

Minutes - KTC Executive Meeting
Wednesday, July 15, 2015, 7:00pm
21 Jorene Drive (Rick's home)

In attendance: Rick Donaldson, Paula Loh, Taco Meuter, Bud Nelson, Isabelle Pollock, David Stocks, John Sylvester, Chloe Wilson

Absent: Claire Tremblay

1. Review/approve minutes of meeting from Wednesday, June 17, 2015

Approved

2. Governance - board member behaviour [Appendix B]; bookkeeping

Paula believes that emails among board members of late have contained personal attacks. This type of behaviour discourages others from participating in the discussion and prevents useful conversation. This has also created an environment of negativity within the board and some members feel they do not want to be on the board if this type of communication continues.

Paula handed out a set of guidelines on how boards should interact. We will focus on following these guidelines in the future.

Bookkeeping: Taco estimates he spends 300-400 hours on bookkeeping, which is not in the job description of club treasurer. He would like to either hire a bookkeeper, or continue to do the bookkeeping and get paid for it. This would have to begin next year.

Paula believes that there are several members of the board who commit a significant amount of personal time performing tasks that would typically be done by a paid employee. She suggests that instead, we hire a club manager to take on operational work that board members are now doing. Our club has been growing steadily over the past few years and offering more services to the membership, requiring more work by the current volunteer structure. This will be brought up to the membership at the September 2015 Special Meeting as part of the discussion about club operations and project financing. We could also consider making a more professional "head steward" role that could take on some club manager duties; this would require a permanent seasonal position to ensure continuity.

There are other things that could help reduce the workload for board members such as utilizing a sophisticated software application for tennis clubs that enables more member self-service (ie membership payment) and efficient management of operations.

3. Administration & Procedures - administration of ktc email accounts; motions by members to the board; central electronic filing system for an Operating Manual

Suggestion that we encourage feedback from members, possibly through a comment box or emails. Consider adding Paula's and Dave's email addresses that people can use if they do not want to send comments to the general address that goes to the stewards as well.

Decision to implement a physical comment box and implement the email idea.

Central electronic filing system: Christian has experienced stewards deleting courts when someone cancels a lesson (he loses revenue as someone else books the court). He would like to have an operating manual so that there are well-understood processes for these types of things. Chloe to investigate.

Administration: Paula recently discovered that Taco (as the ktc email administrator) can access these email accounts, so wanted to make people aware of this.

4. Membership & Court Usage - update on membership levels; bookings & no show policy

521 members. Last year today we were at 522.

No-show policy: Bud recently revoked the online booking privileges of a couple that had 3 no-shows in the space of 5 days. Suggestion that stewards are asked to mark down no-shows. After each no-show, they are contacted and asked for an explanation. After 3 unexplained, people's online booking rights will be removed for 2 weeks. Stewards will have the job of giving the warnings, but will not revoke the rights until approved by Bud. This will be brought up at the AGM and a proposal for the path forward. Bud will set up a spreadsheet for the stewards to use to track no-shows.

5. Staff (Dave) - payroll costs of junior camps; court usage by teaching pros for private lessons during camp hours (this year we have two pros, plus camp director); stewards' duties with regard to court maintenance

43% increase in labour costs for camp so far. We have more camp staff this year than last year. Clare Webb (camp director) decides who will work each day. She has not been given guidelines on how many instructors are required for each camper. Dave will communicate to Clare that staffing expenses are too high and we want to target a ratio of 8:1 (understanding that this will not always happen, but she should look for ways to improve).

Suggestion that we advertise to try to get more kids (since we have an abundance of staff right now).

Court usage by teaching pros during camp hours. When Isaac is not a camp counsellor he could be teaching during camp hours. This could mean that the camps could take up 5 courts and teaching pros using up 2, leaving 0 courts available for members to book. Decision for John, Bud and Dave to discuss this offline and come up with a proposal.

Stewards' duties with regard to court maintenance: Isabelle has received a complaint about the stewards not taking care of the courts, particularly early in the morning.

6. Club Programming - proposal by Christian Carere [Appendix A]

7. Club Maintenance Report (Rick) - tree trimming alongside courts; lighting level for Court 6; court powerwashing; squirrel control; ball machine repair needed

Trees have been trimmed.

Lighting level for Court 6 – Chloe still finds court 6 dark along the outside. We should get the lighting level measured to see if it is an issue.

Powerwashing: Courts 5 and 6 have been fully cleaned. Most of court 4 has been cleaned except for the back 10-12ft.

