

Minutes KTC Executive Meeting
April 23, 2019, 7:00-9:00pm
Chloe's home

In attendance: Mike Bartlett, Doug Bowie, Jean-Francois Duplessis, Mike Halinski, Taco Meuter, Nerissa Mulligan, Bud Nelson, Chloe Wilson, Gary Wilson

1. Agenda approved

2. March 25th Board meeting minutes approved with adjournment corrected to 9:10 p.m.

3. Strategic Planning

- a. Heidi Traulsen has submitted a letter of resignation effective April 23.
- b. Open discussion on progress this year, areas of concern, and determining board objectives up to 2019 AGM

Because of time-consuming activities – e.g., special meeting in February, dealing with water damage to clubhouse, hiring staff – the Board hasn't been able to develop a strategic plan that would better balance the Board's governance and operational duties. A way must be found to make the workload of Board members more manageable.

Not having a strategic plan designed to support the kind of club that will serve the interests of our members makes decision-making very difficult. Decisions on issues like hiring a club manager, changes to summer camps, how many – if any – stewards we should have, what kind of clubhouse we need. How we decide these issues will determine what kind of club we are, so we have to be aware of both good and bad changes that would follow from the decisions.

Other issues raised:

- Start camp registration in May
- What revenue streams should we develop
- How to find consistency in efforts of volunteers who are constantly changing
- How should we be communicating with members
- What purpose do the tennis camps serve
- What member services do we want to provide

Chloe suggested Board members email her their thoughts about holding a meeting to discuss issues raised in this agenda item in the expectation that the outlines at least of a strategic plan would be formed.

4. Finance Committee

Update from Finance Committee on debt capacity for capital project.

The finance committee met Tuesday, April 16 to discuss our debt capacity and total project cost. There was consensus that we can afford projects up to \$1million but would prefer to target projects of \$900k or lower to maintain a 10% contingency. Some of the details of our discussion are below.

Key assumptions

1. Courts 2 and 3 start Fall 2019
2. Courts 2 and 3 = \$220,723 (\$150,000 from Trillium). If we want courts 4, 5, 6 lights that is an additional \$50,000.
3. Clubhouse start Fall 2020
4. Savings for 2019 ~ \$50,000
5. Operating cash reserve = \$100,000
6. Capital project contingency = 10%

Debt capacity = \$515,000

Down payment = \$486,570

Total = \$1,001,570

Minus 10% construction contingency

Upper limit of project ~\$900,000

Final cost will depend on what members want; e.g., lockers would add to cost. We have to decide among 1) fix-upping, 2) refurbishing club 3) new structure on lawn and how to present them to the members, including manageable timeline for completion.

Facilities and Infrastructure committee will prepare draft of reasonable capital project timeline, given that the Fall 2019 construction project needs to be the priority for now.

5. Facilities & Infrastructure (Doug, 20 minutes)

- Update from F&I Committee, including discussion of leaking roof
- New leaking has occurred in a different area in the water pipe that had burst last fall and been repaired. The wall will have to be-reopened to make repairs, delaying the club opening. Rick Donaldson has been a huge help working with tradespeople repairing the water damage.

- Rick also recruited a crew consisting of Karl Montgomery, Dave Stocks, Bud and Doug to replace rotting boards on the club deck. Still to be done are power washing and re-staining.
- Spring clean-up: about 20 members participated.
- **M (Gary) S (Doug) C:** that Luke Webb be hired to as the third steward for this season.
- Doug has consulted a roofer about the bad shape the clubhouse roof is in. **M (Doug) S (Mike B.) C:** that Gable 2 Gable be hired to re-roof 3 quadrants of the clubhouse roof at a cost of \$4,600.
- October project to rebuild courts 2 and 3, install lights and change lights on courts 4-6: decisions about which suppliers to use will have to be made soon.
- Architectural firm Shoalts and Zaback to look at seasonal renovation of clubhouse to propose renovation with some changes to existing structure.

6. Communications

New committee makeup: **M (J-F) S (Mike B.) C:** that Taco be named chair and Gary join committee.

7. Programs

Update from Programs Committee: J-F raised importance of health and safety training for stewards and camp staff. Will consult with Gord Hunter of St. John's Ambulance about organizing training.

Also suggested need for incident report to inform parents about any incident involving their child during camp that they should be aware of. Staff should also know how to use defibrillator.

Pros: Anne O'Neill will be teaching part-time with some managing duties; Sarah will be teaching part-time.

Discussion about structure of camp operation, whether the camp director should be full-time or part-time with instructing duties.

8. Governance

Board make-up: Doug questioned, with three board members having resigned, whether or not to consider adding additional board and/or committee members. Nothing decided for now.

M (Gary) S (Mike B.) S: that the KTC deposit historical documents in the Queen's Archives, where historical means more than five years' old and the documents include items like minutes of meetings, newsletters, committee reports, promotional material.

9. City of Kingston/Indoor Tennis (Mike B, 10 minutes) – Deferred.

10. M (Mike B.) S (J-F) C: to adjourn at 10:15.