

Minutes – KTC Executive Meeting

February 17, 2019

Location: Bracken Library

In Attendance: Chloe Wilson, Mike Bartlett, Doug Bowie, Bud Nelson, Taco Meuter, Heidi Traulsen, Gary Wilson (minutes)

Regrets: Viki Andrevska, Jean Francois Duplessis, Mike Halinski, Nerissa Mulligan

The meeting was called to order at 1:10 pm.

1. Agenda was approved with one change: 12. Special Meeting was moved to 3., substituting for Group photo which is postponed till more board members present.
2. Approve minutes from January 15 Board meeting: one change, 8. Work Plan: Programs committee responsible for all hiring except Stewards, who are hired by Facilities committee. Approved.
3. Special Meeting: in anticipation of the special Meeting Feb. 26, Chloe will email members the Board's view that the \$150K Ontario Trillium Fund grant will be used to rebuild courts 2 and 3 and add lights, but in itself this sum does not alter the reasons the Board will not approve plans to begin constructing the proposed clubhouse on the lawn this October.
4. Governance:
 - a. **M (Heidi)/ S (Taco)/ C:** All prior committees (except Finance) are dissolved, and the committees listed in the "Draft Terms of Reference:2019-2020 KTC Operational Committees" (Appendix 1) will be operational in 2019/20.
 - b. Records Storage: Gary will meet with Paul Banfield, Queen's Archivist, to see about storing club records and report at the next meeting.
5. Membership

With Gill's resignation, Heidi spoke to the following items from Gill's submission:

 - a. Membership form: Jegysoft format is not suitable for membership survey purposes.
 - b. Australian Open Final social recap. Viki sent a report that about 20 people attended the replay of the final at Jack Astors; pictures posted

c. Member discount at Racquet Science. Larry Howes owner of Raquet Science has a [page](https://racquet-science.com/pages/2019-ktc-member-specials) - <https://racquet-science.com/pages/2019-ktc-member-specials> - describing specials available to KTC members.

d. Calendar of upcoming events. Deferred.

6. Finance (Mike's report submitted by email)

a. Infrastructure Ontario debt capacity: Mike has asked an IO officer (Gavin) about what the club has to provide for a debt capacity assessment. He sent the request to the underwriters.

b. Mike recommended 2% increase for all groups' regular rates and couple's early bird, and 1% for other group's early bird. M (Taco)/S (Bud)/C): to round up the increases for ease of accounting and adopt the resulting fees for 2019.

Category	Early Bird Rate (sign-up before March 31)	Regular Rate (sign-up between April 1 and August 31)	Fall Rate (sign-up after September 1)
Adult	\$325	\$375	\$165
Couple	\$495	\$570	\$250
Family	\$650	\$750	\$325
Student	\$200	\$230	\$100
Junior	\$200	\$230	\$100

c. Seeking donations should be delayed until a specific clubhouse project is identified.

d. Hiring a GM: Mike has invited Greg McNab, general manager at the Kingston Yacht Club, to give a presentation to the board at the March meeting about the value of a GM.

7. Programs

JF reported by email that he scouted in Montreal an applicant for position as pro.

M (Taco)/S (Doug)/C that camp fees stay the same this year as last.

Leisure Guide ad has been placed.

Afternoon skill session for intermediate juniors: details will be available later.

Bud and Doug are contacting former stewards to see whether they're interested for this year. Kristine Barker may be able to assist with developing certain policies and procedures for

stewards, and providing some training and oversight. Doug and Bud are also willing to provide supervision to stewards.

8. City of Kingston/Indoor Tennis

Heidi will report next meeting.

9. Break

10. Facilities & Infrastructure (Appendix 2)

Doug reported the committee recommends that the sub-drainage option be dispensed with and courts 2 and 3 be re-paved, with new lighting and fences installed.

Work will begin in October, with Ben Doornekamp managing the project as a volunteer.

M (Doug)/S (Taco)/C: that the report be accepted

M (Heidi)/S (Taco)/C: that the engineering firm McIntosh Perry complete their structural assessment of the clubhouse at a cost of \$2192.00.

11. Communications (Deferred)

12. Work Plan (Deferred)

13. Other Business (None)

14 Adjournment

Meeting adjourned at 4:30 pm.

APPENDIX 1

DRAFT TERMS OF REFERENCE: 2019-2020 KTC OPERATIONAL COMMITTEES

MEMBERSHIP COMMITTEE

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

Membership Committee: Viki Andrevska (Chair), Bud Nelson

FACILITIES AND INFRASTRUCTURE COMMITTEE

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

Facilities and Infrastructure Committee: Doug Bowie (Chair), Chloe Wilson, Bud Nelson, Taco Meuter

PROGRAMS COMMITTEE

The Programs Committee is responsible for developing, implementing, overseeing and evaluating all tennis programs for KTC, including junior camps as well as tennis instruction and programs for all ages and levels of play. It has primary responsibility for hiring, training and evaluating program staff to ensure high quality programs.

