



# KINGSTON TENNIS CLUB ANNUAL REPORT 2020-2021



*Building Together ...*

**Board members:**

Alma Thayer, Acting President  
Gary Wilson, Secretary  
Taco Meuter, Treasurer  
Doug Bowie, Facilities  
Bob Goddard, Clubhouse, Gov.

Arsalan Ijaz, Programs, Membership  
Donna Lounsbury, Vice President  
Nerissa Mulligan, Programs  
Jason Taylor, Clubhouse  
Julie Hoffarth, Membership

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## 1. Agenda for the 2021 Annual General Meeting

**7:00-9:00 p.m., Wednesday, November 17<sup>th</sup>, 2021**  
**(Zoom meeting, Log-in 6:30-6:55pm)**

Chair:	Alma Thayer, Acting President
Secretary:	Gary Wilson
Moderator for Q&A:	Nerissa Mulligan

1. Call the Meeting to Order (5 minutes)
2. Receipt of the Minutes of the 2020 Annual General Meeting (5 minutes)
3. Financial Reports (20 minutes)
  - Treasurer's Report (10-15 minutes)
  - Finance Committee Report (5 minutes)
4. Appointment of Auditors (5 minutes)
5. Report on Clubhouse Project (20 minutes)
6. Presidents’ Report (15 minutes)
7. Election (40 minutes)
8. Other Business
9. Adjournment

## 2. AGM 2020 Minutes

### **2020 Annual General Meeting**

7:00-9:00 p.m., Tuesday, December 1<sup>st</sup>, 2020  
(Zoom meeting)

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

## 3. Treasurer's Report – Taco Meuter

*Finance Committee: Taco Meuter (chair), Donna Lounsbury, Alma Thayer*

### **2021 Overview: Main Points**

- Gross Revenues: \$447,469 (2020 : \$176,819).
- Net Revenues: \$414,974 (2020 : \$159,870).
- Charitable donations in 2021: \$ 129,215 (net \$123,817; total over \$175,000)
- Net Revenues less net donations: \$291,157 (2020 : \$159,870).
- Revenues (incl net donations) less Expenditures: \$206,813 (2020: negative \$9,150).
- Cash Flow from Operations : \$108,967 (2020: negative \$20,021)
- Net Cash Flow: \$87,436 (2020: negative \$96,737).
- Net Cash Flow including net donations: \$211,253.
- Cash & Equivalents including charitable donations: \$618,432 (2020: \$418,992).
- Preparation of clubhouse renovation: architect's and related fees added up to \$58,315.
- Purchased new high-end ball machine and a tent for camps and social events: \$6,130
- Membership increased from 445 to 608.

### **Contribution Analysis (based on unaudited statements)**

Membership and Junior Camps are the two biggest contributors to KTC income. Last year, we cancelled Junior Camps out of an abundance of caution, but when we resumed the camps this year, they were very well-run despite the year off, and they were fully subscribed. Similarly, membership started strong and kept growing despite the temporary freeze we put on during July and August, when it was just too busy. Membership contributed \$255K including total donations of \$127K, and Junior Camps contributed \$41K. These contributions all represent records for the club. Shared costs were \$89K and the overall surplus of Revenue less Expenditures was \$207K, or \$83K when the clubhouse donations are excluded.

<b><u>MEMBERSHIP (main changes)</u></b>	<b>2021 (unaudited)</b>	<b>2020 (audited)</b>
Members #	608 up 37%	445
Membership Fees	\$139,850 up 33%	\$ 105,075
Lessons (net)	\$ 15,602	\$ 8,001
Net Donations	\$127,225	\$ 4,025
Parking Revenue (net)	\$ (1,261)	\$ (1,368)
<b>Contribution</b>	<b>\$255,296 up 145%</b>	<b><u>\$104,114</u></b>

