



ANNUAL REPORT 2015



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TRAINING CENTRE



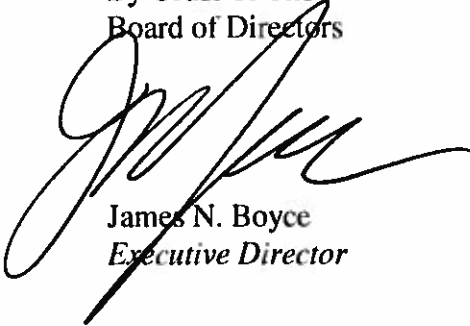


NOTICE OF MEETING

Please take note that the 2015 Annual General Meeting of the Members of the Ontario Tennis Association will be held at the **Aviva Centre, (Players Lounge) 1 Shoreham Drive, Toronto, Ontario on Saturday April 9, 2016** beginning at 10.00 am Eastern Standard time, to conduct the business detailed on the Agenda enclosed herewith.

Dated at Toronto this 18th day of March, 2016.

By Order of The
Board of Directors



James N. Boyce
Executive Director

c.c. Board of Directors

Agenda for the 2015 Annual General Meeting
Saturday April 9, 2016
10:00 a.m.

1. Call the Meeting to Order
2. Reading of the Notice of the Meeting
3. Approval of the Minutes of the Previous Annual General Meeting
4. Financial Statements of the Year ending December 31, 2015
5. Election of Auditors
6. Report of the President and Executive Director
7. Elections
8. By Law changes
9. Other Business

Ontario Tennis Association

Directory of Board and Staff

Scott Fraser
Michel Lecavalier
Rob Nicholls
Dianne Weatherby
Tom Kern
Dave Gervan

President
Past President
V.P. Finance and Administration
V.P. Marketing and Communications
V.P. Player Development
V.P. Membership and Regional Development

Regional Chairs

Alan Maguire
Phil Johnson
Miro Ejem
Diane Kriksciunas
Natalie Wong
Wayne Saigeon
Adrian Grice
Scott Bartley
Arthur Wolf

Tennis Toronto Chairperson
NCTA President
North Region Chairperson
North York Region Chairperson
STF President
South West Region Chairperson
West Central Region Chairperson
East Region Chairperson
West Region Chairperson

Directors at Large

Dayle Levine
Jackie Sheehy
Rick Bertozzi

Staff

Jim Boyce
Kartik Vyas
Jay Neill
Peter Malcomson
Rimzy Kuthubdeen
David Lea
Gulshad Punja
Ely Schwartz
Andrew Chappell
Joline Joseph
Ziad Halabi
John Wins-Purdy
Ethan Kern

Executive Director
Player Development Manager
Club Membership Manager
Marketing Manager
Controller
Community Tennis Manager
Administrative Assistant
Kids Tennis Manager
Tournament Manager
Special Projects Manager
Rankings Co-ordinator
Regional Co-ordinator (Ottawa)
Raise the Net Project Manager

Mission: The Ontario Tennis Association encourages participation in tennis, as part of a healthy lifestyle, and promotes the pursuit of excellence for all players.

**MINUTES OF THE ANNUAL GENERAL MEETING OF THE
ONTARIO TENNIS ASSOCIATION
HELD SATURDAY, APRIL 11, 2015
AT THE REXALL CENTRE, TORONTO.**

The member clubs represented by proxy or an individual were:

Ajax TC
Agincourt TC
Aldershot TC
Ballantrae Golf & CC
Bolton TC
Bracebridge TC
Brampton TC
Brighton TC
Bridlewood TC
Charlottetown TC
Davisville TC
Dentonia Park TC
Don Mills TC
Dunlace TC
Fountainhead TC
German Mills TC
Guildwood TC
Grimsby TC
Heron Park TC
Hillcrest TC
Iroquois TC
Inter County Tennis Association (ICTA)
Kew Gardens TC
Kingston TC
Kleinburg TC
Lawrence Park TC
Leaside TC
Manotick TC
Newmarket Community TC
Newtonbrook TC
North Burlington TC
North York TC
O'Connor Hills TC
Palgrave TC
Parkway Valley TC
Sault Ste Marie Tennis Association
Scarborough Bluffs TC
Scarborough Winter TC
Seneca Hill TC
Seven Oaks TC
Stephen Leacock TC
Thornhill Park TC
Tournament Park TC

Thunder Bay Community Tennis Centre
Tyandaga TC
Valley TC
Waterloo TC
Wanless Park TC
West Rouge TC
Wilmington Tennis
Wishing Well TC

Proxy Clubs

Bramalea TC
Gwendolen Park TC
Henry Farm TC
Nipissing District TC
Thorncliffe Park TC

Board Members

Scott Fraser
Dave Gervan
Dianne Weatherby
Wayne Saigon
Jackie Sheehy
Miro Ejem
Michel Lecavalier
Diane Kriksciunas
Tom Kern
Rob Nicholls
Alan Maguire
Philip Johnson

Staff

Jim Boyce
Jay Neill
Gulshad Punja
Joline Joseph
Rimzy Kuthubdeen
Peter Malcomson
David Lea
Samantha Pagnotta
Sahaj Jayanth
Andrew Chappell
Kartik Vyas
Grant Wheeler - Intern

Sponsors

Tennis Canada- Nick Kadoski, Graham Welsh
Love Courts – Alan Fon, Mario Filipas, Negar Habibi
Racquet Guys – Troy Russell
Philpott – Ceciley Parker, Sharon Arnold
ICTA – Todd Orrett, Sonja Zibin

Speakers

Sterling Backcheck – Ronald Modi, Iain Murray
Altruvest – Robert Harris

Volunteers/Photographer/Guests/Regional chairs (elect)

Julie Ann Toovey – Volunteer

Faisal Kalam – Photographer

Anke Magnus- Guest

Kim Fraser- Guest

Williams Herrand – Toronto Community Housing Corp.

Ed O'Shaughnessy – West region chair (elect) and Irene O'Shaughnessy

Scott Bartley – East Region chair (elect)

Natalie Wong – STF chair (elect)

Peter Bedard

Derek Thomas

Faisal Raza

Jamie Grieve

Glenn Ryan

1. Call to order

Scott Fraser, OTA President, called the meeting to order at 10:10am.

James Boyce, Executive Director, read the formal notice of the meeting.

Scott Fraser welcomed all attendees and OTA sponsors and volunteers in attendance. Scott Fraser introduced the Board Members and Regional Chairs in attendance.

James Boyce introduced the OTA staff in attendance and went over the Schedule of Events.

2. Proxies & Voting Procedures

Scott Fraser explained the voting procedure for the meeting using red and green cards.

3. Approval of the Agenda

Scott asked if there were any additions or deletions to the meeting agenda as presented.

Scott presented one correction to the meeting agenda: #8 By-Law Changes to be stricken from the agenda.

A motion to approve the agenda was moved by Alan Maguire of Wanless Park Tennis Club. The motion was seconded by Wayne Saigeon of Grimsby Tennis Club.

4. Approval of the Minutes of the previous Annual General Meeting

Scott asked for any errors or omissions pertaining to the Minutes of the 2014 Annual General Meeting. There were none.

A motion to approve the minutes was moved by Rita Lee of Leaside Tennis Club. The motion was seconded by Mark Piovesana of Thunder Bay Community Tennis Club.

5. Financial statements of the Association for the year ending December 31st, 2014

Rob Nicholls, Vice-President Finance and Administration reviewed the 2014 Financial Statements:

The OTA received a clean audit report from Clarke Henning LLP. Main observation to be noted is that superficially it looks like assets declined significantly. However, financial liquidity is very good. The difference is due to receipt of government grants coming in very late in the year.

