

Minutes KTC Executive Meeting
May 22, 2018 @ 7:00pm
Common Ground, ARC, Queen's University

In attendance: Viki Andrevska, Mike Bartlett, Doug Bowie, Bob Goddard, Paula Loh, Taco Meuter, Bud Nelson, Claire Tremblay, Chloe Wilson

Absent: Sam Faris, Nerissa Mulligan, David Stocks, Gill Turnbull

1. Review/approve minutes of meeting from April 17, 2018

A report can be submitted to the board one week in advance of the board meeting. At the board meeting the vote will be held to accept or reject the report as part of the minutes. The Agenda will be submitted to the board two weeks in advance of the board meeting.

The following changes were suggested to the minutes from April 17, 2018: Evaluation of payment through the website, Evaluation of Jegysoft, and Capital Projects to be removed from the treasurer's report and to be discussed as a separate item in another board meeting including possible replacement of Jegysoft.

Minutes were approved with those changes.

2. Hiring committee

- a. Try/Learn/Play update – David to provide update at the next board meeting
- b. Leader-in-training program (do we want to consider formalizing an LIT program as part of camp instruction and/or junior lessons?) – We will need more information to make a decision regarding this. Claire will investigate and will talk with Nerissa.
- c. Staffing – A discussion concerning the need of a separate committee after the initial hiring is done was suggested and will be brought forward another time.

3. Junior Open House update

The preparations have been made and we are looking forward to a great event.

4. Membership update

So far we have 454 members and are doing better this year than the last year.

5. New Member Outreach update

Gill has contacted the list of new members requesting their level of play. She only had 4 or 5 responses and have teamed them up with a member from the volunteer group. She has not heard how well this is running. Since she sent them out there have been a number of other new members. She has not had a chance to contact them.

Gill did talk to Claire about taking over this while Gill is away and Claire was willing to do that. Gill has given her the details of the members who could be paired up with a new member. Gill think Bud has a more up to date list of the new members.

The change from last year was that Gill only paired people up if they responded to her in initial e-mail. Those that did not respond Gill assumed that they felt comfortable with getting games at KTC. That is somewhere that could be followed up on to see how they are all fairing at the club. Gill could do that on her return in July.

6. Guest Fees

- a. Bud suggests changing the grace period for payment of guest fees from 2 weeks to 3 days.

We all agree with the above suggested change. The change will be announced so the member are aware.

7. Fundraising Committee update

A committee was established: Viki Andrevska (Chair), Nancy Druick, Deborah Melman-Clement, Bryan Saraka, Paula Loh and Chloe Wilson.

First meeting was held on April 21st.

Update and action items:

- Deborah started drafting a case study and upon request will draft proposals. A case study will be a general document and proposals will be tailored according to the prospect we will be approaching.
- Everyone would gently start thinking about identifying people who are passionate about the club and with means to help. For example, club members, past club members, camp parents etc. According to the list we will then set up a goal.
- A separate fund was suggested to be opened just for fundraising that will be different from the operational fund of the club.
- Deborah suggested to do interviews with board members (and of course anyone else) to help build into the case study. Deborah had an interview already with Chloe. A total of 41 people made donations this year with registration for a total of \$3,000. A thank you letter was drafted and approved by Chloe which will be sent out to those who donated.
- Suggested next meeting to be held in June and then in August.

8. Operating Manual / Club Manager – Appendix A – Club manager proposal

- a. Document sent separately

Proposal: That we:

1. Aim to have an Operating Manual complete by September 1, 2018
2. Form a Club Manager Committee to investigate potential arrangements for a club manager (ie how much work, what types of responsibilities, and what salary we could expect to pay).
3. Form a Committee for separate parts of the Club, for example Committee for the staffing, for stewards, for maintenance etc.

An operating manual/club manager committee – Bud, Chloe and Gill to come up with recommendation to the board from the three options proposed above.

9. Finance committee – TOR finance committee – separate document

- a. Terms of reference discussion and approval – the board agree to accept the TOR

10. Club maintenance

We have been avoiding spending money on our facilities in preparation for the capital project (because we want to avoid spending significant money on something that will just be redone in a few years). However, our facilities are deteriorating, and part of the capital project plan needs to include maintaining our facilities during the planning phase, which is anticipated to be at least another full season after this one.

