



KINGSTON TENNIS CLUB ANNUAL REPORT 2019-2020



October 20, 2020: A busy night playing under the new LED lights

Board members:

Chloe Wilson, President
Gary Wilson, Secretary
Taco Meuter, Treasurer
Doug Bowie, Facilities & Infr.
Bob Goddard, Clubhouse, Gov.
Julie Hoffarth, Membership

Arsalan Ijaz, Programs, Membership
Donna Lounsbury, Communications
Nerissa Mulligan, Programs
Jason Taylor, Clubhouse
Cole Vezina, Communications, Programs

Table of contents

Agenda for the 2020 Annual General Meeting	2
2019 Annual General Meeting Minutes	3
Treasurer's Report	3
Financial Statements	8
Appointment of Auditors (5 minutes)	12
Governance Report.....	12
Facilities and Infrastructure Report.....	13
Programs Report	15
Membership Report	16
Communications Report	18
Clubhouse Project Report	19
Presidents' Report	21

1. Agenda for the 2020 Annual General Meeting

7:00-9:00 p.m., Tuesday, December 1st, 2020 (Zoom meeting, Log-in 6:30-6:55pm)

1. Call the Meeting to Order (5 minutes)
2. Receipt of the Minutes of the 2019 Annual General Meeting (5 minutes)
3. By-law amendment (10 minutes)
4. Financial Reports (20 minutes)
 - Treasurer's Report (10-15 minutes)
 - Finance Committee Report to Clubhouse Working Group
5. Appointment of Auditors (5 minutes)
6. Report on Clubhouse Project (45 minutes)
7. Presidents' Reports (15 minutes)
8. Election
9. Other Business
10. Adjournment

2. AGM 2019 Minutes

2019 Annual General Meeting

Tuesday, November 19, 2019 at 7:00pm

Ongwanada Resource Centre

191 Portsmouth Avenue

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

3. Treasurer's Report – Taco Meuter

Finance Committee: Taco Meuter (chair), Donna Lounsbury, Jim Martin, Chloe Wilson

2020 OVERVIEW

Despite global economic challenges relating to the viral pandemic, the KTC is pleased to report a successful year of operations, rising above the challenges we faced as a club to achieve a strong base of members (445) and membership fee revenues that were just \$8,000 lower than last year. While we lost revenues as a result of closing down the tennis camps in a precautionary measure, we gained revenues from lessons and a sizable grant from the Ontario Trillium Foundation. As a result, our revenues increased to \$290,914 (including the \$150,000 grant) and our profit to \$118,131 from \$41,686 in 2019. If we exclude one-time revenues and expenditures related to the court improvement project, then overall, the club's operations brought in \$35,105 in cash * compared to \$68,674 last year. The court improvement project ultimately led to an overall decline in cash reserves of \$90,802, to \$406,454.

Overall, these are better results than we anticipated back in the spring when we weren't even sure the Club would open.

- Revenues: \$290,914 (2019 : \$211,773).
- Excess of Revenues over Expenditures: \$118,131 (2019: \$41,686).
- Cash Flow from Operations (~Adjusted EBITDA) : * \$35,105 (2019: \$68,674).
- Cash Flow from Operations net of purchases of tangible capital assets (e.g., fences, lights) : negative \$90,802 (2019: positive \$39,870).
- Cash & Equivalents: \$406,454 (2019: \$497,256).

- In consultation with the auditors we continued the process begun last year to clean up the Balance Sheet, and wrote off older capital improvement expenditures that could not be capitalized: \$40,484.
- In October of 2019 we started on the refurbishment of courts 2 and 3. The project continued during the winter, and despite a few interruptions, it was completed as planned in June of this year, at a cost of \$286,223. This was slightly more than originally

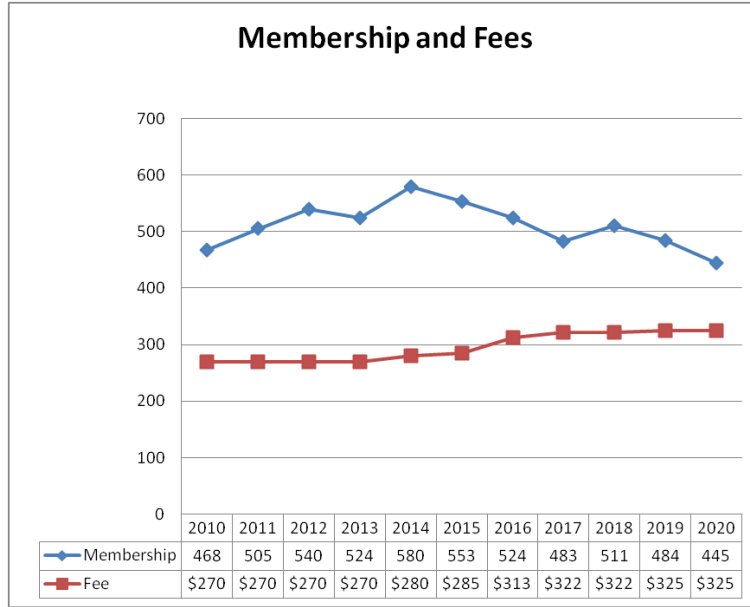
budgeted, as we substituted higher quality, more durable construction and materials for those originally planned. We now have five well-lit night courts that have already allowed many players to extend their tennis well into the night and the shoulder season. The increase in playable time also allowed us to re-jig our tournament schedules this summer, permitting more matches while putting less pressure on the courts. No recounting of this project is complete without mentioning the \$150K supporting grant we received from the Ontario Trillium Foundation (OTF), thanks largely to former Board member Paula Loh. The net cost of the project was \$136,223, which we financed with some of the savings we've been accumulating for capital improvements, and this year's income.

- We put plans to advertise our upgraded facilities on hold as the world, including Kingston, dealt with the coronavirus pandemic. Nevertheless, we were able to attract many new players who would normally have played other sports, which were put on hold by the pandemic. As a result, our membership declined only marginally, from 484 to 445.
- As the major court refurbishments were being completed, the Board resumed planning for clubhouse improvements. Early in the year, the Finance Committee (including Chloe, Donna and club member/former treasurer Jim Martin) did a thorough analysis of seven different options, from a renovation of the original structure, to a more functional renovation and upgrade, to several variations of a new clubhouse in different locations on the club grounds. Each option included its own effects on other aspects of the club, and all options were priced accordingly. We completed the analysis before the gravity of the pandemic became clear: assumptions that seemed prudent and conservative at the time have to be re-evaluated as they now appear optimistic. However, the main conclusion still holds, that renovations are more cost-effective and will therefore be easier to finance.

2020 SEASON – Contribution Analysis (based on unaudited statements)

Membership and Junior Camps are normally the two biggest contributors to KTC income. Membership contributed \$111K, and Junior Camps nothing, as we did not offer camps this year. Shared costs were \$143K and the overall surplus of Revenue less Expenditures was \$118K, while adjusted EBITDA came in at \$35K.

<u>MEMBERSHIP</u>	2020	2019	
Members #	445	484	down 8%
Membership Fees	\$107,357	\$ 115,808	down 7%
Lessons (net)	\$ 11,076	\$ 7,090	
Court Rental Fees	\$ 2,761	\$ 2,943	
Canteen & Merchandise (net)	\$ (333)	\$ (334)	
Donations and Other Contributions	\$ 4,025	\$ 2,495	
Socials and Tournaments (net)	\$ (450)	\$ 69	
Parking Revenue (net)	\$ (1,368)	\$ (384)	
HST Expense	\$(11,818)	\$ (11,552)	
Contribution	<u>\$111,249</u>	<u>\$116,135</u>	down 3%



Membership Distribution (est)			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

JUNIOR CAMPS

Junior Camp Revenues
Net Contribution

2020

\$55
\$55

2019

\$64,090 down 100%
\$23,257 down 100%

Camp Revenues (000)									
2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
45	52	59	59	78	74	79	84	73	64

Uncertainties stemming from the overarching response to the coronavirus led the club to cancel the popular tennis camps this year, resulting in a large dip in revenues and income, somewhat mitigated by increased general lesson revenues. (We refunded almost all the camp fees that we had received before cancelling the camps, and some of those fees were converted into tennis lessons)

<u>SHARED COSTS</u>	2020	2019	
Advertising	\$ 225	\$ 698	
Amortization	\$26,490	\$ 3,770	
Bank Charges	\$ 1,702	\$ 1,563	
Insurance	\$ 2,138	\$ 1,962	
Interest	(\$ 8,592)	(\$ 8,835)	
Office	\$ 4,944	\$ 8,006	
OTA Fees	\$ 773	\$ 1,545	
Professional Fees	\$ 5,763	\$ 4,700	
Property taxes	\$13,984	\$13,594	
Repairs and Maintenance	\$ 4,980	\$ 8,728	
Software Expense	\$ 3,253	\$ 2,791	
Steward Wages	\$35,175	\$25,958	
Contract Services	\$ 5,587	\$ 5,526	
Transportation	\$-	\$ 34	
Utilities and Communication	\$ 4,191	\$ 4,438	
Write-offs & Other Exp.	\$42,561	\$23,218	
Total Shared Costs	<u>\$143,174</u>	<u>\$97,706</u>	up 47%

Notes: Repairs and Maintenance were lower as we spent less on clubhouse repairs. Interest income was lower as savings decreased and interest rates declined. Contract Services largely reflect the consulting fees for our Spring survey and report. Write-offs of the remaining soft costs relating to previous capital projects bring up the rear.

<u>SUMMARY</u>	2020	2019	
Contribution: Membership	\$ 111,249	\$116,135	
Junior Camp	\$ 55	\$ 23,257	
Less: Shared costs	(\$143,174)	(\$97,706)	
Revenue less Expenditure	(\$ 31,869)	\$ 41,686	
Add back Amortization	\$ 26,490	\$ 3,770	
Fixed Assets -- write-offs	\$ 40,484	\$ 23,218	
Equals: Adjusted EBITDA*	\$ 35,105	\$68,674	down 49%
Plus: Government Grant	\$ 150,000		
Less: investmnt in Working Capital	\$ (6,773)	\$ 7,089	
Fixed Assets -- purchases	\$ 282,680	\$ 21,715	
Equals change in Cash	(\$ 90,802)	\$ 39,870	
Cash+ Investments Position	\$ <u>406,454</u>	\$ <u>497,256</u>	down 18%

Footnote:

* **Adjusted EBITDA:** earnings before interest expense, income taxes, depreciation and amortization, as well as one-time, irregular and non-recurring items. This is a financial analysis metric used for performance analysis and debt capacity analysis, measuring cash flow from operations.