Rob displayed pie charts to break down the OTA's expenses vs revenue generation. Membership fees/participant fees per club are slightly lower; sponsorship in 2014 was strong. Overall, the OTA has had a good year with a deficit of just under \$6K.

A motion to approve the 2014 Financial Statements of the Association was moved by Bruce Reid of O'Connor Hills Tennis Club. The motion was seconded by Stuart Teather of Davisville Tennis Club.

6. Election of Auditors for 2015

Presented by Rob Nicholls

A motion was presented to approve *Clarke Henning LLP* as auditors for the year ending December 31st, 2015.

The motion was moved by Alan Maguire of Wanless Park Tennis Club. The motion was seconded by Ron Jeram of Newtonbrook Tennis Club.

7. Report of the President

Scott Fraser described strengthened relationship that the OTA has developed with Tennis Canada: Kelly Murumets (CEO, Tennis Canada) is very inclusive of all the provinces, and there is visible improvement in a coordinated marketing plan between Tennis Canada and the provincial tennis associations. Partnership ventures with Tennis Canada for the following year will include: coordinating special programs (ie: National Schools Program); a political action committee to promote development of facilities; and overall, a more joint and focused effort between the two organizations over the upcoming years.

Scott also spoke to the importance of volunteerism and recognizing club volunteers through Volunteer Achievement Certificates. Clubs can contact the OTA office at any time to request that a certificate be drafted for any dedicated club volunteer that they would like to recognize. As well, clubs can nominate a special volunteer for a Distinguished Service Award.

Fundraising – In the past year, instead of doing the major fundraising events, the OTA has encouraged donating for specific events, such as the Raonic Race for Kids. The OTA team raised \$9K for this event. Overall, \$130K was raised in total.

The President's report ended with a notice of the OTA's upcoming 100th anniversary (2018). The President also thanked the OTA board and staff, as well as Executive Director, Jim Boyce for maintaining a strong focus on the Association's strategic plan goals.

8. Report of the Executive Director

In Jim Boyce's Executive report, he discussed the key achievements that the OTA has accomplished over the past year. Firstly, the Association generated over \$2 million in revenue for the first time ever due mainly to our very successful grant writing team. The exploits of Milos Raonic in Davis Cup and ending the ATP season ranked #8 in the world for singles was another. Team Ontario won an astounding 75% of all the National Junior Titles available in 2014. The launching of our new Digital Strategy over the next year will put the association in the forefront of social and digital media communication.

Our outreach programs (Kids' Tennis, Smash Cage and Floor Tennis) and new Trillium grant programs (Raise the Net, Capital Kids, and the Sunshine Project) have been extremely successful in bringing the sport of tennis to thousands of kids in communities across Ontario

and educating our member clubs on the implementation of the Long Term Athlete Development Plan (LTAD).

On the competitive side, Jim detailed some of the outstanding results of OTA players on the national and international stage (ie: Katherine Sebov, Denis Shapovalov, Bianca Andreescu) and the results from our 2nd annual U9 Champions tournament held at the Rexall in November. The Executive Director also explained the first steps that have been made towards a plan for a new OTA training Centre over the next ten years.

A motion to receive the reports of the President and the Executive Director was moved by Sonja Zibin of Parkway Valley Tennis Club. The motion was seconded by Banuji Guneratna of Scarborough Bluffs Tennis Club.

9. Election of Officers and Directors

Michel Lecavalier, Past President and Chair of the Nominating Committee, presented the election of officers for 2015 as recommended by the Nominating Committee:

- Vice President of Finance and Administration: Rob Nicholls
- Vice President of Membership and Regional Development: Dave Gervan
- Vice President of Player Development: Tom Kern
- Vice President of Marketing and Communications: Dianne Weatherby

Michel made one clarification to the Election of Officers and Directors: As Presidency is a 2-year term, Scott is not up for election in 2015.

A motion to approve the slate of officers as recommended by the Nominating Committee was moved by Rita Lee of Leaside Tennis Club. The motion was seconded by Steve Gray of Aldershot Tennis Club.

Michel Lecavalier presented the Regional Chairs and Directors for 2015:

- East Region: Scott Bartley
- NCTA: Philip Johnson
- NYTA: Diane Kriksciunas
- North Central Region: open
- North Region: Miro Ejem
- STF: Natalie Wong
- South West: Wayne Saigeon
- Tennis Toronto: Alan Maguire
- West Central: Adrian Grice
- West: Ed O'Shaughnessy

A motion to approve the slate of Officers and Directors for 2015 was moved by Stuart Teather of Davisville Tennis Club. The motion was seconded by Ron Jeram of Newtonbrook Tennis Club.

10. Closing Remarks

Scott Fraser thanked all attendees for coming and wished all club representatives good luck for the 2015 season.

11. Adjournment

On a motion by Alan Maguire of Wanless Park Tennis Club, the 2015 Annual General Meeting of the Ontario Tennis Association was adjourned at 11:20 am.



INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ONTARIO TENNIS ASSOCIATION

We have audited the accompanying financial statements of Ontario Tennis Association, which comprise the balance sheet as at December 31, 2015, and the statements of operations and net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Ontario Tennis Association as at December 31, 2015 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

In accordance with the Corporations Act (Ontario), we report that the Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

Clarke Henning LLP

Toronto, Ontario
March 12, 2016

CHARTERED ACCOUNTANTS
Licensed Public Accountants

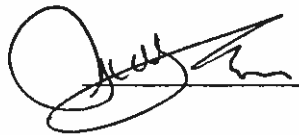
ONTARIO TENNIS ASSOCIATION

BALANCE SHEET

AS AT DECEMBER 31, 2015

	2015	2014
ASSETS		
Current assets		
Cash (note 2)	\$ 439,893	\$ 471,695
Accounts receivable (note 3)	66,394	66,656
HST recoverable	9,526	12,167
Inventory	16,124	18,901
Prepaid expenses	18,525	15,961
	<u>550,462</u>	<u>585,380</u>
Investments (note 4)	211,142	100,000
Equipment and furniture (note 5)	97,093	61,036
	<u>858,697</u>	<u>746,416</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	184,637	235,075
Deferred revenue	108,104	94,028
Deferred contributions (notes 7 and 8)	208,878	109,518
	<u>501,619</u>	<u>438,621</u>
Deferred capital contribution (note 9)	63,852	16,190
	<u>565,471</u>	<u>454,811</u>
NET ASSETS	293,226	291,605
	<u>\$ 858,697</u>	<u>\$ 746,416</u>

Approved on behalf of the Board:

 Director

 Director

ONTARIO TENNIS ASSOCIATION

STATEMENT OF OPERATIONS AND NET ASSETS

YEAR ENDED DECEMBER 31, 2015

	2015	2014
Revenues		
Fees (<i>note 10</i>)	\$ 957,727	\$ 910,277
Grants: Ontario government (<i>note 11(a)</i>)	237,716	267,231
Other (<i>note 11(b)</i>)	216,700	224,700
Tennis Canada (<i>note 12</i>)	233,622	209,609
Sponsors and advertising (<i>note 13</i>)	370,709	299,174
Fund-raising - Tennis Matters	81,994	106,457
Sales of merchandise	14,149	4,563
Interest	5,294	6,078
Other income	-	6,797
	2,117,911	2,034,886
Expenses		
Direct cost of programs	1,182,237	1,172,545
General, administrative and payroll costs	934,053	867,724
	2,116,290	2,040,269
Excess (deficiency) of revenues over expenses for the year	1,621	(5,383)
Net assets - at beginning of year	291,605	296,988
Net assets - at end of year	\$ 293,226	\$ 291,605

