

Kingston Tennis Club Board Minutes  
Tuesday, Aug. 15, 2023  
Wilson Room in Clubhouse

Present: Julius Breza-Boski, David Corrigan, Tracey Corrigan, Jeff Elwood, Abby Lincoln, Donna Lounsbury, Nadia McCarthy (arrived 8:30), Taco Meuter, Simon van der Plas, Alma Thayer, Asia Zolnierczyk

Donna opened meeting at 7:00 p.m.

Agenda approved with amendments re Queen's Team agreement motion and Julius and Abby reporting on singles tournament.

Minutes of June 21, 2023, meeting approved.

**President's report:** looking forward to possible change to next year's camps, centenary celebration, and this year's nominating committee.

Steward Ana Vera will be leaving Aug. 22 as she needs more time for her second job. She hopes to return as a steward next year. It's expected Katie and Lucas will be able to cope, especially since the season's winding down.

Still trying to recruit a chair for the Facilities committee. Until one is found, John will report to Donna.

Reducing the Operational work of the Board Subcommittee (terms of reference attached) – Chloe Wilson and Karen Peters are co-chairs, Laura Gifford and Phil Casey members. Executive committee decided it would be beneficial to have an external committee study the club's operations to advise the Board how to operate the Club without burdening a few directors with unsustainable workloads. It is hoped to be able to discuss the subcommittee's recommendations at September's meeting.

### **Queen's Tennis**

Jeff reported he's been discussing with Arjun Devnani, lead person for Queen's Tennis, the conditions our club will set for Queen's tennis players use of our courts. The main points:

- two categories: recreational and competitive with about 20 in each group; competitive players will buy fall memberships.
- for practise, three courts, two-hour blocks Wednesday, Thursday and Sunday 1:30-3:30; pay court fees
- three exhibitions on Saturdays, two in September 23, 30 and October 21, five courts, 1:30-7:30

- Sept. 30 exhibition will be with out-of-town university team at one rental fee of \$300; other two are Queen's only with a local fee.

**Moved by Jeff, seconded by David** to permit Programs chairs David and Jeff to negotiate a final agreement with the Queen's tennis teams adhering to the terms he's outlined.

### **Nominating Committee**

As past president, Alma will be a member of the committee. Tracy and David volunteered to be the directors on the committee with the necessary club member or two who are not directors still to be recruited.

### **Revised Camp Model**

Donna opened the discussion about possible changes to our camps program that would allow for better opportunities for more advanced juniors. At full capacity, we have 36 campers each day, 20 full day and 16 half-day morning and afternoon. Three courts are used with six children on each. The remaining 18 go to the playing field at Winston Churchill Public School for other activities.

Some things to consider:

- someone (head pro?) would have to assess skill level of applicants
- advanced juniors would have only four players on a court so court availability would be an issue (could a city court be used, or afternoon camp reduced?)
- fees would have to take into account instructor(s) performing at a higher level than camp instructors and the probable participation of the head pro
- outdoor tennis during the summer should be more popular than indoor tennis; during winter many kids are involved in other sports so wouldn't necessarily be playing at the KRC
- advanced sessions don't have to run every day

### **KTC Centenary 2024**

Tracey reported a subcommittee will be formed to plan the celebration of the club's 100<sup>th</sup> birthday next year. Many ideas already, and it's expected recruiting members for the subcommittee and articles in Courtside will produce more.

Conor and Ana have developed a logo that can be reproduced on merchandise like sweatshirts and towels.

Particular attention to tasks that must be dealt with well in advance, e.g., apply for a temporary exemption to provisions of the Noise Bylaw; invite guests prominent in the tennis world; book OTA smash cage.

Generating media coverage will be important.

**Reports: Programs** (attached, including report from Rishi Laird, camp director)

Julius reported on planning for the singles club championships, August 17-20. This year there will be a +55 category. It was noted it's important that participants should specify their attendance at the BBQ to ensure adequate quantity of food.

David praised Julius for his work in organizing the tournaments. The draw for the singles tournament has just gone out to the participants. The junior tournament is scheduled for Saturday, Sept. 2 and will consist of two categories: matches between those able to rally and keep score, and skills development for those who need to improve their tennis.

Regarding the camps, which have been running well, David referred to Rishi's **2023 Junior Tennis Camp Mid-Season Update**, which is attached.

Conor's clinics for both adults and juniors have had high enrollments, but junior clinics in September have lower registrations. A reminder will be sent out.

**Membership** (report attached)

Regarding Wimbledon watch, Abby said Yaoting will organize a U.S. Open watch and it's hoped reception will be better. The new provider (Bell) should improve it.

**Finance** (report attached)

Taco reported membership total this year (501) will be similar to last year's (532) once Queen's students are included. Also, Conor has informed his non-member students that taking our pro-rated memberships in September will save them money.

Full-day and morning camps did well but afternoon enrollment was lower.

Net profit of \$160,000 looks much less than 2022 but that year included large amount of donations for clubhouse renovation. Canada Summer Jobs subsidy of \$25,000 is included in the \$160,000.

Courts 4-6 resurfacing might be put off till 2025 since they are still in fairly good shape. Also, the club has recently gone through two major projects, clubhouse restoration and court 1 and 2 resurfacing, and with the centenary celebration a postponement might be reasonable.

**Facilities and Operations**

Donna reported grounds are in good shape and the clubhouse clean.

**Three-year schedule** will come to September will come to September meeting for a decision. Tracey will re-send the proposal so committees will have a chance to review it.

**Next meeting:** Wednesday, September 20.

Adjournment: 8:55 p.m.

## **KTC Subcommittee: Reducing the operational work of the KTC Board**

### **Context**

Over the past year, KTC has moved into its restored clubhouse, expanded programming, enhanced its camp programs, recruited a high-level Club Pro and most recently introduced the new court management system (CourtReserve). The day-to-day operational work undertaken by the KTC Board has reached the point where it is no longer sustainable. Even in prior years the burden of board members in overseeing and running virtually every program, event and communication of the club, as well as finance and facilities, was far too heavy. Now, it's become clear that we need to look at new organizational models, which would provide strong continuing support in key areas of board work.

### **Areas where support is needed:**

The burden of board work falls especially heavily on chairs of our core operational committees (Programs, Membership, and Facilities and Operations), as well as members of the Board Executive who are deeply involved in day-to-day club operations. The key areas include, but are not limited to these:

- operations management and support (e.g., CourtReserve management; events and programs; membership and camp databases; member support and daily responsiveness to queries; social media and promotion; IT systems, record-keeping, workplace policy development, etc.)
- book-keeping and financial assistance (accounts payable, payroll, inventory management, point of sale system, daily transaction record, equipment/furniture purchases, support on annual budget and plan).
- supervision and training of the club steward staff
- facilities management (e.g., clubhouse, courts, and grounds maintenance and upgrades; assistance with management of capital projects)
- coordination of HR activities (e.g., recruitment and hiring process, workplace performance, compliance with workplace and club policies)

### **Mandate of Sub-Committee**

**The KTC Executive Committee has approved setting up a small external sub-committee with the following mandate:**

1. Provide assistance to and recommendations to the Board on possible employee organizational structures that would significantly reduce the daily operational workload of the Board, including but not limited to the possible hiring of an experienced club manager.

- At the present time, the club has three full-time stewards and one part-time steward supervisor (10 hours per week)
  - There is currently no bookkeeper, even on a part-time basis as we formerly had.
  - In 2022 and in the early of this season, the club had hired a part-time 'operations manager". (Jack Rowlatt at 20 hours per week; and Luke Webb last year on top of a regular steward role; in both cases the incumbents lacked the experience and expertise to take on a real managerial role.)
2. Advise on the scope and content of any such new position(s); the parameters of the job (such as hours per week, wage, months worked, etc.);
  3. Assist with the recruitment process, including development of job description(s), and assistance with the posting of jobs, screening of candidates and final hiring.

The sub-committee will consist of three to five people who are KTC members, but not current members of the Board. It is preferred that members of the sub-committee have a broad knowledge of the Kingston Tennis Club, including its operations and programs. The sub-committee will report back to the KTC Executive Committee on items #1 and 2 above by September 15<sup>th</sup>.

The KTC Executive will provide to the sub-committee any support which they might require and any background material requested including:

- current job descriptions for our operations manager and steward supervisor
- draft position description for a new KTC club manager
- Committee chair descriptions and current treasurer's role
- written articles related to not-for-profit working boards transitioning to governance/oversight boards.
- Contacts at other tennis clubs as needed (mostly Toronto-based)

### **Membership of Subcommittee (now confirmed)**

Chloe Wilson (chair), Phil Casey, Laura Gifford, Karen Peters. Note: The subcommittee began their work on August 1, 2023.

### **Kingston Tennis Club Committee Reports**

#### **Governance Committee**

#### **Report on Top Priorities for 2023:**

1. Reconcile KTC bylaws and other corporate documents with the new *Ontario Not-for-profit Corporation Act* (ONCA).

KTC has retained Queen's Business Law Clinic (QBLC) to assist us with this project.

Earlier this year, Bob, Gary, and Nadia reviewed all of KTC's existing bylaws. In May we provided a document to QBLC to inform them of our objectives, bylaw by bylaw, and thereby set the stage for input from them.

Andrew Omazic of QBLC was the summer student caseworker assigned to our matter. Having received the Governance Committee's memo, Andrew worked diligently at answering our questions and drafting revised bylaws to suit our needs. In June, Andrew provided us with a draft and commentary.

On August 3<sup>rd</sup>, Gary and I met with Andrew to discuss his draft. At the conclusion of the meeting, Andrew undertook to make some additional changes to reflect what emerged from the meeting. Andrew has already made those changes. In this regard, progress on the project is currently advancing satisfactorily.