**JUNIOR CAMPS**

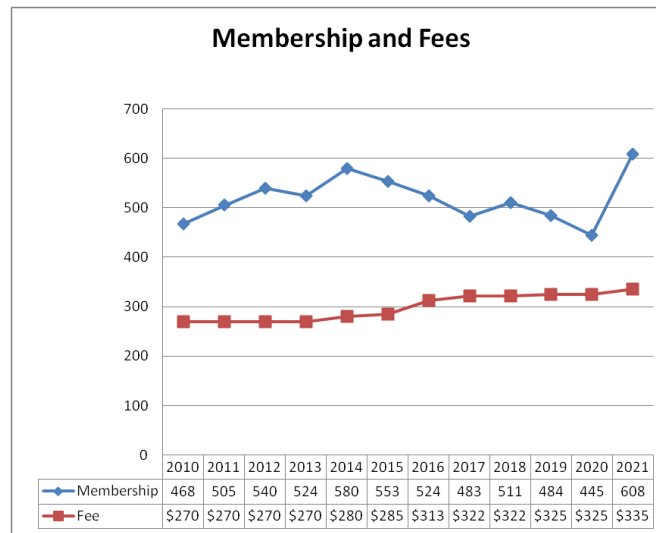
	<b>2021</b>	<b>2020</b>	<b>2019</b>
Junior Camp Revenues	\$102,504 up 60%	\$ 0	\$64,090
<b>Net Contribution</b>	<b>\$ 40,574 up 75%</b>	<b>\$ 0</b>	<b><u>\$23,257</u></b>

**SHARED COSTS (main changes)**

	<b>2021</b>	<b>2020</b>
Amortization	\$ 41,261	\$ 24,041
Steward Wages	\$ 30,084	\$ 34,022
Write-offs & Other Exp.	\$	\$ 42,561
<b>Total Shared Costs</b>	<b>\$ 89,058 down 21%</b>	<b><u>\$113,264</u></b>

**SUMMARY**

	<b>2021</b>	<b>2020</b>
Contribution: Membership	\$ 255,296	\$ 104,114
Junior Camp	\$ 40,574	\$ 0
Less: Shared costs	(\$ 89,058)	(\$113,264)
<b>Revenue less Expenditure</b>	<b><u>\$ 206,813</u></b>	<b><u>(\$ 9,150)</u></b>



Membership Distribution			members (approx. # of people)					memberships		utilization
Year	Adult Fee	Member Total	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

## **EXPECTATIONS FOR 2022 AND BEYOND**

This year both Camp and Membership income were at the very peak of capacity -some might say, slightly beyond capacity- as alternative recreational opportunities remained limited by public health considerations. We expect capacity utilization for both streams to abate to more normal levels next year, especially for the camps, where we will reduce camp sizes slightly to balance court utilization in favour of regular players.

Beyond 2022, both camp and membership numbers may be marginally impacted by the opening in late 2022 of a proposed competing, city-subsidized yet for-profit indoor tennis facility. The new indoor club will add six indoor tennis courts to Kingston's stock.

KTC's renovation plans are now coming to fruition, just in time to meet any challenges that may appear. In order to pay for renovating our facilities, the cost of which steadily increased together with everything else this year, the Finance Committee went in search of a mortgage. We spoke to several institutions and analysed their proposals. With the help and advice of club member Bill Cannon we eventually settled on Scotiabank, and we have entered into an agreement with them to take on a mortgage facility consisting of two parts:

- 1.) up to \$350,000 fixed @3.17% term 60 months amortized over 300 months
- 2.) up to \$150K floating @ prime plus 0.65% term 60 months, payable \$500/mo principal, plus interest

Financial considerations:

- The construction costs of the project are around \$860,000;
- We have our \$620,000 in savings, about \$200,000 of which we will set aside as a buffer. This buffer helps the club meet the timing demands of expenditures and outflows, especially important now that we will again have a mortgage to service for some years to come. The planned buffer is double its normal size, primarily to allow for the resurfacing courts 1 and 7 later in 2022/23. In subsequent years, we will also need to have funds for the resurfacing of courts 4-6 (we have some flexibility in the timing);
- We have additional donations that have come in after September plus further pledges for next year, adding up to over \$40,000; This brings total donations over 2021 and 2022 to over \$170,000.
- We have conservatively estimated annual cash flows going forward of about \$60,000;
- We have submitted a \$220,000 OTF capital grant application to help with the project, the outcome of which we will learn in January.

At this point we are not including the potential OTF grant in our projections, but our savings and annual cash flows should allow us to keep the mortgage below \$450,000, and we will be able to pay off the floating portion quickly as soon as our cash flows and requirements permit.

