth programs (Tennis Instruction: Lessons, Junior Camp)
4. Assistance with job descriptions and hiring of program staff: Pro(s), Camp Director, Camp Staff
5. Orientation, training, and guidelines for program staff: Pro(s), Camp Director, Camp Staff
6. Program Evaluation
7. *City of Kingston*

Goals for 2020:

What are this year's priorities? <to be completed by Committee Chair>

Cole, Arsalan, Alma, Gary

Ideas for 2021

-Camp Covid safety

-Staffing

-Junior programs (assessment of proposal for Mark)

-City of Kingston – exploration of partnerships, avenues for improving public tennis courts and increasing tennis participation in Kingston

Members: Arsalan (co-chair), Cole (co-chair), Alma, Gary, Nerissa

Volunteer Support suggestions: Clare Docherty-Lemieux?

FINANCE

Terms of Reference:

The Finance Committee oversees the creation of the budget, monitors and reports on the financial status and activities of the KTC, ensures sound financial policies and practices, and oversees investments. It carries out all of the duties associated with financial oversight, including finance, audit, investment, risk management as well as fundraising and resource development.

The core functions of the Finance Committee include: organizational financial planning; cash flow management; safeguarding organizational assets; developing organizational fiscal policies; ensuring that the board receives accurate, complete and timely financial information. The Finance Committee works closely with other board committees to create and implement a financial resource plan that will guide the board's activities in securing funding from diverse sources.

Areas of responsibility:

1. Support for Treasurer in fulfilling Treasurer's duties
2. Development of 2020 Operating/Annual Budget
3. Assists in compiling the Annual Treasurer's Report for the AGM
4. Evaluation and recommendations to Board regarding cash reserves (Clubhouse/Capital Project/Contingency Fund/Court Maintenance, etc.)
5. Analysis of debt capacity for future capital project
6. Establishing fundraising needs
7. Exploring potential of fiscal agent for tax-deductible gifts
8. Evaluation and management of bookkeeping software and staff

Goals for 2020:

Top priorities? <Committee Chair to complete>

Ideas for 2021

-Documenting treasurer / bookkeeper responsibilities for succession and training

Members: Taco (chair), Chloe, Donna

Volunteer support suggestions: Chris Scott?

GOVERNANCE AND BOARD DEVELOPMENT

Terms of Reference:

The Governance and Board Development Committee works with the Nominating Committee to identify, recruit, train and retain board members. It looks for opportunities to strengthen and evolve the board's effectiveness, capacity, composition, and its ability to lead the organization into the future.

The Governance and Board Development Committee recommends and implements best practices and effective governance policies in key areas, including: strategic board recruitment, effective board and AGM meeting management, board development and assessment and board diversity.

Areas of responsibility:

1. Board Orientation and Governance Training
2. Board Operating Guidelines/Robert's Rules
3. Supporting Secretary in fulfillment of duties
4. Board Meetings and AGM
5. By-Law
6. Compliance with legal and human resources obligations
7. Development of procedures for hiring
8. Review and make recommendations about insurance policies
9. Corporate recordkeeping, including maintaining active files of important organizational documents
10. Explore best practices of other organizations: OTA, Tennis Canada, other organizations

Goals for 2020:

What are this year's priorities? <to be completed by Committee Chair>

Ideas for 2021

- Succession planning
- Operating model – sustainability of current model, volunteer workload
- Documentation of key procedures

Members: Alma (co-chair), Chloe (co-chair), Bob, Gary

Volunteer Support suggestions:

COMMUNICATIONS COMMITTEE

Terms of Reference:

The Communications Committee works closely with staff and other board committees to develop and implement a communications plan focused on effectively reaching and providing information to the main stakeholders of the KTC (members, Board, Kingston community). With input from other Committee Chairs, the Communications Committee has responsibility for regular communications about the club ('KTC Announcements') including updates on social activities, staff changes, instructional programs, facilities and other activities that are important to members. The committee ensures open, transparent and regular communications with KTC members about ongoing programs and activities and other issues of interest to the membership.

Areas of Responsibility:

1. Regular KTC Announcements, approximately every four weeks
2. Special Announcements as necessary
3. Responds on behalf of the board to individual members' suggestions and inquiries.
4. With the support of other committees, takes an active role in promoting the club and its services and programs to the Kingston community
5. Collaborates with other committees (Membership and Programs) to identify and explore opportunities to increase membership and program enrolment
6. Supports strategic communications for the Board and for the President, including the Annual report, President's reports and announcements, sensitive correspondence etc.

Goals for 2020:

What are this year's priorities? <to be completed by Committee Chair>

Ideas for 2021

-Communicating with neighbours re clubhouse project

Members: Donna (Chair), Cole, Taco

Volunteer Support suggestions: