

**Minutes of KTC Executive Meeting**  
**July 6, 2021**  
**Zoom**

**Alma Thayer as Chair opened the meeting at 7:05**

**All members present: Doug Bowie, Bob Goddard, Julie Hoffarth, Arsalan Ijaz, Donna Lounsbury, Taco Meuter, Nerissa Mulligan, Jason Taylor, Alma Thayer Gary Wilson (Secretary)**

- 1. Agenda** approved.
- 2. June 3, 2021 board meeting minutes** approved with amendments.
- 3. Remarks by Alma**

Alma raised the issue of communication overload which occurs when Board members comment by email on issues that committees are dealing with. She pointed out that the whole Board doesn't have to decide everything and that committees should have the discretion to make decisions in areas of their responsibility.

Alma stressed that some decisions will always need to be made by the full board, for example those involving larger than normal expenditures, governance issues, personnel issues, issues that impact the membership in a substantive way etc. However, issues that recur year to year and are not out of the ordinary can and should be decided at the committee level and communicated to the whole board via the monthly committee reports.

**4. Clubhouse and Courts Project**

- a. Project update: Jason reported that Ray Zaback is involved with City planners to get site approvals. Bill Anglin is anxious to have City approval for our project since he has to schedule his activities as soon as possible and wants to confirm our October start date. Bob added that with their reputation Ray and Bill appearing before the City's committee of adjustment on our behalf is the best way to go.
- b. Jason reported that Infrastructure Ontario has replied to our application for a loan, and he has been in touch with Jaclyn Grimmon, Manager, Recreation Programs at the City, for help in getting the necessary City support for our application.

- c. Fundraising: Donna and Jason have begun the first stage of seeking donations to help finance the clubhouse restoration project. By the response thus far they believe that our goal of \$125,000 can be reached, maybe even surpassed.

## 5. Committee Reports

Please see Committee Reports for detail on activities over the past month.

### a. Programs

- i. Noble School of Tennis: the following motion was made by email on June 17, 2021, with Board votes sent June 17 and 18:

Motion: Moved by Cole, seconded by Arsalan, that the Kingston Tennis Club go into partnership with Noble Tennis School according to the KTC & NTS agreement framework for 2021 (Attached). Carried.

Tony Roth of Noble Tennis School (NTS) and his team will organize programs for both children and adults, beginners and advanced. He will try to schedule NTS activities at less busy times, except for Ensemble groups on Tuesday and Thursday afternoons which should be attractive to members. Members will be able to register before non-members, who will also pay a higher fee.

Tony will be involved at the beginning of the NTS programs to ensure they're at the appropriate level. David and Tristan will be instructing as program leaders. Tony will also be giving private lessons, but his priority will be launching the programs. NTS will be responsible for marketing the programs mainly through social media.

Tony will be giving some private lessons, but priority will be NTS programs launch. Marketing of these programs of NTS responsibility with social media primary approach.

- ii. Camps update: we have a large enrollment but will reduce cap in afternoon from 20 to 16 to starting July 19 to help ease members access to courts.

### b. Membership

- i. Merchandise: Julie reported that Rachel is busy with updating the catalogue showing shirts, polos and hats available for purchase. The initial order has been placed.
- ii. KTC tournament: 72 members participated, everything went smoothly. Mixed Doubles tournament is next, no BBQ planned because of Covid-19 but box lunches will be available.
- iii. New member update: 49 new members this year.

c. Finance and Treasurer's Report (attached)

Taco reported we have over 525 members and membership revenue of \$129,000. With camp revenue \$95,000, year-end profit could be \$65,000.

d. Governance

Alma reported Bob has completed another draft of the Board Orientation Manual. It should be possible to have a version ready for use when recruiting prospective Board members this Fall.

e. Facilities & Infrastructure Report (attached)

The tent that a group of volunteers erected on Sunday, June 27 was knocked down by strong winds on July 1. Taco is dealing with the company we bought it from to see whether it being under warranty will help us getting a replacement soon.

f. Communications

Donna praised Rachel de Sousa for her work with the Communications committee.

**6. Other business**

None.

**7. Meeting adjourned at 9:00 p.m.**

KTC & NTS Agreement Framework for 2021

**\*This agreement framework only pertains to 2021, but does include an agreement in principle to continue the relationship for 2022, after fresh negotiations/adjustments based on experience and opportunity.**

**NTS RESPONSIBILITIES:**

**i) Work with the Board to Create the Schedule of KTC Programming.**

\*This will include instruction and organized play, while respecting existing court usage patterns, club demographics and needs. This includes pricing and detailed budgeting for the programs, both separately and as a whole. NTS will work to identify and suggest

programming for non-peak court times (the KTC board also welcomes recommendations for peak court times but is not likely to entertain these recommendations) and operate these programs only with board approval.