We need a list of proposed maintenance projects so that we can determine a timeline for doing them and adjust our budget accordingly. For example: ordering new nets, ordering new windscreens, painting the deck, buying a new bulletin board, repairing the cracks on the court 3 etc.

11. Capital Project Committee – TOR Capital Project Committee – separate document

- a. Capital Project Committee formation

Paula provided an overview of the qualifications of the proposed committee members: Paula Loh (Chair, Past President), Scott McNeely (KTC member), Mark Nelligan (KTC member), Dora Nomikos (KTC member), and Chloe Wilson (President).

Motion: Paula moved, Bud seconded the composition of the Committee as proposed above. Carried.

b. Discussion and vote on \$2,500 expenditure for Doug Prinsen to do a preliminary sub-drainage design (with budget quote) and attend a pre-consultation with the City

Motion: Paula moved, Bob seconded approval of the \$2,500 expenditure for Doug Prinsen to do a preliminary sub-drainage design. Carried.

12. Treasurer's Report – differed to the next meeting

13. Other business

14. Set next meeting Date: Proposed date June 20th, 7pm

15. Adjournment – at 10:30pm

Appendix A

Operating Manual / Club Manager Proposal

Chloe Wilson

KTC Board Meeting, May 22, 2018

Over the last few years, we have been considering hiring a club manager. In 2017, a Club Manager committee was formed with the objective of defining the potential club manager's role at the club. The committee felt that the first step in doing this was to complete an operating manual for the club. In September 2017 Alma Thayer (2017 volunteer steward supervisor) presented a detailed report to the board on her experience as the 2017 volunteer steward supervisor and some options that the board could consider for improving our club's offering, one of which was hiring a club manager (see the minutes from the September 26, 2017 board meeting for Alma's full report in the appendix).

The board decided to maximize the Club's financial resources by not hiring a club manager at that time, and no further discussion on the topic has taken place.

In 2018, an Operating Manual committee was formed to document club activities and procedures, but the people on that committee are so busy with club activities that it is difficult for them to find time to work on the manual. The development of an operating manual is important because:

- We do not have a document that shows all of the activities that go into running our club, who is responsible for them, and when. This has led to people not being aware of what needs to get done, and when tasks or issues arise, there is uncertainty around who is responsible.
- We have some board members and volunteers doing more work than others, but without good training materials, it is difficult to re-distribute work.
- For a board member joining the board or taking on a new role it is difficult to determine if he/she can take on that role effectively as there is no description of what that role entails and how much of a time commitment should be expected.
- When transitions occur, a new member or someone in a new role relies on the previous member or someone else on the board to explain what the new member needs to do, which may or may not happen.
- If we lost key, long-term members of our board (or key club volunteers) we would lose their knowledge with them as there is little to no documentation of what gets done each year and by who.

We have some board members and club volunteers doing a tremendous amount of work. We are an operational group (we take on a lot of the operational tasks of the club) as well as a board of directors (that provides direction to the club), and we need to determine if it is reasonable to expect so much of volunteers.

The capital project is taking up a lot of our time and energy as board members. We held extra meetings over the winter, and still the amount of time we spent discussing the capital project dominated our discussions and allowed little time for anything else. We were consequently left disorganized at the beginning of the tennis season and several issues arose, some of which I detailed in an email to the board on May 1, 2018.

Hiring a club manager would not just serve the purpose of alleviating volunteer work. It would help us improve the operation of the club, strengthen our brand, and identify areas where we can improve and grow. Right now, we have board members and volunteers coming up with great ideas for the club, but there is little spare energy to put into actually implementing them. We also have areas where we're falling short because we don't have the resources to run things the way we want to, and are potentially losing business because of this, or missing opportunities.

We need to determine very soon whether or not we will want to increase our staffing expenses significantly as the hiring of a club manager would change our debt capacity for the capital project (unless we expected increased revenues from the club manager's work to offset his/her wages). We do want to maximize our financial resources, but need to balance this with the need to effectively operate the club both now and once the capital project is complete.

Proposal: That we:

1. Aim to have an Operating Manual complete by September 1
2. Form a Club Manager Committee to investigate potential arrangements for a club manager (ie how much work, what types of responsibilities, and what salary we could expect to pay).