	Overall Revenues and Adjusted EBITDA (000)										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Revenue	150	168	188	184	216	217	223	232	221	211	291
A-EBITDA	39	55	71	73	94	92	88	105	91	69	35

EXPECTATIONS FOR 2021

- Camp and Membership income next year will benefit from the planned publicity that we were forced to postpone this year. This will highlight our improvements in our courts, as well as the anticipated re-start of our camps;
- The new LED lights will reduce conflict between players and camps, as some players will shift their morning games towards evening. Premium evening hours have increased by about a third, from about 6,500 hours previously to about 8,500 hours (over the May-October months). This does not even take into account the marked improvement in light quality on 4-6. Having five properly lit courts has made the club much more welcoming at night.

Our annual savings and net income are important determinants of our borrowing capacity and our ability to try different business models, while balancing membership fees and membership numbers. Rephrasing my message from last year, the recent declines in adjusted EBITDA of \$14K in 2018, \$22K in 2019, and a further \$34K in 2020 show both the natural variability in income that we can expect from year to year as well as the impact of major global events. These declines serve to caution us not to overextend ourselves. We have made prudent improvements this year without breaking the bank. These improvements, together with our solid reserves, will allow us to face 2021 and beyond with a great deal of confidence in both the strength of our club, and the wisdom and experience we've gained for making further necessary improvements.

Financial Statements (unaudited)

KINGSTON TENNIS CLUB

STATEMENT OF FINANCIAL POSITION AS AT SEPTEMBER 30, 2020

	2020	2019
	\$	\$
ASSETS		
CURRENT		
Cash	106,577	206,722
Investments	297,965	290,534
Accounts Receivable		
Prepaid Expenses	4,907	4,417
Inventory	982	999
HST receivable - capital		1,134
	410,432	503,806
LONG TERM		
Tangible capital assets	590,026	374,311
	1,000,458	878,117
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	7,856	8,745
Government remittances payable	5,634	533
	13,490	9,278
NET ASSETS		
UNRESTRICTED	986,968	868,839

KINGSTON TENNIS CLUB
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED SEPTEMBER 30, 2020

	2020	2019
	\$	\$
ASSETS		
NET ASSETS - BEGINNING OF YEAR	868,839	827,153
EXCESS OF REVENUE OVER EXPENDITURES FOR YEAR	118,131	41,686
NET ASSETS - END OF YEAR	986,970	868,839

KINGSTON TENNIS CLUB
STATEMENT OF REVENUE AND EXPENDITURES
FOR THE YEAR ENDED SEPTEMBER 30, 2020

	2020	2019
	\$	\$
REVENUE		
Canteen and merchandise revenue	2,519	2,836
Court rental fees	2,761	2,943
Donations and other contributions	4,025	2,495
Interest	8,592	8,835
Junior camp	55	64,090
Lessons	11,076	7,090
Membership fees	107,357	115,808
Parking revenue	1,385	2,060
OTF Grant	150,000	
Rogers Cup Income		625
Social and tournaments	3,145	4,991
	290,914	211,773

EXPENDITURES

Advertising	225	698
Amortization	26,490	3,770
Bank Charges	1,702	1,563
Canteen and merchandise expense	2,852	3,170
Contract Services	5,587	5,526
HST expense	11,818	11,552
Insurance	2,138	1,962
Junior camp supplies		4,291
Building Development Costs	40,484	23,218
OTA fees	773	1,545
Office	7,022	8,006
Parking expense	2,753	2,444
Professional fees	5,763	4,700
Property taxes	13,984	13,594
Repairs and maintenance	4,980	8,728
Rogers Cup		2,000
Social and tournaments	3,595	3,547
Software expense	3,253	2,791
Transportation		34
Utilities and communication	4,191	4,438
Wages	35,175	62,510
	<hr/>	<hr/>
	172,783	170,087
	<hr/>	<hr/>
EXCESS OF REVENUE OVER EXPENDITURES FOR YEAR	118,131	41,686
	<hr/>	<hr/>

KINGSTON TENNIS CLUB
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED SEPTEMBER 30, 2020

	2020	2019
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue over expenditures for year	118,131	41,686
Adjustment for items which do not affect cash		
Amortization of equipment	26,490	3,770
Write-off	40,484	
Net change in non-cash working capital balances related to operations	-2,561	-7,089
CASH FLOWS PROVIDED FROM OPERATING ACTIVITIES	182,545	38,367
INVESTING AND FINANCING ACTIVITIES		
Purchase of tangible capital assets	282,690	1,503
Redemption (purchase) of investments		102557
CASH FLOWS PROVIDED FROM (USED IN) INVESTING AND	-	
FINANCING ACTIVITIES	282,690	104,060
INCREASE (DECREASE) IN CASH AND	-	
EQUIVALENTS FOR YEAR	100,145	142427
CASH AND EQUIVALENTS - BEGINNING OF YEAR	206,722	64,295
CASH AND EQUIVALENTS - END OF		
YEAR	106,577	206,722
REPRESENTED BY:		
Cash	106,577	206,722

4. Appointment of Auditors

We propose to re-appoint Wilkinson & Company LLP, as auditors for the 2021 Financial Year.