**ii) Oversee the Hiring of Teaching Staff, in Cooperation with the Board.**

\*For 2021, we may seek an additional teacher, perhaps more experienced than the currently existing staff, to assist especially with more advanced players and programs.

**iii) Undertake Staff Training in Conformity with Club Requirements and NTS Methodology.**

\*This will occur through on-site training sessions, coupled with Zoom seminars/meetings and Email communications, using the NTS Methodology Document as the guide.

**iv) Manage and Oversee the Delivery of Programs & Camps.**

\*This includes defining teacher duties and schedule for programs, staff meetings, and ongoing oversight related to professional implementation. Tony Roth will variously lead and observe classes, providing guidance.

**v) Consult and Cooperate with the Board on matters related to the Success of the Club.**

\*Including day-to-day operations and larger projects, if/as needed and requested, and leverage connections with wider organizations where suitable.

**vi) Promote the KTC through NTS Website and Social Media Platforms (Facebook, Instagram).**

\*The NTS Administrator & Social Media director will work together with NTS & KTC in this area. Their fees are covered by the NTS.

**vii) Provide the KTC with a season-ending SWOT report and recommendations for 2022.**

**KTC RESPONSIBILITIES:**

i) **Programming:** Work with Tony Roth to finalize a slate of programs for the 2021 season.

ii) **Equipment:** Purchase tennis balls (regular/adult and “progressive tennis” balls) and equipment as needed for the delivery of Instructional Programs (Hoppers, Junior Racquets, Teaching Aids, etc.).

iii) **Staffing:** Review and approve selected candidate(s) for teaching staff positions.

iv) **Communications:** Display NTS Banner(s) and promote the NTS and our Partnership via Website, Social Media, Mainstream Media, Club Communications & In-House Resources.

v) **Continuation of relationship:** This agreement framework only pertains to 2021, but does include an agreement in principle to continue the relationship for 2022, after fresh negotiations/adjustments based on experience and opportunity.

## **REMUNERATION STRUCTURE**

The remuneration structure has both a retainer and a profit-sharing component, with the stipulation that if KTC's net revenues from NTS programs, lessons and clinics do not exceed the amount paid by KTC to NTS as retainer by the club closing date, the NTS will reimburse the difference to KTC. This mitigates the financial risk to KTC.

### **KTC - TREASURER'S REPORT – July 6, 2021** **INCOME as of June 30, 2021**

Revenues are \$226, 000 (vs \$117K in 2020 and \$176K in 2019).  
Cash and equivalents are at \$541,000

Up to date:

Membership are at 525; as of today membership revenues are over \$129,000 vs ~\$100K in 2020 and ~\$110K in 2019.

Camp revenues today are at \$90,000, vs ~\$48K at the same time in 2019.

Both membership and camp revenues are at all-time records, and camps are fuller than they've ever been.

### **Borrowing**

With this year's revenue numbers, borrowing is going to be easier than we anticipated. Profit may reach \$65K, and EBITDA \$95K, from earlier estimates of \$45K and \$75K, mainly due to the camp revenues

Kingston Tennis Club Committee Report

### **Facilities and Infrastructure**

Board meeting Date July 6, 2021

No formal in person meetings this month

Summary of Committee Activity

Essential routine maintenance continues. However, it seems prudent to avoid fixing unessential expense as construction will start in the fall.

-Shower in women's change room is now functional,

-Broken window in women's change room has been boarded over for safety

-urinal in men's change room will not be fixed as toilet is functional

Camp Tent-update from Doug and Taco

### **KTC Committee Report: Board meeting July 6, 2021**

**Communications Committee**

Committee members: Donna Lounsbury (chair), Taco Meuter, Rachel De Sousa (summer intern)

- We are pleased to announce that Rachel will be helping us with some communications items including, social media and web updates, and helping with setup and design of newsletters

### **Regular Communications**

In June we put out three newsletters:

June 13th:

- Announcement and information for open meeting with members
- Clubhouse Supplement, with costs and final plans
- KTC Cup reminder
- KTC merchandise

June 8th:

- Save the date for open session with members
- KTC Cup registration
- KTC merchandise
- COVID refresher
- Lessons open

(see Fundraising Update sent separately)

No items for Board approval at this time.