However, there are still some decision points that need to be addressed by us, at KTC. This primarily relates to matters in which there is no consensus on the Governance Committee. This will be discussed with KTC's executive in the near future.

Andrew also looked into the implications of the ONCA to our possible status as a "public benefit" corporation (PBC). However, this issue has been moved to the back burner, as it seems pretty clear that the main implication of being a PBC, in any given year, is a requirement that there be an audit. Given that our long-standing practices have included an audit, the issue is almost moot. I say "almost", because there is an annual requirement for us to make a status determination (i.e., PBC or not). We may need to do that retrospectively, especially with regard to our capital project funding year.

Unfortunately, the QBLC is once again on hiatus. A new student will be in contact with us on September 18<sup>th</sup>. That said, there should still be sufficient time for a membership vote in this fall.

2. Ensure compliance with good hiring procedures, health and safety requirements, and abuse and harassment policies, etc.

Alan Whyte is helping me with this project.

Alan has made significant progress on the issue of mandatory policies, which he identified as:

- Accessibility
- Health and Safety (must be in writing)
- Workplace violence and harassment policy (to be updated)

- Pay equity (the relevant legislation must be abided, but no pay equity “plan” is required).

Alan obtained some template policies. We can modify them for our purposes. Alan and I will be meeting on August 17<sup>th</sup> to make further progress.

This process is ongoing. Ultimately, there will need to be coordination of this work with other KTC documents (for example, the Stewards’ Manual), so that lines of communication and responsibility are clearer. Unfortunately, this work will likely spill into the Board’s next term.

### 3. Create committee manuals, and improve the Board Orientation Manual

Although this work is not a top priority for the Governance Committee, some progress is being made thanks to assistance from persons outside of the Governance Committee, namely, Alma, and Jack Rowlatt.

### 4. Succession planning.

Key members of the board will be leaving as of the 2023 AGM. Throughout the year we welcome suggestions for prospective board and executive members for the term that commences after the 2023 AGM.

## **Programs Committee**

### **Summary of committee discussions recommendations, and actions:**

1. **Club Championships** - Mixed Doubles (June 22nd-25th) & Doubles (July 20th-23rd)
2. **Junior Camps**
3. **Adult and Junior Clinics**
4. **KTC Junior Tournament**
5. **Queen’s Tennis Team**

### **OTHER ITEMS:**

#### **Planned events for 2023:**

- Singles Club Championships August 17th-20th
- KTC Junior Tournament Sept 2nd (Sept 3rd rain date)
- KTC Cup Sept 14th-17th

## **Membership Committee**

### **Summary:**

**Mixed Doubles and social** - we had a significantly higher turnout for this BBQ. Approximately 55 people came out for the BBQ despite the rain. We were not quite prepared as this was double the amount we were expecting.

**Womens/Mens Doubles and Greek Dinner** - again the number of attendees was much higher. We had 68-70 people. This time we asked for an RSVP as the cost of the meal was higher. The cost was higher per person than anticipated but some tweaks at the end helped to recoup some of this.

#### *Considerations for next year:*

- Have people RSVP for the social. The cost of food is too high to guess how many will attend.
- Reduce the number of post tournament socials. Put more money into 2 catered socials or 1 catered and one bigger BBQ. For the other tournaments, offer daytime refreshments such as fruit, bars etc
- Have 2 prices for the tournament - 1 for tournament only and the other for tournament and social

### **Wimbledon Watch**

This event was poorly attended likely due to the time of the event (morning). TV reception was not great either. We have a volunteer to host one for the US Open but it may not be worth it if the reception is dodgy.

#### *Considerations for next year*

Stick to viewing tournaments in our time zone.

### **Upcoming Events**

**Singles Tournament and Social** - we will be doing BBQ again but changing the menu.

**Trivia** : Tentative date : Thursday October 5

## **Finance Committee**

### **Recent Events:**

- We received an advance on the Canada Summer Jobs grant last week.
- Painting of courts 1 and 7 has been completed, apart from some repairs to some peeling spots on court 1 and on the walkway to court 1.

### **Membership and camps**

Membership revenues are still down a bit from last year, mostly due to fewer family memberships. At the same time, our camps are filling up at fairly well. Camp revenues are still ahead of last year



## **Lessons**

Lesson revenues are a moving target, and they are moving in the right direction. Gross revenues are much higher than previous years, and both group lessons and private lessons show increased net revenues compared to last year, with private lesson revenues more than doubling despite lower per-court fees.

## **Communications Committee**

Since the last board meeting we had communications updates in the following:

**July 8<sup>th</sup> – Regular Courtside newsletter**

**August 10<sup>th</sup> – Regular Courtside newsletter**

**Facebook/Instagram/Twitter Posts**

**Website**

**CourtReserve**

**Miscellaneous Communications Committee Items**

**The next newsletter will go out around the beginning of September**