ONTARIO TENNIS ASSOCIATION

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2015

	2015	2014
Cash flows from operating activities		
Cash received from- Members	\$ 986,213	\$ 836,392
- Ontario government grants	237,441	278,355
- Ontario Trillium Foundation grants	304,900	132,700
- Tennis Canada grants	233,622	209,609
- Sponsors and advertisers	254,305	183,545
- Fund-raising projects	81,994	106,457
Interest received	5,294	6,078
Cash paid to employees and suppliers	(2,019,346)	(1,901,371)
	84,423	(148,235)
Cash flows from financing activity		
Net redemption (purchases) of investments	(111,142)	100,000
Cash flows from investing activities		
Purchase of equipment and furniture	(64,180)	(45,292)
Proceeds on disposal of equipment	-	6,797
Capital contributions received	59,097	16,190
	(5,083)	(22,305)
Change in cash during the year	(31,802)	(70,540)
Cash - at beginning of year	471,695	542,235
Cash - at end of year	\$ 439,893	\$ 471,695

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

The Ontario Tennis Association ("OTA" or the "Association") promotes participation in tennis as part of a healthy lifestyle and encourages the pursuit of excellence for all players.

The OTA is the provincial sport governing body for tennis in Ontario. The two basic aims of the OTA are to encourage participation in the sport of tennis in Ontario and to provide a structure of services which will assist players to reach a level of competence consistent with their personal goals and abilities.

The OTA is a non-profit organization incorporated without share capital in November, 1968 under the laws of Ontario and, as such, is generally exempt from income taxes.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Financial Assets and Liabilities

The Association initially measures its financial assets and liabilities at fair value. The Association subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets and liabilities measured at amortized cost include cash, accounts receivable, investments and accounts payable and accrued liabilities.

Investments

Investments are comprised of guaranteed investment certificates and are recorded at amortized cost which approximates fair value.

Inventory

Inventory consists primarily of donated products and is valued at estimated cost to purchase.

Other inventory is recorded at the lower of cost and net realizable value, with cost determined using the first-in, first-out method.

Equipment and Furniture

Equipment and furniture are recorded at cost and are amortized on a straight-line basis over their estimated useful lives at the following annual rates:

Furniture	- 15%
Computers and other equipment	- 25%
Website	- 25%

The above rates are reviewed annually to ensure they are appropriate. Any changes are adjusted for on a prospective basis. If there is an indication that the assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2015.

Deferred Capital Contributions

Externally restricted contributions for the acquisition of capital assets that will be depreciated are deferred and amortized over the life of the related assets. Externally restricted contributions that have not been expended are recorded as part of deferred capital contributions on the balance sheet.

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

Membership fees are self-reported by individual member tennis clubs and are recorded as income when this information is received by OTA. Tournament and registration fees are recorded as revenue when the event occurs.

The OTA follows the deferral method of accounting for contributions which include government grants, sponsorships and other contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Sales of merchandise is recognized at the time the merchandise is shipped to the customer.

Advertising and interest income are recorded as earned.

Fund-raising revenues are recorded when the event takes place.

Contributed Materials and Services

Many individuals contribute their time in a variety of ways to the OTA. The value of these contributed services is not recorded in the accounts. Contributed materials are recorded in the accounts at fair value (see notes 12 and 13 for details).

Non-Monetary Transactions

Assets exchanged with other organizations in a non-monetary transaction are recorded at the more reliably measurable of the fair value of the assets given up and the fair value of the assets received.

Use of Estimates

The preparation of OTA's financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year.

Key areas where management has made difficult, complex or subjective judgments, often as a result of matters that are uncertain, include, among others, useful lives for depreciation of equipment and furniture, valuations of contributed materials, assets acquired in non-monetary transactions and accrued liabilities. Actual results could differ from these and other estimates, the impact of which would be recorded in future periods.

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

2. CASH

Cash at December 31, 2015 includes an amount of \$209,985 (\$208,295 - 2014) in an interest-bearing account yielding 0.68% interest (0.68% - 2014).

3. ACCOUNTS RECEIVABLE

As at December 31, 2015, the carrying amount of impaired receivables totalled \$9,030 (\$5,652 - 2014). These receivables are presented net of an allowance for doubtful accounts of the same amount.

4. INVESTMENTS

Details of investments are as follows:

<i>Face Value</i>	<i>Security</i>	<i>2015</i>	<i>2014</i>
\$ 108,820	Bank of Nova Scotia GIC - 1.75% due March 10, 2017	\$ 108,820	\$ -
102,322	Equitable Bank - 1.60% due July 31, 2017	102,322	-
100,000	Equitable Trust Co. GIC - 2.31% due July 27, 2015	-	100,000
		\$ 211,142	\$ 100,000

5. EQUIPMENT AND FURNITURE

Details of equipment and furniture are as follows:

	<i>Cost</i>	<i>Accumulated Amortization</i>	<i>Net Book Value</i>	
			<i>2015</i>	<i>2014</i>
Furniture	\$ 22,779	\$ 18,384	\$ 4,395	\$ 5,280
Equipment	94,822	77,926	16,896	23,919
Computers	104,567	92,618	11,949	15,647
Website	75,288	11,435	63,853	16,190
	\$ 297,456	\$ 200,363	\$ 97,093	\$ 61,036

Included in general, administrative and payroll costs is amortization of \$28,125 (\$15,489 - 2014).

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include government remittances totalling \$13,026 at December 31, 2015 (\$13,786 - 2014).

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

7. DEFERRED CONTRIBUTIONS

The deferred contributions represent funding from government and Ontario Trillium Foundation grants received in the current year related to a subsequent period. Changes in the deferred contributions balance are as follows:

	2015	2014
Balance - at beginning of year	\$ 109,518	\$ 190,394
Add: Amounts received during the year	601,437	427,245
Deduct: Amount recognized as revenue in the year	(454,415)	(491,931)
Amount recognized as deferred capital contribution	(47,662)	(16,190)
Balance - at end of year	208,878	109,518

The deferred contributions are as follows:

	2015	2014
Ontario Ministry of Tourism, Culture and Sport:		
Base funding	28,922	48,204
Kids Tennis initiative	-	17,505
Sports Priority Funding - Digital Strategy	24,713	43,809
Freedom 50 initiative (note 8(d))	67,043	-
Ontario Trillium Foundation grants:		
Raise the Net mentorship program (note 8(a))	46,800	-
Sunshine Project (note 8(b))	41,400	-
	\$ 208,878	\$ 109,518

8. THE ONTARIO TRILLIUM FOUNDATION AND MINISTRY OF TOURISM, CULTURE AND SPORT GRANTS

The Association was approved for the following grants from the Ontario Trillium Foundation:

- \$255,000 over 36 months expiring in October 2016 to implement the Raise the Net mentorship program at 164 community tennis clubs across the province;
- \$211,200 over 36 months expiring in October 2016 to support the Sunshine Project, an after-school tennis program in the northwest region of Toronto; and
- \$190,100 over 36 months expiring in March 2017 to implement the Capital Kids introductory tennis program in priority neighbourhoods in Ottawa for children who are between 6 and 12 years old.

During the year, the Association was also approved for the following grant from the Ontario Ministry of Tourism, Culture and Sport:

- \$127,702 over 24 months expiring in March 2017 to implement the Freedom 50 initiative in order to engage individuals aged 55 - 64 and promote healthy eating concepts and regular participation in tennis.

Revenue recognized from the grants for the year ended December 31, 2015 amount to \$232,633 (\$224,700 - 2014).