**Financial Statements (unaudited)**  
**KINGSTON TENNIS CLUB**

**STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2021**

	2021 \$unaudited	2020 \$audited
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	441,444	100,192
Investments	46,058	301,377
Accounts Receivable	1,533	12,516
Prepaid Expenses	5,581	4,907
Inventory	3,157	675
Donations Receivable	123,817	
HST receivable - capital	2,061	
	623,651	419,667
<b>LONG TERM</b>		
Tangible capital assets	615,660	592,475
	1,239,311	1,012,142
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	41,355	8,118
HST Payable		4,391
Government remittances payable	2,985	710
	44,340	13,220
<b>LONG TERM</b>		
Deferred capital contributions	128,470	139,235
	128,470	139,235
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	1,066,500	859,687
	1,239,311	1,012,142

**KINGSTON TENNIS CLUB**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2021**

	2021 \$unaudited	2020 \$audited
<b>NET ASSETS - BEGINNING OF YEAR</b>	859,687	868,837
<b>EXCESS OF REVENUE VS EXPENDITURES FOR YEAR</b>	206,813	-9,150
<hr/>		
<b>NET ASSETS - END OF YEAR</b>	1,066,500	859,687

**KINGSTON TENNIS CLUB**  
**STATEMENT OF REVENUE AND EXPENDITURES**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2021**

	2021 \$unaudited	2020 \$audited
<b>MEMBERS</b>		
• Fees	139,850	105,075
• Lessons- net	15,602	9,697
• Guest fees & Ball Machine	2,696	2,551
• Net Donations	127,225	4,025
• Clubhouse Sales – net	1,987	-520
• Socials and Tournaments - net	383	-450
• Parking Revenue – net	-1,261	-1,368
• Wages - Stewards	-30,084	-34,022
• HST	-14,799	-12,292
• Interest Income	2,933	8,137
• OTF grant	10,765	10,765
• CEWS Subsidy	0	12,516
<b>CONTRIBUTION, MEMBERS</b>	255,296	104,114
<hr/>		
<b>JUNIOR CAMPS</b>		
• Revenue	102,504	0
• Supplies	-8,680	
• Wages	-53,249	
<b>CONTRIBUTION, JUNIOR CAMPS</b>	40,574	0

<b>SHARED COSTS</b>		
• Advertising	1,821	225
• Amortization	41,261	24,041
• Bank Charges	1,443	2,938
• Contract Services (pro admin, TLP)	200	5,587
• Insurance	1,659	2,138
• Building Development Costs	677	40,484
• Office Supplies (includes bookkeeper)	5,799	5,570
• OTA fees	1,236	773
• Professional Fees	6,407	5,100
• Property Tax	14,755	13,984
• Repairs and Maintenance	5,170	4,980
• Software expense	3,406	3,253
• Transportation	2	0
• Utilities and Communication	5,223	4,191
<b>TOTAL, SHARED COSTS</b>	<b>89,058</b>	<b>113,264</b>
<b>REVENUE less EXPENDITURES</b>	<b>206,813</b>	<b>-9,150</b>
Net Clubhouse Donations (95% of FY21)	123,817	
<b>Net REVENUE less EXPENDITURES</b>	<b>82,996</b>	<b>-9,150</b>

**KINGSTON TENNIS CLUB**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED SEPTEMBER 30, 2021**

<b>OPERATING ACTIVITIES (unaudited)</b>	<b>2021</b>
Excess of revenue over expenditures for year	206,813
Reconciling Adjustments Net Income v Cash provided	-97,846
<b>CASH FLOWS PROVIDED FROM OPERATING ACTIVITIES</b>	<b>108,967</b>
<b>INVESTING AND FINANCING ACTIVITIES</b>	
Purchase of tangible capital assets	-6,130
Redemption (purchase) of investments	-58,315
Depreciation	41,261
Accrued Interest	1,654
<b>CASH FLOWS PROVIDED FROM (USED IN) INVESTING AND FINANCING ACTIVITIES</b>	<b>-21,531</b>
<b>INCREASE (DECREASE) IN CASH AND EQUIVALENTS FOR YEAR</b>	<b>87,436</b>



## 4. Appointment of Auditors

We propose to re-appoint Wilkinson & Company LLP, as auditors for the 2022 Financial Year.