5. Governance Report – Gary Wilson

Governance Committee: Gary Wilson (chair), Bob Goddard, Taco Meuter

The Governance committee members – Bob Goddard, Taco Meuter and I as the Chair – spent much of our time this year discussing the amendments to the KTC by-laws proposed by Jocelyn Purdie. Early on she dropped her suggestion that by-law 5.07 d. “Filling Vacancies” should be changed, but she maintained that club elections as prescribed by by-law 5.02 “Election and Term” should be amended.

Instead of all Board members being elected every two years for two-year terms, elections would be held annually for six Board members one year and six the following - what is known as a staggered arrangement – but still for two-year terms. Jocelyn preferred to have the change in effect for the 2020 elections.

Our committee discussed Jocelyn’s proposal at great length but was never able to recommend unanimous support for it to the Board. Eventually Donna Lounsbury and Jocelyn were able to reach an agreement on the wording of a proposed amendment to 5.02 which the Board is now bringing to the AGM for approval.

In addition to our deliberations on Jocelyn’s proposed amendment, the committee found other by-laws that we felt might be amended. For example, the quorum for members’ meetings at 5% of members seems too low to be making important decisions. Also, our language on proxy voting might need changing in light of e.g., recommendations for electronic meetings.

Whether it’s in-person or electronic we recommend that a Special meeting be convened by the 2021 Governance committee to discuss and make the requisite changes to these KTC by-laws and any others identified as needing to be amended.

6. Facilities and Infrastructure – Doug Bowie

F&I Committee: Doug Bowie (chair), Ben Doornekamp, Taco Meuter, Chloe Wilson

This was a challenging year in many respects. In the end things worked out surprisingly well.

Club Opening

In the spring when Covid 19 took hold and turned our lives upside down, it looked possible, even likely, that we wouldn't be able to open in 2020 at all, and back-up plans were drawn up for a season with no tennis - and no revenue.

Then on Thursday May 14, somewhat unexpectedly, we received notice from the government that tennis clubs would be allowed to open in Ontario the following Tuesday. Four days away. This took us by surprise but ...

Because we couldn't have a regular clean-up day with dozens of members on site at the same time, there was a full court press for 4 days with Alma Thayer leading the way. The three stewards, Dana, Luke and Jack and a small, rotating group of volunteers - largely organized by Viki Andrevska - power washed courts 1 and 7 and the back of 4 and 6, (in spite of two power washers breaking down), cleaned the clubhouse including the back storage room which was a disaster, took loads to the dump, scraped and sanded the upper deck, cut the grass, bought flowers (thanks, Peta Bailey) put up windscreens and nets, performed countless other tasks large and small, and somehow miraculously had the club looking ship-shape and up and running at 8:30 on that Tuesday morning. The courts were promptly booked solid that day - and have been booked pretty well every day since.

I won't list everyone who helped get the club ready, but you know who you are. Thanks to you all.

Courts/Lights/Fencing Project

This was one of the largest capital improvement projects undertaken by the club in decades - perhaps since the building of the clubhouse in 1928. As you know, it included installing new lights on courts 2 and 3, re-paving and repainting these courts with a state of the art Laykold surface, replacing the lights on courts 4,5,6 with high quality LED lights, installing new black-coated fencing behind 2 and 3 as well as higher black-coated fencing along the east side of courts 1, 2 and 4, adding a remote control monitored switching system for the lights, landscaping, and various other details.

Apart from glitches with the remote switching system - finally fixed thanks to Bud and Taco - this project was officially completed on June 17, more than a month ahead of schedule. Particular thanks to Ben Doornekamp whose assistance and expertise were invaluable.

\$150,000 towards this project was covered by a Trillium grant achieved through the hard work of Paula Loh. The remainder of the cost came from club coffers. The final numbers were as follows:

Budget/Estimate: \$280,171.

Final Cost: \$286,223.

Overage: \$6,052.

Cost to club: \$136,223.

So in the end the project came in about 2% over budget, due largely to extra landscaping costs, issues with the remote switching system, and an upgrade (bottom rails) to the fencing. But this small overage seems quite acceptable for a project of this size. And the general consensus - even from our critics - seems to be that the significant improvements were well worth it. At this time of year in particular the new lights, now required even for a 4:30 booking, add significant court capacity to our club and the courts are still being heavily used, even in November.

A Bittersweet Footnote to the Saga of Courts 2 and 3

By early June the various elements of the court improvement project were completed, except for the final painting of Courts 2 and 3. We were told that the court painting company (Court Surface Specialists from Mississauga) wouldn't be available until the end of July, possibly later, depending on weather. So the bare asphalt surface wouldn't be usable for proper tennis for 6 or 7 weeks.

Knowing this, a small crew of KTC volunteers tackled the grueling job of measuring, taping and painting temporary lines on Courts 2 and 3. This huge team effort was organized and led by Jocelyn Purdie, ably assisted by Flame Eadie, with several volunteers literally on their hands and knees for hours helping out. They did a fantastic job.

Then just 48 hours later, out of the blue, we received word that the painting contractor had had a cancellation and could fit us in immediately. We couldn't pass up this opportunity and they arrived two days later. So the beautifully drawn temporary lines saw only three days of play, not the 6 or 7 weeks we had anticipated. I think it was Robbie Burns who said something about the "best laid plans of mice and men ..."