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

9. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of contributions received and contributions received that have not been expensed for the purchase of capital assets. The details of deferred capital contributions are as follows:

	2015	2014
Balance - at beginning of year	\$ 16,190	\$ -
Capital contributions received	59,097	16,190
Amortization of deferred capital contributions	(11,435)	-
Balance - at end of year	\$ 63,852	\$ 16,190

10. FEES REVENUE

Details of fees revenue are as follows:

	2015	2014
Membership	\$ 432,711	\$ 440,776
Registrations	104,747	94,798
Tournaments, instructor certification and other fees	420,269	374,703
	\$ 957,727	\$ 910,277

11. ONTARIO GOVERNMENT GRANTS

(a) The grants from the Ontario Ministry of Tourism, Culture and Sport are as follows:

	2015	2014
Base funding grant	\$ 192,813	\$ 195,348
Kids Tennis initiative	17,505	71,883
Sports Priority Funding - Digital Strategy	11,435	-
Freedom 50 initiative	15,963	-
	237,716	267,231

(b) Other grants are as follows:

Ontario Trillium Foundation		
Sunshine project	70,400	70,400
Raise the Net	83,500	88,000
Capital Kids	62,800	66,300
	\$ 216,700	\$ 224,700

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

12. RELATED PARTY TRANSACTIONS

The OTA is a member of Tennis Canada and has 37% voting rights. In 2015, OTA received \$233,622 (\$209,609 - 2014) as grants from Tennis Canada. In addition, during the year, OTA received an in-kind donation of Rogers Cup Tickets worth \$29,000 (\$14,000 - 2014) from Tennis Canada.

13. SPONSORS AND ADVERTISING

The revenues from sponsors and advertising include contributed materials in the amount of \$116,404 (2014 - \$115,629). Contributed materials include sports merchandise, Rogers Cup Tickets, etc.

14. FINANCIAL INSTRUMENTS RISK EXPOSURE

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the Association's risk exposure at the balance sheet date:

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to accounts receivable. The Association mitigates credit risk by monitoring the accounts on a regular basis and performing regular review of their credit standing. Management has included adequate provision for doubtful accounts in these financial statements.

Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and lease and other commitments. The Association expects to meet these obligations as they become due by generating sufficient cash flow from operations.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Association is not exposed to significant currency, interest rate or other price risk.

ONTARIO TENNIS ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2015

15. LEASE COMMITMENTS

The Association has entered into a lease with Tennis Canada for office premises at the National Tennis Centre at York University, Toronto, Ontario. The lease expires in 2050 (or earlier under certain conditions), upon the termination of Tennis Canada's head lease with York University. Annual rental payments are (a) basic rent of \$10,500 plus (b) OTA's share of taxes and utilities.

The Association has entered into other operating lease agreements for its equipment and vehicles which expire at various dates to 2021. The minimum annual payments for the next five years are as follows:

Year ended	2016	\$	20,300
	2017		11,700
	2018		6,400
	2019		6,400
	2020		6,400
	Thereafter		1,600
			<hr/>
			\$ 52,800
			<hr/>

16. GUARANTEES AND INDEMNITIES

The OTA has indemnified its past, present and future directors, officers and volunteers against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding, subject to certain restrictions in which they are sued as a result of their involvement with the OTA, if they acted honestly and in good faith with the best interest of the OTA. The nature of the indemnity prevents the OTA from reasonably estimating the maximum exposure. The OTA has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits and actions.

In the normal course of business, the OTA has entered into agreements that include indemnities in favour of third parties, either express or implied, such as in service contracts, leasing agreements or sales and purchase contracts. In these agreements, the OTA agrees to indemnify the counterparties in certain circumstances against losses or liabilities arising from the acts or omissions of the OTA. The terms of these indemnities are not explicitly defined and the maximum amount of any potential liability cannot be reasonably estimated.

17. CONTINGENCY

OTA, together with other parties, has been named as a defendant in a slip and fall claim in the parking lot of the Rexall facility. Management is of the opinion that OTA should not be a party to the claim and has referred the matter to its insurers and that, in any event, the claim is within the limits of the insurance coverage. An estimate of the potential loss, if any, cannot be made at the present time; therefore, no provision has been made in the financial statements.



ONTARIO TENNIS ASSOCIATION

President's Report
Annual General Meeting
April 9, 2016

Another year of tennis has come and gone and with it has come a plethora of activities and programs we hope have made a small but significant impact on your tennis experience. Let me reflect on some of those areas I believe have had the biggest impact on tennis.

Club Support Services & Tennis Participation

This broad area of focus has had OTA's attention for quite some time and in 2015 we continued to make positive strides. We were able to maintain our current level of financial support (48% of budget) for tennis participation through initiatives like Raise The Net, Capital Kids, Sunshine Project, Kids Tennis, our schools program and our newest project called Freedom 50. An area that doesn't always get the recognition it deserves is the regional support structure we have in place. All our 250 member clubs are part of 10 regions in Ontario. These regions are each served by a regional committee comprised of volunteers that bring additional support and program services to member clubs in that region. Each apply for funding through the OTA that can be used to pursue initiatives of most importance to their region. The programming ranges from running subsidized leagues for juniors, to assisting clubs with their club professional training and encouraging clubs to run more tournaments for adults and juniors.

Risk Management

Another big attraction for our clubs is the group insurance plans. The plans provided by Marsh are sports-specific and are industry leading. We have 142 clubs taking advantage of the Commercial General Liability insurance and 119 for the Directors and Officers insurance. While insurance is something most clubs cringe at when allocating their operational budget, this area cannot be taken lightly and we always encourage clubs to ensure their coverage is appropriate and up-to-date should there be a liability or claim.

Advocacy

I'm proud to say we have had some great involvement by our board and a number of our member clubs in influencing updates to the City of Toronto Tennis Policy, which had not been updated since 2005, and to the City of Markham Tennis Policy. Many meetings and consultations were held over the past year-and-a-half and overall we are happy with the compromises made. Another positive outcome is that the OTA is being included as part of newly-formed Tennis Advisory Committees which allows us to influence policy going forward. This potentially has enormous impact and will allow for a stronger voice for tennis court provision, clustering standards, construction and maintenance standards as well as any new facility construction being considered in the future.

Making an effective impact in this area requires participation and involvement by a lot of people and I am especially thankful for all our passionate member volunteers who continue to advocate for more and better court access in their community.

Volunteerism

The Bruce Childs Volunteer awards are provided to OTA member clubs to help them recognize volunteers who have made significant contributions to tennis at the Club level. In 2015 we had a record high of 55 awards given out under this category! Club volunteers continue to contribute so much time and energy to tennis and I'm so happy to see more people taking advantage of this simple yet meaningful recognition. The OTA's highest level of volunteer achievement is recognized through the Distinguished Service Award (DSA), and in 2015 we celebrated the accomplishments of three special

individuals. Pat Craton of the Waterloo Tennis Club, Rita Lee of Leaside Tennis Club and Don Minegishi of Stephen Leacock Tennis Club all received this special award at a gala dinner held in their honour in October. Congratulations to all our award winners and I look forward to seeing even more people recognized in the future.

Governance & Risk Management

This area continues to be one of the primary focuses of the OTA board. In 2015 we developed a "Role of the Board of Directors" policy to better define the role of the board and their high level responsibilities. We also introduced a "Concussion Management" policy that provides guidance to OTA Management, staff and volunteers in the identification and management of concussions at OTA-run tournaments and events. As always, all OTA policies and procedures are made available to our member clubs through the CLUBSTRONG information portal.