Squirrel Control: We have at least 1 aggressive squirrel that will chew into tennis bags looking for food. Paula to look for a squirrel trap; Bud will relocate the squirrel to City Park.

Ball machine repair – Rick will investigate repair

8. Clubhouse Project Report (Paula) - meeting with Fotenn Planning & Urban Design consultants on July 10; application for minor zoning variances filed on July 13 for consideration at Committee of Adjustment meeting on August 24

Meeting held on July 10 with Fotenn Planning Consultants to assemble the documents needed to apply for minor zoning variances to the City's Committee of Adjustment. They next meet on August 24 and filing had to be done by July 13 to ensure inclusion on the agenda, which was done. The City will send a notice to all neighbours within 200 feet of the KTC property no less than 10 days before the COA meeting. Neighbours will receive a notification letter and have to go to the City's office to view the plans and elevations.

We will post the current design drawings (the full set of floor plans, elevations, and site plan as presented by Michael Preston at the June 17 board meeting) on our website and draw attention to it in a KTC email (circulation of the preliminary design to the membership was endorsed by Fotenn's planning consultant).

The next step is to start on detailed drawings to enable quotes from general contractors on the building and site work, leading up to a September meeting with the members to present the design, cost, and funding structure. The Trillium application also requires these quotes.

9. Finance Report (Taco, Paula) - financial update; finance committee meeting with Bob Keene from IO on June 30; proposed short term levy/rate increases to help fund project

financial update – revenue for 1/2 day camps is down by ~ \$5K this year (this represents 3 kids/week); revenue for full day camps is similar to last year; revenue from lessons is up by ~ \$10K

Finance committee meeting with Bob Keene, rep from IO, on June 30. Bob said that IO has become more risk averse, which raises the debt servicing ratio that we must meet in order to qualify for a loan (a DSCR of at least 1.2). To ensure that we meet this ratio, we must either reduce the amount that we borrow, increase our revenues, or a combination of both.

IO looks favourably on a membership levy as a predictable source of funds to aid in servicing our debt. Paula proposed that we put forth a capital improvement levy in the form of a dollar amount to the membership for approval at the September Special Meeting when the design is presented.

The levy would be a flat fee for each membership category that it is independent of potential regular annual increases to membership rates of ~ 2%. The levy would be a direct member contribution to the project for a finite time and would not mixed in with fee increases for ongoing operational costs that go on 'forever'. ie. a separate levy makes it easy for members to see that there are no hidden fees built into their membership rates that may not be removed in the future.

We want to establish a financial cushion upfront, and not have to scramble for more money after the fact. It is easier to receive a commitment from the membership in advance and then reduce it if not needed, than to come back to them and say 'sorry' but we need a bit more. Proposal is to introduce a levy for 5 years, set at 10% of the current membership rates. This would provide ~ \$12K per year over the period:

Adult	\$30.97 levy + HST = \$35.00
Couple	\$44.25 levy + HST = \$50.00
Family	\$61.95 levy + HST = \$70.00
Student	\$17.70 levy + HST = \$20.00

Suggestion to help sell it to the membership is to mention the relatively small size of the levy, especially when compared to those of other clubs, such as the yacht club (\$126 for adult voting members) or golf club (\$20,000?).

10. Set next meeting date and location - Wednesday, August 19th [date is one week later than proposed since John & Bud are out of town that day]. **Meeting to be held at Chloe's house.**

11. Other business

Fort Henry Pan Am Cultural Festival – the OTA set up their Smash Cage for two days. Cole Vezina & Arsalan Ijaz volunteered on one of the days, helping people test their serve and handing out KTC brochures.

Request by the pros to purchase a second ball cart (the one we currently use is owned by KCVI), as they run out of balls too quickly when feeding for group lessons from a basket. Approved. Taco to get a price from Head, as they have offered us a discount on a future order due to a mixup in our last ball order.

Alma Thayer has asked for cooking equipment for the tournament BBQs to prepare options for vegetarians. Paula has supplied a convection toaster oven; we will ask the membership if anyone can donate a cast-iron frying pan, to be used on the BBQ.

Isabelle suggested we sell caps with the KTC logo, as they are easier to stock (one size) than shirts.

Meeting adjourned at 9:50pm.

Appendix A: Kingston Tennis Club - Summer Programs, 2015

Submitted by Christian Carere

Note: Group lessons are easier to plan and coordinate, both for attendees and staff, when dates are advertised in advance for the entire season (especially when promoting one- and two-month sessions). To allow for advance planning, one potential rain date will be scheduled at the end of each 4-week session, prior to the start of the next session.