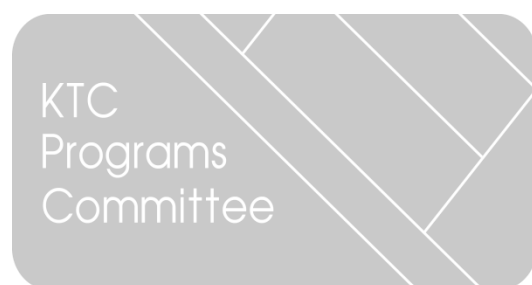
Our thanks to Jocelyn, Flame and crew for this tremendous job. Among those who volunteered their time were Viki Andrevska, Julie Hoffarth, Gord McCrae, Alma Thayer, Susan Marlin, Gordon Boyd, Alexei Poustovetov, Dave Stocks, Lynne Hansen, Tim Smith, Bud Nelson, our dedicated stewards Dana, Jack and Luke and any others I've forgotten. We're sorry that the fruits of your hard labour were enjoyed for such a short time.

In Conclusion ...

Perhaps because of the unusual circumstances there seemed to be a particularly positive vibe at the club this year. People seemed to appreciate the club more and were quite willing to pitch in and help when asked. Many thanks to everyone who lent a hand with countless infrastructure and maintenance projects. I would be remiss if I didn't mention Rick Donaldson, who has been my indispensable cohort on projects large and small over the past couple of years but wasn't available this year. Joni Mitchell said (roughly) "You don't know who you've got till he's gone." So, Rick, I didn't know what I had and you were sorely missed.

7. Programs – Arsalan Ijaz, Cole Vezina

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



In early spring, after careful deliberation, the KTC board made the difficult decision to cancel junior camps for the 2020 season. Tennis camps are a large source of revenue for the KTC and obviously this decision was not made lightly— the health and safety of our young campers and instructors was uppermost in mind in coming to this decision.

Beyond this cancellation programs at KTC in the summer of 2020 were successful!

A new club-pro, Mark Dake, was hired. Mark was charismatic, exceptionally dedicated, positive, and knowledgeable. We salute Mark for his terrific work this past summer. The programs committee also brought on assistant-pro Tristan O'Brien to meet increased demand for private and semi-private junior lessons as a result of our camp cancellation. Thank you, Tristan!

Club-pro Mark Dake also volunteered with Alma Thayer to produce a series of junior development programs. This included Wednesday and Saturday drop-in clinics and match play. The series culminated in the late-September junior tournament. This event was exceptionally successful this year with 28 entrants between three age categories, and a two-hour fun clinic. The clinic was run by Isaac Jones with assistant Chloe Wilson. Thank you Mark and Alma, Isaac and Chloe. We would also like to extend our cordial gratitude to the wealth of volunteers who helped keep score on courts, and things running smoothly at the tournament.

The programs committee would like to thank first-time members Imran Syed and Joanne Homza for generously donating their time to run a doubles tune-up clinic that raised more than \$1000 for KTC junior programming in a single afternoon.

In the planning stages of the 2020 season, the board was approached with the opportunity to host an ITF level tennis event at the KTC in the 2021 season. After careful deliberation and feedback from the membership, the decision was made to pursue this option and aim to have a five-day event run at the KTC in late May/early June 2021. These discussions with the tournament coordinator have since been put on hold due to the COVID-19 pandemic and the plans may be subject to change.

This fall the KTC programs committee has been working to apply to the OTF Resilient Communities Fund to help rebuild and reimagine our summer camps for the 2021 season.

The programs committee would like to thank everyone associated with our successful 2020 season, we only regret that we don't have space in this document to mention each and every name and attach an appropriate superlative.

Here's to 2021!

8. Membership – Julie Hoffarth

Membership Committee: Julie Hoffarth (chair), Arsalan Ijaz

Summary of Committee Activities:

- Member Services: BBQs, Open Houses, OTF Gala
- New Member Orientation
- Volunteer Coordination
- Tournaments
- Ladders and drop ins
- Membership growth

All in all, I am sure we can all agree that we enjoyed a very safe, active and *sociably*-distanced summer at KTC in 2020. Even though there was a late start, a few adjustments, and limited access to facilities, we were unstoppable! Tennis was definitely where it was at this summer.

The *KTC covid guidelines* built structure in a sense that allowed us to manage safely, keep positive and adapt with extra creativity. First and foremost, hats off to the Covid Committee for keeping us safe and moving us along in best direction this season: Chloe, Donna, Cole, Taco, Arsalan, Alma. Thank you. We have endured and very much enjoyed the season, and it now seems very long ago that we were using our own marked tennis balls.

Even though the *OTF event* was postponed, we were definitely gifted with an outstanding upgrade to our 5 lit courts this summer. Thank you, Doug, for your tremendous efforts, and really, a difference maker at the club this season. This gave the club a bit of an added vibe so

we went with a “light it up” theme. Cole, you never cease to amaze with your artwork – Cole designed the t-shirt, as well as the Junior KTC brand this summer!

These guys come up with some great ideas, wouldn't you agree?

Arsalan seemed to “just know” that the KTC Champion caps would make a great win. Later in the season, the KTC 2020 caps grew in popularity too.

It was Yaoting Zhang who suggested *Tennisrungs*, and, Arsalan just made it happen! Like it was that easy😊 What a great management tool to further socialize our members both recreationally and competitively: 88 members joined in with over 383 matches played amongst the two tiers.

