

**Minutes - KTC Executive Meeting**  
**February 13, 2018 @ 7:00pm**  
**Douglas Library, Queen's University**

**In attendance:** Viki Andrevska, , Doug Bowie, Sam Faris, Bob Goddard, Paula Loh, Taco Meuter, Nerissa Mulligan, Bud Nelson, Claire Tremblay, Gill Turnbull, Chloe Wilson

**Absent:** Mike Bartlett, David Stocks

**1. Review/approve minutes of meeting from January 16, 2018**

The suggestion that the voting results be removed from the minutes was accepted.

**Gill moved and Bud seconded approval of the minutes. Approved.**

Chloe dissents to the acceptance of the minutes.

**2. Review/approve minutes of meeting from January 25, 2018**

**Approved.**

**3. Planning for upcoming season – coordinators**

- a. Junior Open House (Saturday, April 28) – Viki (Gill, Nerissa and Sam – volunteers)
- b. Adult Open House (Saturday, May 5) – Gill (Viki, Sam and Claire - volunteers)
- c. Website/Jegysoft updates for registration – Bud, Taco –is also working on updates
- d. Rogers Cup Social – Claire

Nerissa will look into events calendar on the KTC website and add above events.

**4. Planning for upcoming season – Infrastructure**

- a. Is there anything we need to do to ready the clubhouse for the season? – The condition will be reviewed in the spring and at that point, we will do the necessary work.
- b. Painting 4,5,6 update – Paula will send a reminder to the person responsible for the painting
- c. Safety of clubhouse – We will look up in the spring to see if further investigation is necessary.

**5. 2018 Tournament Dates**

- a. Mixed Doubles: June 15-17
- b. KASSAA: May 15 and EOSSAA: May 22
- c. Men's/Women's Doubles: July 20-22
- d. Men's/Women's Singles: August 17-19
- e. Junior: Saturday, September 1 (Labour Day weekend)

## **6. Spring Newsletter**

- a. Date to send out – A week from now
- b. Contents – To be decided

## **7. Operating Manual**

- a. Chloe proposes that we develop an operating manual for the board (we have a preliminary manual developed by Bud that could be used as a starting point). This would contain things like key events and their approximate dates, standard practices, checklists of tasks that need to be done on an ongoing basis or leading up to various events, and who is responsible for what. The purpose would be to have a clearly laid-out plan for the year, reduce the likelihood of tasks being overlooked, and increase efficiency when transitioning roles among board members. It would be evergreen and continually modified by subsequent boards. It could also contain operating procedures for employees, such as the Steward Handbook.
- b. Should we form a committee? – Bud - the chair, Chloe, Taco, Gill and Bob.

## **8. Hiring subcommittee update**

Interviews for stewards will start next week. Camp staff lined up with Geoff Hodges as camp director. We have received no suitable applicants for club pro at this time. Position is posted with the TPA.

## **9. Advertising**

- a. In 2017, paid advertising only done through Facebook. Do we want to consider additional advertising? Having a sign on Johnson St has been proposed as an example. – Paula will look into having a sign on Johnson St. Agreement that membership needs to be increased to sustain revenues. Suggestions were discussed how to go about this. If we are successful do we need to cap it and set a waitlist? Not necessary at this point in time.

## **10. Membership rates and Camp Rates**

- a. Paula has asked that we revisit the January board meeting decision to keep the 2018 membership rates the same as 2017

Due to minimum wage increases, steward staff wages will be rising. Should we consider raising the membership fees accordingly?

Debate occurred over whether or not we can know how changing or keeping our fees the same will affect membership levels. The decision was that we try keeping our rates the same this year (with the hope that the decline in membership levels stops) and can reassess next year.

**Motion: Taco moved, Doug seconded that the membership rates be kept the same. Carried.**

**Motion: Bob moved, seconded Taco: that we introduce new family member at \$595. Carried.**

b. Set camp rates

Due to minimum wage increases, camp staff wages will be rising. Should we consider raising the camp fees accordingly?

Discussion centred around fee levels as compared to other local camps. Ours were felt to be in the upper end, and there was concern that we would lose campers to other camps if we raised the fees any more. If other camps (many of which have already published their 2018 fees) raise fees in 2019, we can consider raising ours at the same time.