Competitive Structure

The OTA's competitive structure is stronger than ever. Through the OTA staff and host clubs we ran over 440 sanctioned tournaments in 2015 and in some of those cases we had to limit the entries of our bigger tournaments because we did not have the court allocations to field all the players. To accommodate those that did play, modified scoring was implemented in order to complete all the matches in the designated time period (typically over Friday-to-Sunday weekend). Ontario has some high-profile juniors coming up the ranks that made notable impacts in 2015: Bianca Andreescu added the U18 Orange Bowl title to her impressive 2014 U16 Orange Bowl title making her the highest ranked under 15 year-old in the world! On the boys side, Denis Shapovalov won the U18 outdoor nationals singles and doubles titles and topped the year off with Quebec partner Felix Auger-Aliassime by taking the US Boys Doubles title.

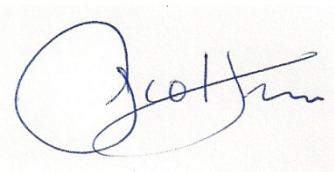
Tennis Canada / Provincial Partnership

The Provincial Tennis Association (PTA) Presidents meet regularly with Tennis Canada through the Council of Provinces (COP) and in 2015, Tennis Canada held two workshops with the provincial presidents and their Executive Directors to discuss and gain consensus on a number of national participation action items that will be worked in more detail in 2016. One major area of importance is the number of public or community accessible, affordable, playable courts. Tennis Canada is working with the provinces to start by inventorying all courts across all provinces and making the database available through their website. A second initiative was the hiring of a new Senior director for Facilities Development. Anita Comella was hired in late 2015 and will focus her attention on options for new indoor facilities as well as tennis advocacy. She has been a great addition to the tennis family.

Another area of importance is the development of a Quality kids tennis program nationally that is self-sustaining and revenue-generating through sponsorship, user fees and private funding. Work began in this area in 2015 and will continue in 2016 to further map out the details. To make the most impact, whatever type of programming is developed will be offered across multiple platforms such as schools, clubs and community meeting places. I remain optimistic that through this partnership we can achieve even more success in expanding our reach of tennis across Ontario.

Finally, my praise goes out to all our dedicated board and staff - it is a privilege to work with all of you!

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Scott Fraser". The signature is written in a cursive style with a large initial "S".

Scott Fraser

President

OTA ANNUAL REPORT

Executive Director's Report

2015



2015 featured a tremendous amount of success for the Association, new challenges with our capacity to deliver programming and the loss of one of our most beloved volunteers. The Association generated over 2 million dollars in revenue for the second consecutive year and finished better than budget. Our grant writing team had a 1000% batting average in 2015 featured with the successful grant for Freedom 50 an adult participatory program. Team Ontario won an amazing 7 of 8 outdoor National

Singles titles. Our new website "tennisontario.com" was launched in April as part of the new Digital Strategy. Pictures are of Bianca Andreescu (*Canadian under 18 Girls Champion*) and Denis Shapovalov (*Canadian under 18 Boys Champion*)



Key 2015 Achievements:

- ❖ **New Grant program Freedom 50 and updates for 2015**
- ❖ **2015 Digital Strategy Update**
- ❖ **Development of OTA training Centre**
- ❖ **New Ontario Junior Grass Court Championships**
- ❖ **OTA player results on the National and International stage.**
- ❖ **Outreach program (Kids Tennis, Smash Cage, Mini Rogers and Schools Floor Tennis) results for 2015**
- ❖ **Distinguished Service Volunteer Awards (DSA) 2015.**

Freedom 50

Through the Ministry of Tourism, Culture and Sport the OTA applied for an extension of the Kids' Tennis program, titled "Kids' Tennis/Freedom 50". The main components of the Kids' Tennis program will remain the same (ie: delivering progressive tennis sessions and teacher training at elementary schools province-wide). The Freedom 50 expansion aims to engage older adults aged 50+ via: tennis participation; volunteerism, recruitment and training; and healthy eating and on-court safety concepts. Kids' Tennis/Freedom 50 was approved on June 12, 2015, in the amount of \$127,702 over 2 years.



The foundation for the OTA's newest program, Freedom 50, has been put in place. Rick Bertozzi, active tennis player/ambassador and ICTA President, has been hired as the Program Coordinator. As well, marketing resources (logo, branded t-shirts, and a program webpage) have been created. On October 31/Nov 1, Freedom 50 set up at the Zoomer Expo – a public event geared towards the 45+ age group. The Smash Cage was set up, Healthy Eating pamphlets distributed, and Rick was able to speak to attendees about the program. Overall, it provided great visibility for Freedom 50 and the OTA.

Going forward, the program will endeavour to establish a database of volunteers (through the Freedom 50 Club Ambassador program), offer training opportunities for key volunteers, forge

community partnerships, and enhance the Healthy Eating pamphlet with the inclusion of an On-Court safety component.

Raise the Net



The second summer of the Raise the Net initiative proved very successful. Raise the Net visited more than 80 clubs and educated over 4,788 volunteers on the LTAD model through various club and community events:

In September, Raise the Net exhibited at various major events such as the Gentlemen's Expo at the Metro Convention Centre, Zoomershow at the Enercare Convention Centre (in collaboration with Freedom 50), and at club events in the Toronto area such as

Bayview Golf and Country Club's Annual Junior Day Tournament. Raise the Net resources were distributed and over 8,000 people were exposed to the OTA Roadshow and the LTAD.



Other events that were attended in an effort to promote club participation and the promotion of the LTAD plan were Scarborough Winter Tennis' Executive Meeting, meeting with club presidents such as Rita Lee and Stuart Teather and networking across the province in an effort to reach out to club's that need assistance implementing the long term athlete development plan.

In an effort to enhance the database of Raise the Net resources, additional materials were created for coaches, parents and volunteers that will help maximize their ability to develop top level athletes. One of these resources, a tri-fold pamphlet on the LTAD, outlines the next steps for implementing the LTAD across Ontario and the kind of change we aim to achieve. The content for this new resource has been completed.

The next major resource is the Physical *Literacy Curriculum*. This resource was created in collaboration with Scott McRoberts (Director of Athletics, University of Toronto Scarborough Campus) with guidance from Bobby Lennox (Manager, Grassroots Soccer Development, Ontario Soccer Association). The purpose of this curriculum is to set guidelines for coaches, clubs and academies to create programs and coaching sessions that are appropriate for the development stage of each player from the grassroots level to the tennis for life stage. The curriculum consists of all recommendations that promote technical, personal, social and physical development of the athlete.

Raise the Net concluded its LTAD video shoot with the Progressive Tennis League owned and operated by Ira Sherman and Rachel Gould (both coach at Kew Gardens Tennis Club in the Summer).



Capital Kids

Following from a successful first year, Capital Kids expanded into 4 new locations in year 2 – Tanglewood Park on Woodfield Drive in Nepean, Owl Park on Owl Drive off Hunt Club, Colonel By High School in Beacon Hill and Riverain Park in Vanier. The program maintained all first year locations except for Bordeleau Park because these public courts were so busy with regular players that court availability became an issue. In order to deliver



the over 700 tennis lessons across 7 locations, a highly professional and independent team of Head Coaches was assembled in the winter. New coaches Sean Fowler, Tahir Syed, and Joanne Homzawere added to our team of returning coaches – Bosco Fernandes, Michael Paduch, Nelson Dordelly-Rosales and Francisco Alvarez.

Our team’s backgrounds are quite diverse, ranging from full-time teaching Pros to school teachers, a civil servant, a lawyer and an academic. Having a highly competent staff to lead at each location was crucial to the success of the program. They are responsible for preparing the equipment, taking attendance, and delivering each lesson with relatively high student to coach ratios, around 12:1. In order to run a quality lesson with such high ratios required that our Head Coaches engage parents in each lesson, training them to set up progressive tennis nets and courts, feed balls to kids, supervise and manage courts, scorekeep matches and tidy up at the end of each lesson.