Peta designed a *New Member welcome* communication so that we could reach out to our new members routinely in this unique summer. The letter provided information about our member services. There was one thing missing though: let's hope the bbq's are back again next year!

All of you, *volunteers* were abundant! Viki set up a process of using the volunteer list from our member registrations, which helped us continue to communicate and master this plan when needed. It was such great feeling of community, and the many members who came forward to volunteer definitely balanced it out for all us - thank you for your willingness to help.

Arsalan was hoisted up on our members' shoulders in this record year of Tournaments!

Tournament	Date	# of registrations	Balance +
Single	24-26 July	58 = 38 Men , 20 Women	\$165
Doubles	20-23 August	72 =20 Women & 16 Men teams	\$207
Mixed Doubles	18-20 Sept	78 =39 teams	\$362

We reached our goal this year – *to provide another fun season of tennis, nurture a competitive spirit, and focus on growing our community*. In light of it all, we were able to come up with some fun ideas – we set up a front-entry welcome tent, used the balcony as a prize viewing for the finals, created themed t-shirt and caps for 2020, and promoted safe gatherings covid-style. Thanks to all our members - for your love for KTC and tennis enthusiasm.

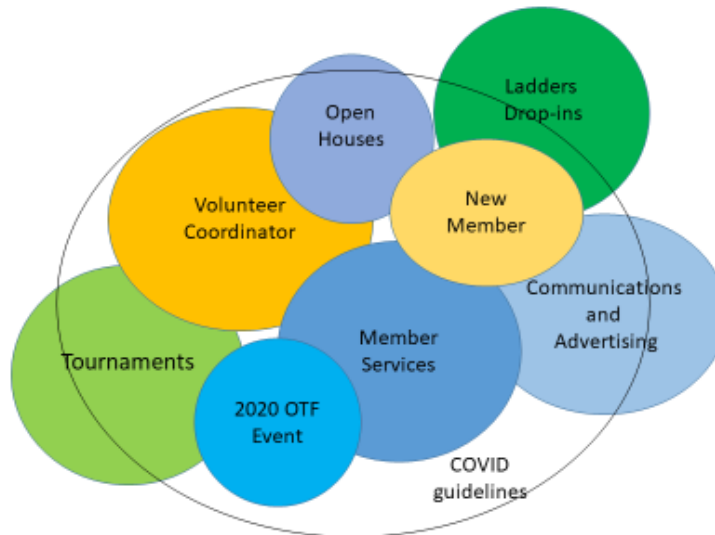
We picked a great sport, and club too😊

Here are a few recommendations which came forward this year (Our work is never done)

- Membership growth strategy for 2021, KTC Member stories in social media
- Court booking and drop in monitor and management
- Membership reports as a management tool with valuable trends
- Membership registration welcome package - designed before early bird fees
- KTC and Kingston's tennis “reputational image” and historical recordkeeping

Membership
Committee
2020

Julie (chair)
Arsalan (co,programs)
Viki
Peta
Mariah
Yaoting
Bud (Advisor)



9. Communications – Donna Lounsbury

Communications Committee: Donna Lounsbury (chair), Taco Meuter, Cole Vezina

The monthly newsletter **KTC Courtside** was launched in January 2020 with the goal of providing news to members that is interesting, relevant and readable. With its new name and logo, and added graphics and visual features, we hoped **Courtside** would engage members in the ongoing activities and programs of the club and keep them up-to-date on other club news and plans.

At an early Board meeting in January, the Communications Committee expressed these top priorities for 2020:

- ❖ Commit to transparent and frequent communication with the membership
- ❖ Develop a close connection to the KTC community as their on-line news link to all that is happening at the club.
- ❖ Work with other committees to support communications and provide input on decision making.
- ❖ Promote KTC with the goal of building membership and camp enrolment but also building pride among our members and a positive social environment.
- ❖ By the end of 2020, ensure that all of our communications are just a little bit better (or maybe even a lot better!) than the year before.

We envisioned **KTC Courtside** as a monthly newsletter reporting on programs, membership services, events, tournaments, facility upgrades and the clubhouse project. In addition to the monthly newsletter, we expected that other timely announcements would be sent out as the need arose.

Little did we know that, with COVID hitting in mid March, the need for regular and frequent communications to members would never be greater. From early April on, our communications had to ramp up significantly to convey timely information about the rapidly changing situation on the ground: when would the club open, how could we open safely, what kinds of activities and programs could continue and what needed to be curtailed? There was much behind-the-scenes work by the communications team and other Board members to stay current with advisories from KFLA Public Health, City of Kingston and the provincial government, and to keep abreast of recommendations of the OTA and Tennis Canada. We developed and evolved our **KTC's Planning for Play** guidelines, based on such expert opinion.

As the club moved past opening day in mid-May to full singles and guest play over the next few weeks, then to our usual roster of tournaments in July, August, and early September, the flurry of news updates never abated. Additionally, we regularly updated members about the progress of the Clubhouse Working Group, from its early planning, to the work of the Business Consultants and now the CWG's work with the architects on detailed plans.

All of this is to say, it's been a busier year than anticipated! We could not have done this without the good work of so many contributors to KTC Courtside, especially committee chairs (Julie, Arsalan, Doug, Jason and Bob) and our talented photographers (Paula Loh and Azi Jamali Afousi). Also, a big thank you to Cole for his great design work, of course, but also for giving KTC a more active presence on social media, including Facebook, Instagram and Twitter.