## 5. Governance Report – Gary Wilson

*Governance Committee: Gary Wilson (chair), Bob Goddard, Alma Thayer*

Last year the Governance committee spent much of its time discussing the merits of changing electing directors from all 12 biannually to the staggered approach. The latter method in our case retains the two-year terms but sees up to six directors elected in alternate years. It's a system that many non-profits use since it can help provide continuity on executive boards because not all positions are up for election every year.

This year the Governance committee – Bob Goddard, Alma Thayer and Gary Wilson (Chair) -- had the easier task of ensuring the Board was prepared for the switch to staggered elections. An important issue we also dealt with was trying to create a document that directors could use to help them with their responsibilities. With the working title of "KTC Board Orientation Manual", it went through a number of drafts and we hope that next year's committee will be able to add the finishing touches.

Another task awaiting next year's committee is reviewing the club's by-laws. While this is a continuing responsibility of the Governance committee, there's a special reason now with the coming in to force of the much-delayed Ontario Not-for-Profit Corporations Act (ONCA), which was proclaimed on October 19, 2021. Not-for-profits like the KTC will have three years to bring their by-laws into compliance with the new legislation, so members will be hearing about that aspect of the committee's work in the future.

## 6. Programs – Arsalan Ijaz

*Programs Committee: Arsalan Ijaz (co-chair), Cole Vezina (co-chair), Nerissa Mulligan, Gary Wilson*

The 2021 KTC season saw a welcome return of KTC programs, both old and new, as the club was able to return to a semblance of normal operation while abiding by COVID protocols. A new club instructor was hired – long time member David Corrigan joined the team at the beginning of the season working alongside Tristan O'Brien to offer quality private and group instruction to our members all season long. Both David and Tristan were exceptionally dedicated, positive and knowledgeable as they led excellent lessons and clinics for our ever growing membership this season.

This season also saw the start of a partnership between the Kingston Tennis Club and Noble Tennis School. The NTS, led by former Club Pro and KTC member Tony Roth, introduced a variety of unique instructional programming in the form of specialized clinics focused on skill

development and member engagement (both adult and junior). Tony along with his team of instructors (David and Tristan), were able to leave a positive impact on the KTC after getting off the ground in August, and we hope to hit the ground running with a full slate of NTS programs catered to KTC members at the launch of the 2022 season.

We also want to extend a big thank you to Tristan O’Brien (camp director) and his team of staff for leading an incredible 2021 KTC Summer Camp experience. After the decision to cancel camps in 2020, this year saw an abundance of interest from the tennis community and needless to say, the camps this summer were extremely busy. With Tristan’s experience and guidance, the KTC was able to offer a polished summer camp that saw record numbers in attendance, and leads the club on the right path moving forward to next season. We also saw the use of a new outdoor tent, which was greatly appreciated not only by the campers, but also by the parents and KTC members at large who were able to take advantage of this extra source of shade and shelter throughout the summer!

The 2021 KTC tournament circuit saw record numbers in attendance as we saw the return of traditional club championships, along with the introduction of a new event – the KTC Cup! This new team-based event kicked off in June and was a great hit amongst members, fostering community spirit and some highly entertaining tennis. Look out for the return in 2022! Although weather was not always favourable this year during the events, in particular for the Mixed Doubles and Singles Club Championships, the tournament organizing team of Arsalan Ijaz, Julie Hoffarth, and their tireless crew of essential volunteers helped make these events very special. There was the introduction of catered lunches from Juniper Café, which were a big hit all summer long! Special thank you to David Corrigan and all volunteers who helped put together an excellent day of tennis events and the Junior Tournament on September 18<sup>th</sup>!

KTC Cup – June 19-20	June 19-20 (18 teams – 72 participants)
Mixed Doubles – July 16-18	July 16-18 (32 teams – 64 participants)
Doubles – August 13-15	August 13-15 (38 teams – 76 participants)
Singles – September 10-12	September 10-12 (72 participants)
Junior – September 18	September 18

2021 saw the return of tennis ladders via the TennisRungs platform. This was first launched last season at the KTC and saw a big boost in engagement this season, with the return of the Singles Competitive and Activity Ladders. We want to thank all ladder participants who stayed involved throughout the season and helped make it an enjoyable system to meet and play with both new and existing KTC members. The Singles Competitive ladder has seen over 100+ individual matches played and the Activity ladder has incredibly had over 250+ matches played – spectacular!