Programs Committee: Jean Francois Duplessis (Chair), Chloe Wilson, Nerissa Mulligan

FINANCE COMMITTEE

The Finance Committee, chaired by the Treasurer, oversees the development and implementation of the budget, monitors and reports on the finances of KTC, ensures adherence to sound financial policies and practices, and oversees investments. It carries out all associated duties of financial oversight, including finance, audit and investment responsibility, and also makes recommendations to the board on fundraising and resource development.

Core functions include: organizational financial planning; monitoring of cash flow; stewardship and safeguarding of organizational assets; development of organizational fiscal policies and practices; anticipating and managing financial risks; providing accurate and complete financial information to the board; preparing clear, transparent and comprehensible financial communications for the board and

membership. Additionally, the Finance Committee works closely with other board committees to develop and implement a financial resource plan that will assist the board in securing funding from diverse sources.

Finance Committee: Mike Halinski (Chair), Mike Bartlett, Taco Meuter

GOVERNANCE AND BOARD DEVELOPMENT COMMITTEE

The Governance and Board Development Committee, working with the Nominating Committee, identifies, recruits, trains and develops board members. It provides opportunities and programs to strengthen the board's effectiveness, its decision making and its capacity to lead the organization into the future.

Its primary role is to ensure best practices in: strategic board recruitment, retention and renewal; as well as effective board management and decision making. This includes developing programs related to board self-assessment, board development, and diversity of board membership.

The Governance and Board Development Committee makes recommendations to the board regarding the development and implementation of governance policies and practices.

Governance and Board Development: Gary Wilson (Chair), Heidi Traulsen

COMMUNICATIONS COMMITTEE

The Communications Committee works closely with staff and other board committees to develop and implement a marketing/communications plan that identifies the primary audiences for the KTC, how to effectively reach these, and what they most care about. The Communications Committee has responsibility for all communications about day to day operations of the club ('KTC Announcements') including social activities, staff changes, instructional programs and other activities that are important to members. In addition, the committee will frequently respond on behalf of the board to members' suggestions and queries.

The committee ensures open, transparent and regular communications with KTC members about ongoing programs and activities and other issues of interest to the wider membership.

With regard to its marketing role, the committee identifies and explores opportunities to increase membership and enrolment in camps. It plays an active role in promoting the club, and its services and programs, to the Kingston community.

Communications Committee: Heidi Traulsen (Chair), Chloe Wilson, Taco Meuter

APPENDIX 2

Facilities and Infrastructure Report from Meeting of Feb. 4 (5:30, Doug's House)

Present: Chloe, Doug, Bud, Taco, Ben Doornekamp

Main issue was discussion of concrete pads and sub-drainage under courts 2 & 3.

Prior to this meeting, Chloe and Ben met with our civil engineer Doug Prinsen. (Ben is also a civil engineer.) The upshot of that meeting is that Doug Prinsen (and Ben) can't be sure that the proposed sub drainage system will work. And no one is willing to offer a percentage guess as to the likelihood of it working. (It is also worth noting that our previous treasurer, Jim Martin, also an engineer, who oversaw the scanning of the courts by Queens's Engineering students, was also skeptical of the sub-drainage solution.)

The system as proposed, including removing the concrete pads will cost approx. \$110,000 - \$120,000, probably more when engineering fees are factored in. Ie. The bulk of the \$150,000 Trillium grant, with no guarantee of success. This approach would also require a complete rebuild of courts 2 and 3 from the ground up at a quoted cost of an additional \$87,100. It also doesn't address the issue of the future of courts 1,7,8 and 4,5,6 which presumably would require expensive sub-drainage systems of their own.

After lengthy consideration it is the recommendation of the committee that we dispense with the sub-drainage option and concrete pad removal. Just a reminder that the Queen's study (sort of like ultra sound) indicated that the concrete pads under 2 and 3 are still in good shape.

Therefore we recommend that we proceed to re-do and upgrade courts 2 and 3, starting this fall, as follows:

- Re-pave the courts with a new asphalt layer.
- Install new, modern, high quality lights.
- Install new, higher fencing around 3 sides of the courts, including necessary tree removal, etc.
- Re-surface the courts, either with the regular court paint we've used in the past, or with the higher end rubberized surface. (to be decided.)

Our suggested path forward is as follows:

- Ben will obtain 2 paving quotes. - Taco will obtain 2 lighting quotes for supply only.
- Ben will obtain 2 lighting supply/install and install only quotes once he has the lighting design from Taco. - Ben will obtain 2 fencing quotes.

(We may also look at a possible upgrade to the lighting on 4,5,6 when the lighting work is being done, which may produce a saving.)

Until we have precise quotes, which we expect fairly shortly, we can't be sure of the exact cost of all this but we expect the saving to be in the \$150,000 range, perhaps more, as compared to the pad removal/sub-drainage option. This is money which can then be put towards the new clubhouse.

Once the lighting design is finalized, Doug Prinsen will be asked to update the site plan and obtain site plan approval from the City.

The work would start in October so as not to interfere with the upcoming season. Ben has offered to manage the fall construction work as a volunteer. He has extensive experience with this sort of work. We appreciate his offer and this is our recommendation to the board.