10. Clubhouse Working Group – Bob Goddard, Jason Taylor

Clubhouse Working Group: Bob Goddard (co-chair), Jim Martin, Nerissa Mulligan, Jason Taylor (co-chair)

The clubhouse project has been an important priority of the KTC for the better part of a decade. In good faith and with serious attention, many Boards have tried to reach consensus on a clubhouse plan. The most prominent options considered have been to improve the existing clubhouse and to build a new clubhouse on the west lawn area.

Votes and surveys undertaken in the past few years have indicated that the KTC membership is split almost down the middle in terms of members' preferred option. This split reflects honest and well-founded disagreements. However, the debates on the related issues have often revealed a need for an independent analysis.

At the Board's first meeting in December 2019, the Clubhouse Working Group was formed to steer and manage the clubhouse project. Members of the CWG were chosen who might bring a fresh approach in moving this project forward (no members were included who had any previous experience with the clubhouse project).

To assist with the pending consultation, the Finance Committee was tasked in early January with analyzing the costs and associated amenities of all possible clubhouse options (they looked at seven such options in depth). They reviewed all previous estimates from contractors, as well as other reports and written materials related to the clubhouse. In addition, they undertook extensive debt capacity analysis, as well as analysis of other sources of financing.

At the recommendation of the CWG, KTC hired the services of Smith Business Consultants (SBC) in the spring of this year. The emphasis was on obtaining a third-party and objective analysis, featuring an independently administered membership survey.

The consultants' first step was to inform themselves about the KTC and comparable operations, as well as to interview many club members. KTC provided extensive data to SBC, including KTC's business records and the above-noted analysis by the KTC Finance Committee.

Early on, in the interview process, SBC took note of some prominent views held by members: for instance, that the quality of our tennis facilities is highly valued. It was also clear that KTC offers a social aspect that enhances the enjoyment of players. These are positives. But it was apparent as well to SBC that a portion of the membership is fatigued by the divisiveness and stagnation that are a by-product of KTC's disagreements over possible clubhouse projects.

For their next stage, the SBC drafted a survey for members, designed to better inform themselves and ultimately KTC, of respondent preferences. A key survey item was a request that members rank three possible clubhouse projects, which included estimates of costs. Other parts of the survey gauged opinions on a wide range of topics, including price sensitivity, patterns of court use, social aspects, desired amenities and upgrades, and funding for a clubhouse project.

We are pleased that 244 members and 21 former members responded to the survey, for a total of 265. SBC, after analyzing this data in conjunction with what they learned during the first stage, delivered a [power point presentation](#), first to the KTC Board, and later to the membership at large.

Once again, the survey results revealed that the membership is divided on the central issue of the clubhouse project: 51.5% of respondents favoured a renovation of some sort of the existing clubhouse, and 48.5% preferred a new clubhouse on the lawn.

For a variety of reasons set out in their presentations, SBC recommended that KTC pursue the option of restoring and expanding the existing clubhouse. The CWG also recommends this option, and the Board unanimously voted to accept that recommendation. While there is some

overlap of our reasoning and SBC's reasoning, the Board's decision reflects its own careful analysis.

In mid-August, after the KTC Board gave the go-ahead to pursue the 'restore and expand' option, the CWG delved deeply into the survey results to better understand and gauge members' priorities for a new or renovated clubhouse. Then, in September and October, the CWG worked closely on the architect selection process, culminating in the engagement of Shoalts & Zaback, whose concept for the clubhouse was unanimously supported by the Board at its October meeting.

Now as we approach year-end, we are delighted that in just a few days' time (Monday or Tuesday this coming week), we will be able to unveil for the membership a full set of 3D visual renderings for a newly renovated and expanded clubhouse, as well as supporting documents such as the Board's rationale for pursuing this option. These materials will be sent out in a special supplement related to the clubhouse.

We emphasize that the clubhouse project is still a work in progress, and even as you read this, Shoalts and Zaback are incorporating several new improvements which came out of our Board meeting just a few nights ago. The Clubhouse Working Group will walk you through all aspects of these plans in their presentation at the AGM, and we look forward to a lively and productive discussion. We want to hear from you and welcome all comments and questions, both at the AGM and once you receive the supplement early next week.

Project updates will be posted to the KTC website for your convenience, on the "[Minutes and Presentations](#)" page. Look in the lower right corner of the page.

11. Presidents' Report – Chloe Wilson

I'm pleased to report a successful 2020 KTC tennis season, even under the extremely challenging and uncertain circumstances that arose due to the Covid-19 pandemic. It's amazing to think that back in April we weren't even sure we would be able to have a season - but then ended up not just opening for play, but also completing the major court resurfacing and lighting project, reaching a healthy membership level of 445, and hosting all of our regular tournaments. Fortunately, tennis was one of the few activities in our community that could be relatively safely enjoyed, so it was wonderful to see that many long-time members returned, but also many new faces, both members and students. It was also great to see our two pros, Mark Dake and Tristan O'Brien, so busy with lessons. Many of these lessons were taught to children and adults just starting tennis, which will hopefully lead to some new lifelong tennis enthusiasts!