Adult Group Lessons for Beginners

(\$250 for 15 one-hour sessions or \$160 for 8 one-hour sessions)

ie. Scheduled twice a week, for one month or two months.

These lessons focus on stroke development for players. Learning the fundamentals of tennis. Players graduate from this level when they are proficient in all basic shots (ie. Forehand, Backhand, Volleys, Overheads, Serves) and are equipped to play out a set using all these fundamental strokes.

Adult Group Lessons for Intermediates

(\$250 for 15 one-hour sessions or \$160 for 8 one-hour sessions)

ie. Scheduled twice a week, for one month or two months.

These lessons are for competitive club players who are looking to learn shot situations for application to matches - how to use different kinds of shots. Players should be able to maintain a 10-ball rally and be functional in competitive scenarios with other players of a 3.0+ NTRP rating.

Progressive Tennis Overview - Junior Group Lessons for Beginners

(\$250 for 15 one-hour sessions or \$160 for 8 one-hour sessions)

ie. Scheduled twice a week, for one month or two months.

Allow for one rain date at the end of each 4-week session, before the next one begins.

Attendees can join the program at any time, subject to availability, at their appropriate skill level. Using mini-nets, can have 12 kids per court, with 2 coaches. For Bronze, Silver, and Gold levels. Minimum enrolment of 4 for the sessions to begin.

Note: Toronto charges \$330 for 15 sessions

1/2 Court Program - Ages 5-10

1. Bronze: FUNdamentals

Level Description: The goal of this level is to spark a love for tennis through stimulating, tennis-specific coordination activities that will lead to the proper development of fundamentals. Players will establish skills that allow them to cooperatively rally and practice with each other.

Tactical:

- “Cooperative consistency” (sending a slow paced ball with medium arc to a partner)
- Understand the basic concept of direction and height control for improved consistency
- Can start ball consistently to begin a cooperative rally.

Physical

- **Body self control;** work on global postures, balance, laterality and body awareness (skipping rope, balance walk, throwing and kicking with R and L)
- **Controlled movement;** work on general dynamic coordination exercises and games. (Different kinds of run: forward, backward, laterally, around)
- **Use various equipment;** Hand eye coordination; work on dribbling, juggling, throwing, catching and hitting
- **Experience opposition;** work on throwing and running games, other sports

Psychological

- Fun
- Cooperation

2. Silver: “Basic Play”

Level Description: The goal of this level is for players to enjoy playing a basic game point with an overhand or, underhand serve and rally with consistency with good fundamentals. Rallies at this level are more dynamic as players are developing the ability to place the ball to an opponent’s backhand side, control the trajectory of the ball, and use their forehand when receiving shots in the center. Initial volley skills are being developed.

Tactical

- Keep score and play with basic rules of tennis
- Use of quality rally balls (medium speed with arched trajectory) to out rally opponent
- Look to play to opponents backhand
- Can increase the arc of a ball if more defensive shot required

Physical

- Same as bronze but add:
- Controlled movement; with angles and adjustment steps
- Time space orientation; work on throwing, catching and decision making

Psychological

- Cooperation
- Being focused on task (knowing the drill, keeping the score, calling the lines)
- Good sportsmanship

- Having fun while playing

3. Gold: “Consistent Precision”

Level Description: The goal of this level is for players to play an all-court game with a high level of precision and sound fundamentals. They can change directions, heights, distances, speeds and spins on groundstrokes, volleys and serves and can choose the appropriate time to do so. They can maintain consistency while moving by covering the court effectively with good movement skills.

Tactical

- Starting the point to the opponents backhand (serve and return)
- To rally with a greater level of precision and consistency
- Can approach the net off a short ball and finish points with a directed volley

Physical

- Same as silver but improve all aspects

Psychological

- Cooperation
- Being focused on task (knowing the drill, keeping score, calling the lines)
- Good sportsmanship
- Having fun while playing
- Get every ball back attitude
- Beginning to develop some routine prior to serving and returning

¾ Court Program - Ages 7-12

Minimum enrolment of 4 players. (Probably will not get more than 6 people at this level, based on historical numbers.)

Maximum enrolment will depend on the enrolment in the 1/2 court program (max. 6).

Could have 1-¾ and 2-mini nets on one court.

Ideally one court for mini-nets and one court for ¾ play.

