

AGENDA - KTC Executive Meeting
December 13, 2016 @ 7:00pm
Paula's home

Present: Viki Andrevska, Doug Bowie, Julius Breza-Boski, Rick Donaldson, Sam Faris, Paula Loh, Jim Martin, Dave Stocks, Chloe Wilson

Absent: Graham Lord, Bud Nelson, Gill Turnbull

- 1. Meeting called to order at 7:10 pm**
- 2. Review/approve minutes of meeting of Wednesday, November 9, 2016**

Minutes were approved with one change.

- 3. Review/approve minutes of AGM of Wednesday, October 26, 2016**

The minutes of AGM were approved with one change suggested by a member. Chloe will post the final version on the website.

- 4. Capital Project – re-assessment (Paula)**

Our application for the Ontario150 grant was not approved. The grant process was highly competitive and one of the assessors' criteria was whether the geographical area was already well-served to which the grant would apply. The City of Kingston received a \$600K grant for a joint application with Innovate Kingston. One other explanation for not succeeding in getting the grant was that the urgency of need for the infrastructure work (courts and fencing) was not clear.

We intend to apply for a Trillium capital grant; the next application date is October 25, 2017. Competition will be high as there is now only one intake per year (formerly there were three). Feedback from Trillium is that we can't go by what happened this time regarding future applications, as it is a different fund with different criteria; it can also take several attempts to be successful.

Since we do not have additional funds from a grant, we need to reassess our Capital Project. We will have to address questions such as: what is most important, what is a priority, and what can we afford. Should we do the Capital Project in phases or all at once? The property is in desperate need of rejuvenation.

We can divide the Capital Project into two or more phases. Components are: new fencing, expanding courts 2 and 3 and installing lights, building an eighth court, and constructing a new clubhouse. Courts 2 and 3 are now overdue for repainting and capital project work could begin with these courts as early as the Fall of 2017. A comment was made that there is water underneath the property and we may make conditions worse if we remove the concrete pads underneath courts 2 and 3. (Court 7 is the only court that doesn't have concrete pads. The surface of court 7 is uneven, which could be due to several reasons. One reason is that there was an extended water

leak under court 7 due to a break in the pipe connected to the water mains, which was repaired in 2012. There are 4 concrete pads underneath each court which move and cause cracking. The estimated cost per court to remove the concrete pads is \$25K, the cost to rebuild is \$30K, and another \$5K for painting. If we are installing lighting for courts 2 and 3 then it may be sensible to rebuild the courts at that time, because we will need to dig underneath the courts to install the electrical cables. We are also considering extending the width of courts 2 and 3, which will necessitate the relocation of net posts. We will ask our civil engineer for his opinion on the options regarding the scope of rebuilding the courts and whether it is advisable to remove the concrete pads for longevity or to leave them in place:

1. Remove concrete pads & rebuild courts & widen court area and move net posts & install lighting & replace fencing;
2. Leave concrete pads in place & rebuild courts & widen court area and move net posts & install lighting & replace fencing;
3. (don't rebuild) Widen court area and move net posts & install lighting

The option of converting to clay courts was discussed and dismissed for a couple of reasons: it is expensive to maintain; and installing on only two courts is not a viable option (the club is not big enough to have courts with two different surfaces - the clay would spread to the other courts and become messy, and it would also make scheduling tournaments difficult).

Since we don't have expertise in construction, we have to rely on professionals to do the work. Paula suggested that we hire a general contractor (Bill Anglin) who could serve as the project manager during planning and construction. Bill would sub-contract for work that his firm does not do directly. We will ask him for a quote to do this job.

Pros and cons were discussed with regard to leaving the clubhouse in its current location. Not relocating the clubhouse will make it impossible to build an additional court. Relocating the clubhouse and having members enter the property through the clubhouse will enhance the flow of the club.

Any major financial decision that we make regarding the Capital Project requires a positive vote of 55% by the membership. There is a possibility for a Special Meeting in the spring.

5. Governance - status of by-law revisions

We expect to receive the next version of the by-law from the QBLC by the January board meeting.

6. Bookkeeper (Jim)

We have hired a bookkeeper, Kristine Barker. Kristine's contract is for one year with the option to terminate if we are not satisfied. She has wonderful

communication/interpersonal skills and will work from her own place. She will report to Jim and will start in March. The contract is \$5,000 per year.

7. Club Manager Committee – report (Chloe)

[see Appendix A] The Committee believes that more information is needed in order to determine the duties of a potential Club Manager and it would like to develop a document outlining the current duties of all positions on the board. What is the role of the Board and how does it differ from a Club Manager? Some board members are in support of hiring a Club Manager.

A point was made that it will be difficult to hire a qualified Club Manager for a low cost (\$25K); this represents a quarter of our annual profit. It was pointed out that some Board members are overworked due to operational demands, while other operational aspects are left undone due to lack of time or ability. A Club Manager would provide continuity.

The importance of scheduling maintenance and refurbishment as an operational cost was once again emphasised. The Club has had an infrastructure deficit for many decades.

The Committee will begin by documenting the jobs that everyone is currently doing on the Board.

8. Junior Camp Committee – timeframe (Doug)

The Committee will meet and report back in January.