Committee Structure

The 2nd half of the 2018-2020 term began with the welcoming of six new board members who had been appointed shortly before the 2019 AGM. Our first important task as a board was to formally define six committees: Communications, Finance, Facilities and Infrastructure, Governance, Membership, and Programs. Terms of reference for these committees defined their roles and responsibilities and helped ensure that the significant operational and governance workload was managed as efficiently as possible. Committee chairs provided a written report to the board at each meeting, summarizing committee activities and highlighting items that needed full board input. These new structured committee reports, distributed to board members in advance of meetings, allowed us to arrive at meetings prepared to focus on our highest priorities (and often adjourn after only two hours!).

I'm grateful to our board members who actively participated in developing this new approach, and who so generously volunteered their time. Our collegial environment and team-oriented work ethic promoted thoughtful discussion and respectful debate, which contributed to the success of the season – even under highly challenging circumstances - and the progress made on the clubhouse project.

I'm also grateful to the many non-board volunteers who stepped up in many areas of operations and special events. In particular, Alma Thayer was instrumental as the steward supervisor. Alma worked hard to train the stewards and monitor their performance and incorporate member feedback to improve our stewards' service. Alma also took on the role of managing our teaching pros – Mark and Tristan – and led frequent staff meetings, making our stewards and pros part of a cohesive KTC team. I'm happy that Alma has agreed to stand for election in the role of VP, where I'm confident her friendly and hardworking nature, combined with her knack for communications, will make her an excellent board member.

Volunteer Workload

While our committee structure has better enabled us to spread tasks among board members and volunteers, the workload of our volunteer board is still heavy – and sometimes, too heavy. Even with the support of volunteers, it will be a challenge to keep up this level of programming and service. We need to continue to prioritize activities and programs which are important to members, while also being realistic about what is achievable with a largely volunteer organization. I am pleased and proud of what we were able to achieve in 2020, but the level of work that went into making that happen is likely not sustainable over the longer term. This must be a priority for next year's board to address.

Tennis Capacity at KTC

Another challenge we're facing is a positive one - though it might not feel so positive when you're trying to book a primetime court. I am referring to the busyness of our tennis courts! The shortage of court capacity at times reflects the great appeal of our club, and also growing interest in the great sport of tennis in Kingston. How can we make courts more available to members – both current and new - while still being able to dedicate courts to junior and adult tennis programming, which are so crucial for developing young players and growing the tennis community in Kingston?

A priority for the board in the coming years must be to explore options for expanding court capacity for KTC and more broadly, expanding tennis facilities in Kingston. One early idea is to approach the City about using nearby public courts for some of our programming. This could allow expansion of our programming (such as more of the drop-in junior program that we offered towards the end of this season) without increasing the burden on our own courts.

Over time, our aim would be to strengthen the tennis community in Kingston and encourage the City to further invest in high quality public tennis facilities (including lights, and on-line booking options). I believe this is the route to take to truly make a meaningful impact on the local tennis landscape and to, one day, get indoor tennis back to Kingston.

Clubhouse

One of our first orders of business this year was to create a working group that would tackle the difficult topic of the clubhouse project that has dominated our attention in recent years at the KTC. Full details of this work are provided elsewhere in the Annual Report, so I will limit my remarks to saying how impressed I have been with the Clubhouse Working Group's leadership of this process. By pulling in resources such as the Smith Business Consultants (who engaged the members in interviews and a survey), the Finance Committee, and the architect firm of Shoalts & Zaback, the CWG carried out a methodical, thorough, and objective process to arrive at what I believe is an optimal recommendation for the project.

We are at a point now where the Board unanimously supports moving forward on a project that is well aligned with members' preferences and that will result in a beautiful and much-improved clubhouse. Many people have worked hard over the years on different clubhouse projects and I'm grateful for the time and effort that has gone into this. This past work has helped lead us to where we are today, with multiple options having been thoroughly examined and an option now chosen that the Board believes best suits our needs. I'm excited and enthusiastic about the changes we are proposing. A restoration and expansion of our current clubhouse at an affordable price will enhance the future of the KTC while strengthening the connection to its long history.

Court Resurfacing Project

2020 also saw the completion of the extensive facilities upgrade project that was funded in large part by an Ontario Trillium Foundation grant. I'm grateful to Paula Loh, who made this project possible by obtaining the OTF grant, and to Doug Bowie, who led a team of people in carrying out the work, which was certainly extensive! We got to enjoy the majority of the season on the resurfaced courts 2 and 3, and the new lights on five of our courts. Those extra high fences also prevented many wild shots from sailing into neighbours' yards (or so I'm told...).

Of course, we met many significant challenges throughout the project, and I think we need to remember the tremendous amount of work that went into completing this upgrade, as we embark on yet another - even larger - project within the next few years.

In Closing

2020 has been a year of great progress at the KTC. Our progress on the clubhouse project and on so many other fronts (the successful completion of the court/light improvements project, planning and implementing Covid safety measures, informative and entertaining communications, a new ladder management system, and several fun and much-needed tournaments) has given members an enjoyable season, and I hope it has inspired some confidence in the board.

And yes, it's been a year filled with challenges. For many of us, the Covid-19 pandemic made tennis, and being part of a close tennis community, more important than ever in our lives. I hope that next season will be even better, and that we're able to welcome back some of our key programs like junior camps and monthly socials, that we had to forego this year.

Despite the challenges we're certain to face in the coming years, including the on-going Covid-19 pandemic and carrying out a major capital project, I feel confident that with the continued hard work of many volunteers and the support of our members, KTC will continue to thrive.