This is quite a dramatic change for most of our tennis coaches and for the sport of tennis at large but despite this, our coaches adapted well and parents were very receptive to this concept. Some relished the opportunity to learn alongside our experienced coaches and had a lot of fun participating in the lesson with their children. Overall, we delivered lessons to a total of 1,478 kids in 2015, nearly double the number from year 1. The program once again provided equipment at a subsidized rate and in total we sold approximately 320 racquets and 740 balls.

OTA Digital Strategy



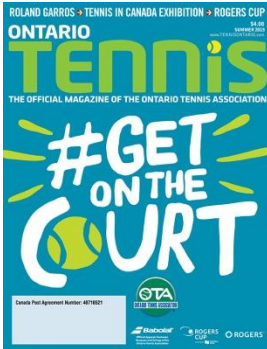
Phase 1 of the OTA Digital Strategy was completed in the Spring with the launch of the new OTA website. Phase 2 was launched in the Fall with the creation of Intranet portals for the OTA Board, Staff, and Club Admins. Through the intranet, these groups will be able to access and post events to a shared calendar, create news announcements, share pictures, and easily access pertinent documents. Completion of a fully integrated club database for OTA staff and online insurance applications for member clubs are the final milestones for Phase 2 of the Digital strategy.

Phase 3 of the Digital Strategy is an ongoing “Website Enhancement” Phase. To complete this phase, Apps Sensation is collaborating with the OTA to complete a list of enhancements which include: enhanced visuals; improving the user experience and correcting glitches on mobile/tablet devices; improved club detail pages; enhanced blogging capabilities and user friendly OT SPIN functionality.

Our social media following continues to grow. In the past year, we experienced 80% growth on Instagram (596 followers); 52% growth on Facebook (759 Likes); and 24% growth on Twitter (1,188 followers). As well, we continued to promote the OTA’s many programs and events via video: 17 videos were produced in 2015, under the OTA’s YouTube channel “OTATV1”.



A large portion of this growth can be attributed to our first social media contest “Get on the Centre Court” featuring WTA coach, Rob Steckley. Contest hopefuls were required to ‘like’ the OTA on Facebook or Twitter and submit a picture of themselves playing tennis with the hashtag #GetOnTheCourt.



The eventual contest winner, Hannah Martinez, won the contest prize of a tennis lesson with Rob Steckley. Her winning picture was featured in the September 16th issue of OT SPIN Newsletter. Additionally, a much more interactive and dedicated social media presence by OTA staff has facilitated the maintenance and continued growth of our social media following.



OTA Training Centre



The Training Centre committee met a number of times during 2015 to formalize our plan going forward. We have developed a brochure design and talking points for potential donors. Hopefully we will have the brochure completed and ready for distribution at the AGM.

OTA Training Centre, talking points to be used when discussing this venture with potential donors or those interested in the project.

Footprint

- 10 acres
- 20 courts: 10 indoor and 10 outdoor
- \$15M cost
- Looking for land that has no real commercial value or residential usage

Uses

- Offices
- Fitness centre
- Volunteer training centre
- HP training for kids, running leagues and sanctioned events
- Coach/official certification centre
- Community Hub – access for member clubs (AGMs, tennis)
- OTA hall of fame
- Restaurant/social aspect with viewing area
- Naming opportunity - OTA training centre
- Donations would receive charitable tax receipts via TC charitable #

Rationale

- TC Aviva Centre at capacity
- Tennis growing in Ontario
- Overall lack of indoor facilities in Ontario along with uncertainty around existing ones (Mayfair, ACE)
- Private operators of aging facilities selling land for re-purposing

Ontario Junior Grass court Championships



2015 featured the first year of the annual Ontario Junior Grass Court Championships (8 courts) hosted at Richard Hernandez's farm north of Toronto near the town of Orangeville. The event had over 212 entries for all age groups. Ontario now provides competitions on all tennis surfaces for our juniors.

International and National Singles and Team Results

Both the Davis Cup Team and Federation Cup Team consisted of 75% and 50% Ontario players in their composition. Our results were not as significant as in previous years due to injuries. However, on the National and International Junior level Ontario athletes achieved outstanding results.



Our top performer again was Bianca Andreescu who won the World under 18 Championships at the Orange Bowl (*Singles title*) in Miami. She is also the Canadian Junior Champion along with Denis Shapovalov in the boys division. Bianca is ranked at number 4 in the world and will probably be the 1st seed in the Australian Junior Open 2016.

Team Ontario

In 2015, Team Ontario consisted of 192 junior athletes who participated in 4 team events capturing National Singles Championships (Outdoor/Indoor). The Association qualified 8 athletes for Ontario *Quest for Gold* funding of \$7,000 per player used for training and travel expenses. 15 training sessions were held at the Aviva Centre for various age groups under the management of the Player Development Manager. Ontario won 75% of the national titles available in 2015 which is the second year in a row that we have been that high. We won 7 of 8 outdoor national singles titles in 2015!



Outdoor Nationals

105 players from Ontario participated in the Rogers Canadian Junior Outdoor Nationals in 2015. All players qualified via the Team Ontario process, Junior National Qualifying Series (Roman Cup) or via Tennis Canada development spots. Team Ontario was supported by 8 coaches and 2 Player Development staff.

Team Ontario captured 7/8 outdoor National singles championship titles!:

- BU12: Ashton Cross
- GU12: Rachael Krzyzak
- GU14: Ariana Arseneault
- BU16: Victor Krustev
- GU16: Isabelle Boulais
- BU18: Denis Shapovalov
- GU18: Bianca Andreescu

Ontario Open/Roman Cup

The 2015 Sporting Life Ontario Open and the Ontario Junior Roman Cup (National Qualifying Series) was the largest event in Ontario in 2015. Over 450 competitors participated in 13 events at the Rideau Tennis Club and Ottawa Athletic Club, OTTAWA; July 29-August 3.

In addition to the travel bursaries granted to the top two finishers in each category (\$8,000), the winners of each event also qualified for the Outdoor Nationals. 6 players from Ontario qualified for the Nationals at the Roman Cup.

- ❖ 2 sites (Rideau Tennis Club and Ottawa Athletic Club)
- ❖ 27 courts
- ❖ \$8,000 in bursary awards

Outdoor Junior Closed Provincial Championships

The “road” to the summer Nationals is primarily comprised of the Team Ontario process: Outdoor Selections & the Outdoor Ontario Junior Closed Provincial Championships. 2015 presented significant logistical challenges in hosting the Ontario Junior Closed given that KEW Gardens Tennis Club did not participate during the 2nd week of the Provincials. The OTA used several additional sites this past summer to host the Junior Provincials:

- Pine Point Tennis Club
- University of Toronto Scarborough Campus
- Veneto Tennis Club
- Thornhill Country Club

All factors considered, the Ontario Junior Closed was a great success with over 460 entries.