9. Review Free Membership Policy

In the past, free memberships have been given to 3 full time stewards and 2 pros. This year it got complicated because some stewards reduced their availability, additional staff were hired, and all of them received free memberships. The following questions were discussed: What should be considered as full time - 30 hours? What is the rationale behind offering free steward memberships? Paula made enquiries as to how other clubs address free membership, but there is no standard; some offer it to staff and Board members, while others do not. A suggestion was made that free memberships be extended to instructors for the Junior Camp. Free memberships for hourly employees will only apply to the period that they are working. For example, camp instructors would only be eligible during the 8 or 9 weeks that the camps operate. If they would like a full season membership, then they would need to purchase one.

Dave moves and Julius seconds:

Part One: Hourly employees who work a minimum of 20 hours per week will receive a free membership during their employment period.

Part Two: The club pro and assistant pro will receive a free membership.

Part Three: The bookkeeper will receive a free membership.

Motion carried unanimously.

10. Tournament Dates for 2017 (Note: The Rogers Cup is on August 5-13, 2017)

Mixed Doubles – June 16-18

M&W Doubles – July 21-23

M&W Singles – August 18-20

Junior – Saturday, September 2 [Labour Day Weekend]

11. Ontario Sport and Recreation Communities Fund – application deadline is Feb 1, 2017

Dave said there is \$10K available for retraining people but it is not pertinent to us. There is nothing that we can apply for at the moment.

12. Set next meeting date and location – Tuesday, Jan 17

Doug will host.

13. Other Business

Gill proposed socials on Friday, Jan 27 and Sunday, Jan 29 of the final weekend of the Australian Open, to be held at Don Cherry's Sports Bar. We like the idea of getting together to watch the final at the bar, but would prefer another Friday as two socials in one weekend is too many.

Hiring Committee for Stewards – Chair: David; Members: Rick, Sam, Julius, and Paula

New Club logo – the previous board agreed that the logo needs to be revamped. Julius suggested a contest. Chloe suggested sourcing online via a website such as Fiverr. Viki will ask a co-worker and forward some samples of her work.

14. Adjournment at 10:10 pm

Appendix A

Club Manager Committee Report

December 11, 2016

Present: Chloe Wilson (Chair), Dave Stocks, Doug Bowie, Julius Breza-Boski

The Club Manager Committee met to discuss the issue of hiring a club manager. We believe that some “data collection” should be done to determine if hiring a general manager is the best path forward and, if so, what his/her responsibilities would be.

While there are some known areas for improvement in the running of the club, such as reducing the workload of volunteers who are taking on more than would be reasonably expected of them, and decreasing inefficiencies in areas such as steward activities/supervision and camp organization, there could potentially be other solutions to these, such as:

- redistributing work among current staff and volunteers to even out work loads
- Developing systems that help clarify what work is required and make monitoring easier (ie checklists)
- looking for areas where unnecessary work is occurring (i.e. more people than required involved in tasks, people doing unnecessary work, or people doing more work on a task than is really required)

Capital Project

We should also consider the effect of the capital project on our current workload. The capital project is causing an unusual amount of work for certain members of the board right now. Hiring a club manager to take on work that board members don't have time for right now might result in us unnecessarily paying a manger after the project is done. We do need to account for future capital project work at some frequency but it will be many years again before we take on a project of this scope.

Some options for handling the unusual amount of work for the next 2 years other than hiring a Club Manager are:

- Distributing the workload of the capital project among board members (i.e. in a subcommittee)
- Taking “regular” responsibilities off of board members who are working largely on the capital project
- Hiring a Capital Project Manager to complete the project (this would likely be more expensive than a Club Manager but only for ~2 years)

Proposed Path Forward

We propose that a document is developed that would lay out the ongoing **work that must be completed to ensure the club is fulfilling its mandate**. It would include who is currently doing this work and, where possible, an estimated time commitment for each task.

Basically each board member would summarize their annual duties and estimate how much time they spend on these. We can work together to help those new members who might not know much of what they'll be doing as some of us have experience in more than one role.

We would also include the work done by paid staff and volunteers.

This document would serve a few purposes:

1. All board members would be able to understand what work is currently happening, who is doing this work, and approximately how long it takes.
2. We would be able to see if there are tasks that must be done that aren't currently being done or perhaps could be done differently (an example of this is how Alma developed the Steward Handbook to improve productivity and efficiency. We might find similar opportunities).
3. We would be able to see if there are tasks that are currently done that don't need to be, or that take more time/people than necessary (an example of this is emails/newsletters - coming up with the right frequency so that we communicate well with members without overdoing it).
4. We could determine if there are ways that work could be redistributed among the board and staff to ensure people have appropriate workloads and that the right people are doing the right jobs.
5. We could see where staffing changes would increase productivity and efficiency (Club Manager, Stewards, Camp Director, Pros).
6. We could ensure we have logical board, subcommittee, staff, and volunteer roles with a job description for each so that prospective board members, volunteers and staff would have a better idea of what they would be taking on.
7. Responsibilities could be shuffled among board members and staff each year to accommodate for new members having different time allowances than existing and for boards of varying sizes.
8. We could see if the capital project activities could logically be rolled into a Capital Project Manager role that we could contract out.
9. We could estimate how much of the time we're spending right now is on "business as usual" and how much is spent on the capital project and thus understand how our workload might change when the capital project is done.
10. We could anticipate changes (if any) in work that will occur once the capital project is done to accommodate for the operation of the new clubhouse and predict whether or not staffing changes at that point will make sense.
11. **The document would essentially become an evergreen "operating manual" for the club ensuring activities combine to fulfil the club's mandate in the most productive and efficient way possible.**