The programs committee would like to thank everyone associated with our successful 2021 campaign, and we look forward to bigger and better things moving forward into next season.

## 7. Membership – Julie Hoffarth

**Membership Committee:** Julie Hoffarth (chair), Arsalan Ijaz (co-chair)

Summary of Committee Activities:

- Member Growth and Development (MGD): membership experience, growth, community outreach and social media
- New Member Orientation: survey, findings, improvements
- Volunteer Coordination: outreach, mapping, managing
- Tournaments, Events: planning, setup, communication, reporting

Despite a small COVID interruption, we've had a long and successful season of tennis and offered many popular programs and activities for our members.

Tennis has certainly risen in popularity during COVID, and seems to be the sport of choice for many of our returning members, new members, campers, Queens' tennis teams, and wait-listed fall members, who kept KTC humming all season long.

Even before our doors opened, the Membership Committee was at work. Our new MGD team (Viki Andrevska, Ceren Kolsarici, Isaac Jones, and Rachel De Sousa) started meeting in February to set the wheels in motion for a successful 2021 season.

Our thanks to the MGD for several terrific new initiatives including: a new student internship supported through the Scotiabank Centre for Customer Analytics at the Queen's Business School (thanks Ceren for the grant funding that made this possible!); instructional and fun videos produced by Isaac throughout the season; a new membership survey and orientation program to better connect new members to our KTC community. And so much more! We had a great season thanks to the work of the MDG and a great team of volunteers who brought some amazing ideas to life. Our appreciation especially to Peta Bailey, Yaoting Zhang, Al Johnston and Kristen Cote for their contributions in many different areas.

Our summer intern, Rachel De Sousa, deserves special thanks for supporting so many different initiatives, including organizing and marketing the new lineup of KTC merchandise, providing support to the fundraising team and to the communications team (website development and social media), and providing valuable support to Arsalan in running the tournaments and other programs.

Cole Vezina also helped a great deal on and off the Board, with programs and communications, and we thank him for continuing to light up the season with his artistic brilliance, designing custom camp shirts and hoodies and so much more!

The final soiree brought one last opportunity to get together, and to support the campaign for the clubhouse. Thanks to Mark Ready and his trio for donating their wonderful music. And

thank you to our party planning committee: Tracey Corrigan, Viki Andrevska, Helen Peterson, and Taylor Ready – and Ben Lewis and Asia Zolniercyck – who all ensured such a special event, reminding us how fun it can be to gather, taste, dance, sing, and celebrate at the KTC.


Cheers to a great season, and to all our KTC members who make tennis a great sport, and a vibrant community, even if it's covid style!


Membership Committee:

Membership Growth and Development (MGD)  
Julie Hoffarth (membership)  
Arsalan Ijaz (programs )  
Viki Andrevska  
Isaac Jones  
Ceren Kolsarici  
(Rachel De Sousa-summer intern)

New Members  
Peta Bailey

Drop ins  
Yaoting Zhang  
Al Johnston



All the amazing volunteers who helped throughout!  
100+ 

Note: covid guidelines had some effect on member services and socials in 2021

#### Recommendations:

- Continue to reach out to volunteers: solicit new ideas, plan ahead and share workload
- Court usage: continue to monitor, find solutions and encourage fair use of courts for all members
- Membership satisfaction: temperature checks along the member journey

## 8. Communications – Donna Lounsbury

*Communications Committee: Donna Lounsbury (chair), Taco Meuter, Cole Vezina (until July, 2021), Tracey Corrigan*

The monthly newsletter KTC Courtside was launched just two years ago with the goal of providing news to members that is interesting, relevant and readable. With its new name and logo, added graphics and visual features (thank you Cole for setting a high standard!), we hope that Courtside has helped to engage members in the ongoing activities and programs of the club and to keep you up to date on club news and plans.

The priorities of our small communications team, outlined at last year's AGM, remain the same today:

- 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 enrolment – and most importantly to promote pride among our members and a positive social environment.
- Each year ensure that our communications are just a little bit better (or maybe even a lot better!) than the year before.