OTA Outreach Programs

During 2015, our community outreach programming achieved significant results. See below for the metrics of our touch numbers:

22,000 *Building Tennis Communities*

42,000 *Schools Floor Tennis*

37,500 *Kids' Tennis*

34,000 *Smash Cage*

22,584 Little Aces

158,084 (137,660 in 2014)



Kids Tennis Smash Cage

The OTA Smash Cage made appearances all across Ontario at a variety of tennis clubs, large scale public events and community festivals. It was a highly successful spring and summer that spread across all branches of OTA programs. Kids Tennis

surpassed targets for number of events and participants. The Smash Cage was at **24** events during this reporting period, and saw over **94,000** participants step up and test out their serve. Kids Tennis also tracked over **3,500** volunteers assisting with these events. Some of



the highlights included the Toronto Pride Parade, Ontario Open, OTA Roadshow events, YMCA

Gravenhurst, Little Aces Launch, Sunshine Project Program, Tennis Rocks Festival, Pan Am Celebration, and Gentleman's Expo. The addition of some new sponsors for the Cage dramatically increased our outreach, adding some new events and contacts for similar events for the coming year. We will continue to add value to our sponsors by looking for new

innovative ways to brand the Smash Cage. Kids Tennis is always looking to maintain existing



relationships with these events, while constantly exploring new opportunities to increase exposure at new ones.

Resources

The new equipment order form was created with the appropriate new sponsors. It was posted on the OTA website and can be easily accessible for teachers, coaches and community volunteers to view and print at their convenience. As well, the Kids' Tennis "Eating in the Zone" pamphlet was distributed at all school's sessions and public events.



Progressive Floor Tennis



is considered the most successful and largest participatory program in the OTA program portfolio. Every year the program has grown across the province to new school boards and reached thousands of children in the school environment. Dave Lea the program manger is to be again congratulated on his constant dedication to growing tennis in Ontario. Our numbers for 2013 were 42,000 children, 450+ teachers and 4 new schools boards introduced to tennis.



Mini Rogers Cup



Rogers approached the OTA, (through Tennis Canada), to execute the first ever mini Rogers Cup. The \$20,000 sponsorship included approximately 30 regional club level team tournaments and led to a finals day at Mayfair Parkway August 1. 57 children participated in the finals. The winning boys and girls teams, as well as the finalists, were invited to the Pizzaville suite at the Rogers Cup and played on Centre court prior to the evening

session. The winning teams also each received a \$500 RESP from National Bank. As well, there was a publicity event which included Breakfast Television with guest appearances by Milos Raonic and Genie Bouchard. The OTA was asked to get 25 kids down to participate in the event. The entire promotion went well and Rogers is interested in executing it again in 2016.



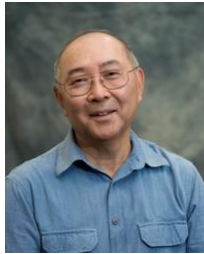
The evening was hosted at the Toronto Cricket Club in honour of **Rita Lee, Pat Craton and Don Minegishi** (63 people invited to dinner). The recipients, their friends and families truly appreciated the celebration. Next year we are



hosting again at the Cricket Club on October 22th, 2016.



Pat is well known in the Waterloo Tennis Community. She joined the Waterloo Tennis Club in 1988 and has served as President since 2011. Under Pat's leadership the club is in a strong financial position. She was also instrumental in obtaining a Trillium Grant. As Captain of the club's InterUrban League Division I and II teams, Pat is responsible for making the teams competitive due to her ability to match up players of complimentary skill levels. The Waterloo Tennis club also hosts a \$50K ITF Women's Tournament and Pat is the media contact for the Club. Pat was named Head Coach of both the Men's and Women's Varsity Tennis Teams at the University of Waterloo in 2010. In 2015 she was named OUA Coach of the Year. Pat's leadership both on and off the court make her a most deserving recipient of this award.



Don has been a dedicated volunteer for close to 20 years in Scarborough serving on the Executive Committee of the Stephen Leacock Tennis Club as well as the Executive Committee of the Scarborough Tennis Federation, most notably as Secretary and Treasurer. He has been responsible for coordinating and running weekly round robins and house league programs at Stephen Leacock. Aside from his executive duties, since 2006 Don has served as the unofficial maintenance person and has left an indelible mark at Stephen Leacock by taking responsibility for all the clubhouse and court side needs. He has become the go-to person to replenish refreshments for the juniors, purchase the balls and most other equipment or supplies. Don has been selfless with his time, he is very reliable and extremely dedicated. His contribution to tennis in Scarborough has been invaluable.



Rita has contributed so much to tennis in Toronto at the club, community and regional levels. She ran the Outreach program for children in Thorncliffe Park, acquiring funding through the Canadian Tire Jumpstart program. Rita has served as President of two tennis clubs in Toronto, the Leaside Tennis Club (2010-2015) and the Thorncliffe Park Tennis Club (1989-2007). From 2001-2007 Rita coordinated the largest club level Tennis Pathways program involving over 700 participants.

Rita is well-known for volunteering as an OTA Director, at the OTA booth during the Rogers Cup and at any tennis event where she is needed. Rita is a strong promoter of Junior Tennis. Her positive attitude encourages others to work with her to promote and further develop the sport of tennis in Toronto. Rita is, and continues to be, a tireless ambassador for our sport and a most deserving candidate for our Associations highest award.

Please find below the significant outcomes we enjoyed in each Goal area of the OTA Strategic Plan 2013-2016

1. Attract more people to play and support tennis on a sustained basis.

- ❖ Progressive Floor Tennis in elementary schools continues to expand across the province into school boards training teachers who then introduce tennis to their school children in 2015. We touched 158,000 people through our outreach programs.
- ❖ Our communication tools that support tennis by spreading our message to the citizens of Ontario showed significant increases in their distribution. Our website has been rebuilt and maintained unique visits at 1.1 million per year.

- ❖ Kids' Tennis in 2015 provided significant new programming in schools and at large events. The addition of Freedom 50 allowed us to recruit and engage seniors across the province. The Smash Cage attained excellent results in 2015 of 34,000 plus participants and approximately 6,000+ in the Ottawa region.
- ❖ We had 5 new clubs join in 2015 which brings our total OTA club membership to 250 which is the largest ever in our history.

2. Provide opportunities for players to improve at every level

- ❖ The NTC program at the Rexall for 10 - 14 athletes continued in 2015 in partnership with Tennis Canada. The program was led by Andre Labelle.
- ❖ Ontario again hosted an ITF \$50,000 event at the Centre of Excellence called the Tevlin Challenger.
- ❖ The coaching/instructor certification sessions produced 228 new instructors and 38 upgrades in 2015.
- ❖ 23 officials (Umpires) were certified in 2015.
- ❖ The number of players registered to compete in tournaments and become ranked were 2,228 in 2015

3. Encourage and support volunteerism at the provincial, regional and local levels

- ❖ The Club Manual is updated, redesigned and is available on the website for club executives to use.
- ❖ Staff and OTA President attended various regional meeting in 2015 to present and explain current programming.
- ❖ Our annual DSA awards in October of 2015 at the Cricket Club where 3 deserving volunteers were given the Distinguished Service Award. There are now 34 volunteers recognized.
- ❖ Monthly volunteer recognition was given through the E-magazine.
- ❖ Club Volunteer Awards were presented at the 2015 AGM.
- ❖ Raise the Net continued in early 2015 and has 80 LTAD club visits

4. Ensure accountability and relevancy of OTA programs and services

- ❖ Our 2015 Audit Opinion is clean with no reservations.
- ❖ Supported various clubs with letters of support for bubble, building permits and a variety of grant applications increased in 2015.
- ❖ Our partnership with Tennis Canada continues to grow through the Little Aces, NTC, Coaching Certification and National Ranking program (VR).

Note: Please find attached the Operation Plan Review for 2015 following the Executive Director Report.