The ¾ court Curriculum allows young players to play on an 18m court with the same rules as those used on a regulation court. Playing the “real” game will promote the development of Fundamentals required in game situations. For 7-9 year-old, the ratio of length to width is basically the same as a full sized court is to an adult. As the court and equipment dimensions are scaled down, young players are able to develop an all-court game style.

The ¾ Court Tennis uses low-compression balls that facilitate this tactical development. The balls are easier to control and don’t bounce as lively as a regular ball. On these courts players use 23-25 inch racquets (depending on player size), which gives better racquet control. The modified equipment also assists with development of good biomechanics.

The Tennis Canada 3/4 court curriculum is a series of game based drills, to develop players globally with a strong emphasis on fundamentals. This program will help coaches understand the critical tactical and technical fundamentals required to play the game effectively.

In the Half-court curriculum, a grid was used to establish the various level of precision that will now be used in the 3/4 court curriculum as the basis of tactical development. In the 3/4 court curriculum each drill should be presented in a manner that relates the drill to what you are attempting to do during point play i.e. to move your opponent, to keep your opponent back, to play to your opponent's BH.

1. Bronze

Pressure through consistency

At this level, players will make the transition from 1/2 court tennis to 3/4 court tennis. **Proper grips, a consistent impact point** and a **stable hitting zone** will allow the players to **play with consistency**. Players competing at this level will have the Fundamentals to enjoy playing using basic rallying skills and develop the ability to initiate a point effectively. They will learn scoring and gain an understanding of tennis etiquette.

Tactical

- “Cooperative Consistency”
- Competitive Consistency (pressure through consistency)

Physical

- **Co-ordination**; to be able to: Skip rope with simple movements, Throw with both hands, Follow a single rhythm, Maintain balance while performing simple tasks (self catch, throwing to a partner). Work to improve dribbling, juggling and fundamental movements. Play adapted sports and games.
- **Speed**; to be able to: React quickly at only one signal, Have a good linear running technique. Work to improve linear and lateral speed, agility, multi-directional and segmental speed.

Psychological

- Cooperation
- Have fun when competing!
- Getting to every ball attitude (no ball bounces twice)

2. Silver

Pressure with increased precision and power while maintaining consistency

By the completion of this level, players will have sound fundamentals ensuring a good level of consistency. They will have **proper biomechanics to increase power and precision** when performing basic tennis tactics. They will understand how to deal with the most common situations they face in matches.

Tactical

- Maintain competitive consistency
- Use of quality rally balls to keep opponent back (including returns)
- Look to play opponents BH (including serves)
- Choose proper response: direct or arching balls according to the zone & phase of play
- Use FH when receiving ball down the middle

Physical

- **Co-ordination;** ✓ Same as Bronze
- **Speed;** ✓ Same as Bronze
- **Flexibility;** to be able to: Understand the need for warm-up and cool down. Work on a basic flexibility routine of 5-6 stretches. Work with active and passive stretches, gymnastic movements.
- **Strength;** Work on push-ups, sit-ups, lunges and gymnastic movements. Work with Swiss Ball and light Medicine Ball.
- **Endurance;** to be able to: skip rope 1-2 min. and run 10-15 min.(non-stop)

Psychological

✓ Same as Bronze

Plus:

- Determination to put every ball in the court
- Being focused on task
- Maintain positive attitude/image while playing (developing routines)
- Getting in good position for every ball attitude (adjustment steps and solid base)

Junior Stroke Development/Full Court

(\$120 for 8 one-hour sessions) @\$15/hr

Tuesdays and Thursdays 430-530pm

ie. Intermediate group lessons

The stroke development program is geared towards juniors from 13-18 yrs of age who are in need of stroke development when competing in match play. These players may have the knowledge of using forehands and backhands but are not functional in pressure situations and have limitations on what their strokes allow them to do.

The program covers the essential strokes (forehand, backhand (top spin), volleys, overheads and serves) and will drill down to situational shots (e.g. Offensive groundstrokes (approach shots), defensive groundstrokes (neutralizing shots) mid court volley etc.) as well as court position, recovery and minimal fitness.

High Performance Junior Clinic

(T, TH, FR) (\$200 for 2 weeks)

@\$20/hr

1-1/2 hrs on Tue & Thu

2 hrs on Fri

Total of 5 hrs per week x 2 weeks

This program is for players looking for a competitive edge in preparation for tournaments, high school competition and players with the overall goal of achieving high-level performance in tennis. The program incorporates all aspects of tennis training including technique, match play and fitness. Attendance may be exclusive as there are currently four spots available.