In 2021, with the Board's strong focus on the Clubhouse project, the communications team has tried to keep our membership in the loop on planning and progress in real time. Over the year, we provided two detailed supplements in KTC Courtside with visual renderings of the project, estimated costs and proposed funding, and summaries of the work being carried out by the Clubhouse Working Group to move the project along. Our thanks again to Cole for the professional quality design and layout of these supplements.

In addition, since April, the Communications Committee has been deeply involved in preparing materials for the ***Building Together Campaign*** for the new Clubhouse. This included the design and printing of high-quality packages of information for potential donors. As always, every aspect of the graphic design was done by the talented Mr. Vezina. Our thanks as well to Deborah Melman-Clement for her advice and input on the final copy of our case for support. A central aspect of the ***Building Together Campaign*** was the creation of a campaign website and online donation portal. In very short order, our summer intern, Rachel De Sousa, created and set up this beautifully designed page. Our deep thanks go out to Rachel who calmly took on these gigantic tasks and completed them flawlessly and in such a timely fashion. She also kept our social media humming, with regular updates on Instagram, Twitter and Facebook.

We are proud of the work we got done this year. We could not have done this without the contributions of so many to our KTC Courtside newsletters, especially committee chairs (Julie, Arsalan, Doug, Jason and Bob) and our talented photographers (Paula Loh and Azi Jamali Afousi).

And a special thanks to Tracey who joined our small team just a couple of months ago. You have already made huge contributions – creating posters, wonderful graphics and writing funny and interesting copy for all our communications.

## 9. Clubhouse Working Group – Bob Goddard, Jason Taylor

*Clubhouse Working Group: Bob Goddard (co-chair), Doug Bowie, Jason Taylor (co-chair)*

At last year's AGM, the Clubhouse Working Group (CWG) presented to the membership the "restore and expand" project, which was recommended by our group and unanimously endorsed by the Board. We unveiled the concept and initial design of respected local architect Ray Zaback, of Shoalts and Zaback. Overall, the feedback we received was supportive and very encouraging.

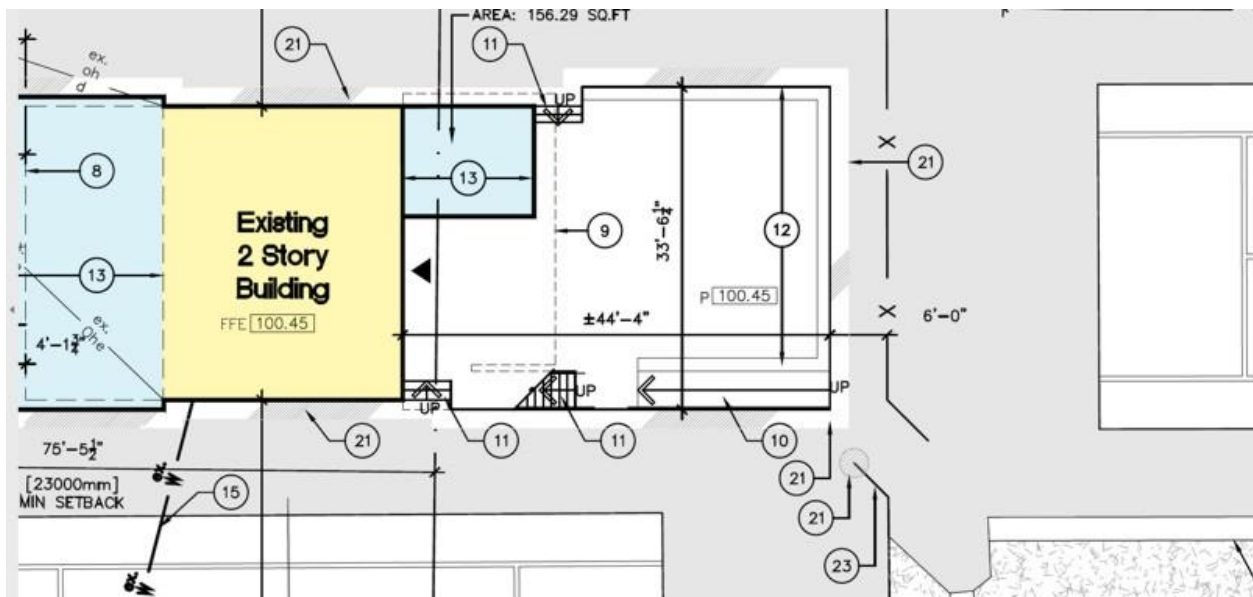
Since then, we have worked diligently with Ray and his associate Tony Vanluven to improve and refine the design. There have been many meetings, including with the full board. We continued to solicit and benefit from feedback. We are very grateful for Ray and Tony's cooperation and patience.