Respectfully submitted,



James Boyce
Executive Director

Ontario Tennis Association Operations Review 2015

Program	Expected Results 2015	Actual Results 2015	Actual Results 2014
PLAYER DEVELOPMENT			
Tournament Player Registration	2,220 Players	2,288 Registrants	2,108 Players
Sanctioned Tournaments	280 Sites	347 sites	380 Sites
	3 Referee Certification Clinics	6 Completed	4 Completed
	980 Events	1020 Events	1063 Events
	Launch VR Jan 2014	N/A	Completed
Rogers Rookie Circuit	45 tour stops/ 800 players	45 tour stops/1100 players	56 tour stops/1,100 players
	Ottawa: 6 tour stops/300 players	4 tour stops/200 players	N/A
All Stars	40 Athletes	45 Athletes	46 athletes
Provincial Championships	1,400 participants	1,798	1,350 athletes
	15 certified umpires	23	18 certified umpires
	8 Media Exposures	9 Media Exposures	20 Media Exposures
Team Ontario	6 National Junior Singles Champs.	12 National Champs	8 National Champs
	185 Team members	192 Team Members	196 Team Members
	2 Team Events	4 Team Events	4 Team Events
	8 Quest for Gold athletes	8 Q4G Athletes	8 Q4G Athletes
	24 Training Sessions (PTC)	20 Training Sessions	24 Training Sessions
	Canada Games Team Gold	N/A	N/A
	20 Coaches Involved	24	23 Coaches Involved
TDC's	24 TDC's Annual	17 TDCs	24 TDCs
U9 Champions	80 Players	N/A	109 Players
	5 Media Exposures	N/A	
	\$23,000 Funding	N/A	\$23,000 Funding
Coaching Certification	200 New Instructors	228 New Instructors	216 New Instructors
	45 Upgrades	38 Upgrades	45 Upgrades
Program	Expected Results 2015	Actual Results 2015	Actual Results 2014
MEMBERSHIP & REGIONAL DEVELOPMENT			
Club Insurance	140 L/110 DNO	142 L/119 DNO	145 L/116 DNO
Members' Appreciation Day (Merchant of Tennis Day)	2 Locations	2 Locations	2 Locations
	820 Members	610 Members	675 Members
Membership Solicitation	8 New Clubs	5 New Clubs	5 New Clubs
Tennis Tour (Tennis Fair)	50 club visits	51 club visits	54 club visits
	5 club workshops	3 club workshops	2 club workshops
	23 Fairs	23 Fairs	Fairs: 4 GTA; 13 outside GTA
	1,500 People	1,637 People	1,500 People
Schools Program (Floor Tennis)	30,000 Participants	42,000 participants	25,000 Participants
	35 Inner City Schools	46 Inner City Schools	44 Inner City Schools
	Introduction to 5 New Boards	4 New Boards	4 New Boards
	Introduction to 400 New Teachers	450 New Teachers	900 New Teachers
Kids' Tennis (Tennis Pathways)	Hire 2 Regional Coordinators	2 Hired	2 Hired
	33,500 participants (TRY)	34,000 participants (TRY)	33,500 participants (TRY)
	3,500 participants (LEARN)	3,500 participants (LEARN)	3,700 participants (LEARN)
Raise the Net	53 LTAD club visits	80 LTAD club visits	114 LTAD club visits
	Program website launched	N/A	Completed
	Program video produced	Completed	N/A
Sunshine Project	4 Locations	4 Locations	4 Locations
	300 Participants	255 participants	278 participants
	20 Instructors; (incl 8 youth)	15 instructors; (incl 5 youth)	20 Instructors; (incl 8 youth)
Capital Kids	8 Locations	7 Locations	4 Locations
	1250 Participants engaged	1487 Participants engaged	770 Participants engaged
Program	Expected Results 2015	Actual Results 2015	Actual Results 2014
MARKETING & COMMUNICATION			
OT Magazine	Advertising \$65,000	Advertising \$65,311	Advertising \$70,550
	29,000 Direct Mail Distribution	24000 Direct Mail Distribution	22,000 Direct Mail Distribution
	29,000 Bulk Distribution	19800 Bulk Distribution	24, 500 Bulk Distribution
Canadian Open Booth and Promotion	1 Week	1 week	1 week
Sponsorship (Net)	\$85,000 Cash	\$92,000 Cash	\$98,101 Cash
	\$47,000 Product	\$45,800 Product	\$44,025 Product
Tennisonario.com	40,000,000 hits per /year	13,574,046 (via google analytics)	41,500,000 hits per /year
	1,200,000 unique visits/year	1,065,004 (via google analytics)	1,100,000 unique visits/year
Branding	Presence at 12 events	15	18 events
	12 Media hits with logo	115 (including Sports Net commercial spots)	25 Media hits with logo
SPIN Monthly (E-Magazine)	12 Issues	12 Issues	12 Issues
	7,000 database	7,000 database	6,500 database
SPIN Weekly (E-News)	48 Issues	40 Issues	42 Issues
	7,000 database	7,000 database	6,500 database
Smash Cage (Rogers)	5 Sites	8 Sites	15 Sites
	34,000 People	34,000 People	40,000 People
Tennis Matters	\$40,000	\$81,994	\$46,353
Program	Expected Results 2015	Actual Results 2015	Actual Results 2014
FINANCE & ADMINISTRATION			
2014 Budget Target	\$ (8,062)	\$1,620	(\$5,385)
Accounting System	Investigate update to Great Plains software	Received Great Plains quote (\$80K)	In Progress
	Upgrade Quickbooks to latest version	Done	Done
	Policy & Procedure update to staff	Done	Done
Quality Management	Statement of Operation	Done	Done
	Staff week held in October	Done	Done
	Semi-Annual Staff Review	Done	Done
Volunteer Base	1,890 Volunteers	2,160	2,040
	2 DSA Awards	3 DSA	2 DSA
	Host Annual DSA night	Done	Done
Upgrade Client Services	\$520,000 Online Payments	\$621,882	\$526,212



March 15, 2016
Mr. Jim Boyce
Executive Director
Ontario Tennis Association
1 Shoreham Drive Suite#200
Toronto, Ontario
M3N 3A7

Dear Jim,
Nominations for the Board of Directors of the Ontario Tennis Association

On behalf of the Nominating Committee, I am pleased to submit the following nominees to be presented for election to the Board of Directors at the Annual General meeting of the members of the Ontario Tennis Association on April 9th, 2016.

OFFICERS

President <i>(requesting an additional year to finalize succession plans)</i>	Scott Fraser
Past President	Michel Lecavalier
Vice-President, Finance & Administration	Rob Nicholls
Vice-President, Membership & Regional Development	Dave Gervan
Vice-President, Player Development	Tom Kern
Vice-President, Marketing & Communications	Dianne Weatherby

DIRECTORS

The following individuals have been elected regional chairpersons at their respective annual general meetings, and are presented for election to the Board of Directors of the Ontario Tennis

East Region	Scott Bartley
NCTA	Philip Johnson
NYTA	Diane Kriksciunas
North Region	Miro Ejem
Scarborough Tennis Federation	Natalie Wong

South West Region

Wayne Saigeon

West Region

Arthur Wolf & Nancy Loeffler-Caro

Tennis Toronto

John Mowat

West Central Region

Adrian Grice

The By-Laws of the Association provide that additional nominations for the offices of Vice-President may be made by two Full Members, provided such nominations are filed with the Association at least 15 days prior to the Annual General Meeting.

Respectfully submitted,

A handwritten signature in cursive script that reads "Michel Lecavalier".

Michel Lecavalier
*Past President and
Chair of the Nominating Committee*



ONTARIO TENNIS ASSOCIATION

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TENNISONTARIO.com

MISSION STATEMENT

The Ontario Tennis Association promotes participation in tennis as part of a healthy lifestyle and encourages the pursuit of excellence for all players.