**Motion: Clair moved, Nerissa seconded to keep the camp rates the same. Carried.**

## **11. Treasurer's Report – Appendix A – Operating budget**

Summary provided by Taco:

*As a result of the board decisions on membership and camp fees, expected EBITDA declines by \$6.6K from the first draft of the budget (attached), from \$103.6K to \$97K, and the change in cash becomes \$81.7K (after capital expenditures (court painted etc.) are accounted for);*

*At this point in time, lesson revenue is difficult to gauge (particularly as we do not have any returning pros).*

*Jegysoft has been requested to do some programming work in order to enable data transfer from JS into quickbooks. The programming cost is unknown. Jegysoft has offered to share in the development cost.*

## **12. Capital Project**

a. Bill Anglin estimate for renovation of existing clubhouse

Summary provided by Chloe:

*Chloe received an estimate from Bill Anglin on the cost to renovate the clubhouse in-place. The estimate is based on a conversation between Bill, Chloe, Doug and Rick Donaldson. No drawings or written specifications were provided to Bill. The estimate assumes the following:*

*-the footprint of the clubhouse will be the same as it is now including the attached shed. The existing attached shed will be torn down and replaced with an addition (storage and washroom extension on the ground floor and open area extension on the 2nd story).*

*-The lower deck and balcony will be replaced in kind*

*-An enclosed (windows and walls and door) office will be added to the lower deck underneath the balcony in between the 2 washrooms intended as a 1st floor steward office.*

*Ben Doornekamp provided an estimate of the cost to lift the clubhouse, demolish the existing foundation and pour a new foundation. The summary numbers are as follows:*

*Demo existing foundation and rebuild new concrete foundation: 77K*

*Lift clubhouse: 78K*

*Rebuild clubhouse: 460K*

*=615K Total*

*This estimate does not include the cost of an elevator. It is unknown at this time whether an elevator would be required and would likely cost around 60K, bringing the total to a potential  $615 + 60 = 675K$ .*

*Bill separately provided a high-level estimate, based on a square-footage calculation, to rebuild the clubhouse in place (with the additions as above) instead of renovating, to avoid the cost of lifting the clubhouse to repair the foundation. Bill's estimate for this was \$595K. This cost again does not include the 60K cost of an elevator, which would likely be required in a new build.*

- b. Next steps (separate meeting? committee?) – Separate meeting – Next Thursday, Feb 22<sup>nd</sup> at 7pm.
- c. Communication to members (and membership correspondence – Dave, Dora, Ron and Jim) – We will work on the communication to members in the next couple of days

**13. Set next meeting date and location – proposed date of Tuesday, March 20,  
Douglas Library**

**14. Other Business**

**15. Adjournment at 10:06pm**

## Appendix A

### KINGSTON TENNIS CLUB INC.

#### • 2018 OPERATING BUDGET CDN \$ 000

	2018 Budget	2017 Actual	2017 Budget	2Yr ave
	\$ 000	\$ 000	\$ 000	\$ 000
<b>MEMBERS</b>				
• Fees (same as 2017 rates)	119.5	117.8	122.0	120.0
• Lessons- net	7.0	7.9	10.0	7.2
• Guest fees	3.3	3.6	3.0	3.3
• Donations	2.2	3.0	3.0	2.2
• Clubhouse Sales – net	0.3	-0.1	1.0	0.3
• Socials and Tournaments – net	0.2	0.1	0.5	0.2
• Parking Revenue – net	0.0	-0.3	0.3	0.0
• Wages - Stewards	-27.4	-23.5	-26.0	
• HST	-12.0	-11.7	-12.7	-12.0
• Interest Income	4.8	3.6	3.0	
<b>CONTRIBUTION, MEMBERS</b>	97.9	100.4	104.1	
<b>JUNIOR CAMPS</b>				
• Revenue (same as 2017 rates)	85.9	85.9	80.0	
• Supplies	-5.2	-5.0	-7.0	
• Wages	-40.1	-37.0	-30.0	
<b>CONTRIBUTION, JUNIOR CAMPS</b>	40.6	43.9	43.0	
<b>SHARED COSTS</b>				
• Advertising	-0.7	-0.9	-0.5	-0.7
• Amortization	-2.9	-2.5	-2.8	
• Bank Charges	-1.3	-1.3	-2.0	
• Bookkeeper	-5.1	-4.4	-5.0	
• Insurance	-1.8	-2.0	-2.0	-2.1
• Office Supplies	-1.5	-1.4	-2.0	-1.5
• OTA fees	-1.5	-1.5	-1.5	-1.5
• Professional Fees	-3.5	-3.2	-6.0	-3.1
• Property Tax	-12.4	-11.5	-10.3	-10.7
• Repairs and Maintenance	-5.0	-4.5	-9.0	-8.0
• Software expense	-4.3	-4.0	-4.0	-4.3
• Transportation	-0.2	-0.2	-0.2	-0.2
• Utilities and Communication	-4.2	-4.2	-4.2	-4.1
<b>TOTAL, SHARED COSTS</b>	-44.4	-41.6	-49.5	
<b>REVENUE less EXPENDITURES</b>	94.1	102.5	97.6	

**CASH FLOW**

REVENUE less EXPENDITURES	94.1	102.5	97.6
Add Amortization	2.9	2.5	2.8
EBITDA	97.0	105.0	100.4
LESS Capital Expenditures	15.3	6.3	0
Less Increase in Working Capital	0	1.3	0
Equals Change in Cash	81.7	100.0	100.7
Beginning Cash	385.0	283.5	283.5
Ending Cash	466.7	383.5	384.2