By the summer, we were also working with Bill Anglin, of Anglin Group Ltd. We have no doubt benefited from Bill's high standing in our community as a well-established builder. With Bill's expertise we acquired a better understanding of what the project would require, and the accompanying costs.

On June 16<sup>th</sup>, the Board held a special meeting that was open to all members. This meeting was attended by Ray, Tony, and Bill. They presented the "restore and expand" design - including 3D images - and answered all questions. Once again, we were encouraged by the predominately positive feedback received.

As is widely known, pandemic-related inflation has had a major impact on costs in the construction industry. Added to this, there has been considerable demand on skilled trades, which has impacted the availability of subcontractors. This, of course, would affect any building project chosen by the KTC. In choosing the "restore and expand" project, the CWG recognized the value of being able to adjust the plans as circumstances would require. When costs became a concern, all parties – Ray, Bill, and the KTC Board – worked hard to find solutions. We ultimately achieved a budget that is affordable and meets the standards we set for the project. The final construction costs are about 5% higher than the estimate we presented to the membership at our special meeting in June. At that time, Anglin Group had provided the CWG with an estimate of \$820,000. The construction budget we have now approved is approximately \$860,000, bringing the total clubhouse project cost (including \$60,000 in architect fees) to \$920,000. The Finance Committee has confirmed that we have a solid financing package in place (accumulated cash, fundraising proceeds, and bank loan) to undertake this project without negatively impacting the club's financial viability for the future.

With costing and financing now complete, and a building permit in hand, the first sledgehammer was raised and the project was launched during the first week of November. While we were a week or two delayed in getting started, we hope nonetheless to be on track for final completion of the clubhouse restoration by May 2022.



*Finally turning paper into reality...*

The need for a new, improved clubhouse first appears in the club's minutes in the 1970s. After all these years – and after the good work and hundreds of hours of effort of so many people and Boards of Directors – this historic project is finally starting. By next summer, we will have realized our decades' long dream of a completely revitalized clubhouse.

## [10. Presidents' Report – Alma Thayer](#)

Forward-thinking tennis players established KTC almost one hundred years ago. Each successive Board has protected and promoted the tennis experience that KTC provides, and our current Board is no exception. With unwavering commitment, diligent hard work and the support of our membership, the current Board has continued that legacy of service so that future generations of tennis players will have KTC to call home. The committees that were set up last year (finance, fundraising, clubhouse working group, governance, programmes, membership, facilities) streamlined operations, and served to keep all Board members informed of activities and issues across all committees. But there is still too much work for Board members alone – so thank you to those who are serving on committees without actually being elected Board members. I would like to recognize and thank Rachel De Sousa, our intern, for her work on grant applications, tournaments, membership, and communication technology. Thank you Ceren Kolsarici for making Rachel's time and skills available to KTC. I would also like to thank Viki Andrevska for her invaluable help in fundraising and Helen Peterson and Isaac Jones for their work on the membership committee. And thank you Tracey Corrigan for your work on communications and with the clubhouse working group.

Before I became a Board member, I had no idea of the complexity of our organization and the commitment it takes for volunteers to run it in a professional and sustainable manner. You can rest assured that these Board members have been up to the task. They have put in the countless hours needed to get us where we are today which is a very good place! Thank you fellow Board members.

We also have at least a hundred non-Board member volunteers who have assisted with every aspect of the successful operation of the club – such things as looking after the flowers, working the sign-in sheet for events, handing out delicious box lunches from Juniper Cafe, doing dirty jobs at clean up days, tent construction and reconstruction, net and windscreen installation and so much more. Thank you. You always say yes and for that we are so grateful! A special shout out to Julie who never wants special recognition but always makes sure we are covered. Thank you.

I'm happy to report that we have had a successful 2021 season.