Tuesdays and Thursdays 430-6pm

On Court (1 hour)

- Live ball drills themed for the shot of the day
- Dead ball/basket fed drills to hone specific shot of the day
- Match scenarios based on shot of the day
- Serves

Off-Court (30 minutes)

- Circuit training for overall athletic development
- Strength training for tennis specific movement
- Cardio
- Stretching

Fridays 430-630pm

- Live ball routines based on match play patterns
- Shot of the day trained with technical focus
- Points based on match scenarios
- Serves
- 30 minutes for sets
- 30 minutes for fitness

Boot Camp 2.0

(\$80 for 4 one-hour sessions)

Saturday Mornings 930-1030am

Maximum enrollment of 8 players; minimum of 3 (one court)

This program offers a blend of tennis mixed with fitness. In this 60 minute challenge participants will engage in a circuit style format of hitting a high volume of tennis balls as well as strength building, cardio and plyometric exercises. The final minutes will be spent playing “Liveball”, which is a king of the court game but in doubles format.

Ladies Morning Shot of The Week

(Wednesdays 830am) (\$15)

Maximum enrollment of 8 players; minimum of 4. (one court)

Need I explain more?

Schedule of Shots: The Lob, Poach Volley, Return of Serve, High Backhand volley, returning high groundstrokes, slice approach, Serve

Customizable Private Doubles Clinic

(Anytime) (4 players @\$25/player for 1 hour x 2 sessions)

This program is a highly customized workout designed to improve doubles performance. In this two-session workout, the four participants will be required to play an “interactive set” where they will be charted (stats recorded for errors, winners and shots made and missed) and will be given feedback in between points. The next segment of the hour will be a tailored workout to improve specific shots and strategies based on the performance of the charted set.

Participants will be required to book an additional hour on their own to continue playing and practicing the skills and tactics as an additional method of application. The following session will be reversed where the workout starts with training the tactics and shots learned previously, followed by a charted “interactive set” to measure improvement.

High Performance Adult Clinic

(630-830pm) (\$40 for 2 hours)

Maximum enrollment of 4 players; minimum of 3. (one court)

"Interest Sheet" to sign up, specifying which days work for you; groups will then be formed on this basis.

This program is designed for those playing at a 4.0+ level. This is not for the faint of heart. This will be world class drills toned down (or up) for the players participating in this high octane, swing till it stings, training session. The program will consist of:

- 10 minute warm up
- 20 minutes of live-ball, pattern play drills.
- 30 minutes of dead ball skill sharpening drills

- 30 minutes of gut wrenching match play.
- 20 minutes of fitness
- 10 minutes of stretching

Court space will be limited so availability cannot be guaranteed.

Appendix B: Governance - Board Member Behaviour

To be productive, a non-profit board must have an open dialogue, productive discussions, and respect for everyone involved. If an individual board member brings sharp and unproductive criticism to board discussions or demeans other board members or staff, he or she will be a detriment to your organization and its mission.

Individual members of a non-profit board may behave in a manner that is unprofessional or destructive. Many board members are surprised to witness the damage that this type of behaviour on a board can cause. And when a non-profit board includes more than one member behaving badly, the situation can quickly move from unhealthy to dire.

When board members behave badly the negative consequences for the board include:

- **Discomfort.** Although it may be obvious that "someone needs to do something," a period of discomfort and awkwardness will ensue and continue until that "something" gets done.
- **Resource and focus drain.** In the wake of inappropriate action or misconduct the board's mission-driven focus will be diverted, if not drained. Instead of moving forward with plans for new programs and improved governance, energy must be redirected away from mission to getting the board member back on track or in a worst case scenario, off the board.
- **Collateral damage.** The actions or inaction of negative members may hasten the departure of effective board members. It is not unusual for one or more board members to become discouraged when they witness fellow board members behaving badly. Tolerance levels differ, and one or more members may decide they no longer have the patience and enthusiasm required for board service.

When one person paralyzes the board and restrains substantive process or dialogue, organizational effectiveness is undermined. Most board members believe it is the job of the board chair to handle problem situations, but in fact, the board chair is only the first among equals. The whole board is responsible for its own job discipline, job development, and job performance.

Individual board members should act with moral courage and tactfully bring uncomfortable issues to light, focusing on the true nature of the problem rather than on blaming. Board members who avoid controversy or appease an individual's ego enable inappropriate or disruptive behavior that results in long term negative effects.