Our membership is at an all-time high which brought in good revenue but at times made it difficult for members to reserve courts, especially when camps were in session. The Board took steps to alleviate the situation and next season, will adapt the numbers of campers, memberships and weekly booking limits as necessary.

Tony Roth brought the expertise of Noble Tennis School to us and with the help of David Corrigan and Tristan O'Brien, provided many high-quality adult and junior programmes. Tony was sensitive to the court squeeze and accommodated us by scheduling clinics in non-prime time. It is expected that Noble Tennis school programmes will continue to be popular next season. Thank you to Tony, David and Tristan.

Arsalan Ijaz organized and ran all our regular tournaments and introduced a new Davis Cup style tournament to kick off the season. Virtually all tournaments had a record number of participants. The competitive and fun ladders were a great success. The terrific organization – even calmly dealing with rainy tournament days – and fun atmosphere were appreciated by all. Thank you, Arsalan.

Arsalan, Cole Vezina and Rachel introduced a popular line of KTC logo merchandise which has been a big hit with members. Thank you.

Our pros, David and Tristan, were busy with lessons throughout the season. They helped ease the pressure on courts by limiting their private lessons when camps or Noble Tennis school programmes were in session. Many of their students came back again and again as they so enjoyed and appreciated the lessons. Thank you, Tristan and David.

Tristan oversaw a fully subscribed nine-week junior camp which got very positive feedback from campers and parents and brought in much needed revenue. Thank you, Tristan.

Our stewards, under the supervision of David Corrigan, did an excellent job of maintaining our property and responding to the needs of members and our neighbours. A special shout out to Luke who continued to work until the end of October to help with the massive club clean-out required before the capital project could begin. Thank you.

Our bank account is healthy as we embark on the biggest capital project since the club's inception almost 100 years ago. Previous and current Boards have been very prudent fiscally so



we will have cash savings of about \$500,000 to dedicate to the clubhouse and courts project. This will still leave us with a healthy cash reserve in case of a dip in revenues. And, our fundraising committee (Donna Lounsbury, Jason Taylor and Viki Andrevska) have spearheaded a successful capital campaign, raising to date over \$178,000 from generous members and friends. We are especially pleased that over \$10,000 was raised for the clubhouse in memory of long-time member Mariana Silva, who passed away just a few months ago. Mariana's name will be inscribed in perpetuity on both the donor wall and through another naming opportunity soon to be determined by her family.

We enjoyed three sold-out performances of "Off My Block" courtesy of John Corrigan with technical and set help from Tracey and David, and a musical evening courtesy of Mark Ready's band "Three's Company". Not only did these wonderful events bring us together in a safe outdoor environment they also helped raise over \$3000 for the capital project.

In addition to our own savings and funds raised through the campaign, we have negotiated a favourable bank loan with the Scotiabank, including both a five-year term loan and a line of credit should we need to use it. Thank you to Bill Cannon for his expert guidance in assessing the various banks offers and providing advice to the Finance Committee.

The clubhouse renovation and expansion project and the upgrade of courts 1 and 7 is now a reality, with Anglin Construction beginning work the week of November 7. It was a long journey to get here, with years of deliberations and consultations with architects, builders and the membership. Special thanks must go to Jason Taylor, Doug Bowie, and Bob Goddard for the hundreds of hours they have put into this massive project, making sure they crossed all the t's and dotted all the i's. There were some hiccups along the way, but the committee persevered. I must also mention that the communications committee – Donna Lounsbury, Taco Meuter, Tracey Corrigan and Cole Vezina (for the first half of the year) – have done a stellar job of keeping us all informed along the way. Thanks to all that work, due diligence and consultation we will soon have a beautiful and functional clubhouse that will serve us, and future generations well.

As you probably know, Arsalan, Doug and Julie are stepping down from the board. They will be sorely missed as each has made tremendous contributions to KTC. I thank them for the support they have given me personally and to all of us through their tireless work on behalf of KTC.

I thank all Board members for the enormous amount of work that they do. I thank Donna for stepping into the vice president's position when I assumed the role of acting president. I relied on all of the Board members for advice and help as I grew into the position, but I relied most heavily on Donna.

I thank all the volunteers because you always said yes and got the job done.

And, I thank the membership for making KTC the welcoming, inclusive, fun place that it is.

Alma Thayer