



Finding the Sweet Spot:

A Step by Step Guide to
Community Tennis Facility Development

April 2008

Is This Guide for You?

Before you begin, the reader will benefit by understanding who this Guide has been written for.

- It is a Guide, not a detailed planning manual. The appendices point to more detailed resources when more technical information is required.
- It is written for the Canadian context – national, provincial and municipal. The language, references to taxes, descriptions of permitting processes, and many funding options are oriented to Canadian policies and practices. However, there are many concepts that can apply elsewhere.
- The focus is primarily on community tennis operations, a facility where the average community resident and taxpayer can come and play tennis – without substantial initiation or ongoing fee barriers. To us, “community” means everyone.
- There is an emphasis on the development of partnerships between a community not-for-profit group and the public sector. The primary targets for partnership are local governments, but it could be a University or College. In Canada, community recreation facilities are the jurisdiction of the local Municipality or Regional District or County – with the possibility of funding support from the Province or through Infra-Structure Grants (which are Provincial-Federal-Municipal partnerships).
- There is an emphasis on indoor tennis facilities but the guide may be useful if you are planning an outdoor facility. The indoor emphasis is because such facilities are so much more cost effective in our Canadian climate at meeting tennis needs on a year round basis.

In summary, this Guide is for tennis players and tennis facility advocates who understand that some of their taxes support community recreation facilities and they want to advocate for a community tennis facility as part of this delivery system.

It follows that if you are a facility developer (either private or not-for-profit) with the resources to develop a facility without any public partnership funding, the partnership aspect of the Guide is not directed at your requirements. However, you will find sections useful in the construction aspects of developing a facility and, at a minimum, some additional concepts and resources to which you can direct your consultants.

Funding for the development of the *Finding the Sweet Spot: A Step by Step Guide to Community Tennis Facility Development* came from Tennis BC and Tennis Canada.



To obtain either a **Digital Version** (*pdf format – no charge*) or a **Print Copy** of this **Guide** (*for a printing and handling cost*), please contact **Tennis Canada** (www.tenniscanada.ca).

All groups are permitted to copy material and use charts, tables and quotes from this **Guide** in any written proposals or presentations they develop to meet their goal of advocating for tennis facilities.

How to Use This Guide

We start with a four page *Overview of the Guide* which will likely be of interest to all readers, and will help you choose where to go from there. You may not be part of the primary focus audience for this Guide, and may be looking for help in a few specific parts of the facility development process. Reading the Overview will give you some indication that the information you are seeking is addressed in this Guide, and direct you to those specific sections. (See the tab indicators in the right margin).

It is important to cover all the bases when planning and advocating for a new facility, but it is just as important to do things in the right order. As a result, the 14 steps in the four phases are laid out assuming you have either completed the previous step, or that in the specific case of your development process, a previous step does not relate to your scenario and can be skipped.

While your provincial Tennis Association and Tennis Canada can usually provide support and good ideas to your project, and often can advise you through the steps, these organizations are not capital funding bodies. For advice and support, it is always a good idea to contact them in the early stages of your particular project to get them on board at the beginning of your process.

We hope that following the step by step approach, and using the templates and worksheets in the Appendix, you can gather support and development partnerships to bring a community tennis facility to reality.

Appendix **H** contains a *Finding the Sweet Spot Scorecard* tool that you can use to track your progress in this challenging process.

Good luck!

Kevan Tisshaw, Editor

Tip: *Here are some terms that are used in this Guide*

Community Tennis Organization: *Your group wants a local tennis facility. It may be a local club, a collaboration of more than one club, or simply a group of tennis players that wants to advocate for a new facility. We have shortened it to **Your Group** for convenience.*

Community Tennis Facility: *The new facility you want to build. Your group might not eventually own it, but it will be a local facility that is available to local citizens who want to play tennis at all levels. It will benefit those players and others in the community.*

Not-for-profit organization: *Different Provinces have slightly different legal entities to house non-profits (e.g. Society Act in B.C.). This not-for-profit organization reference is to any legal entity with aspects such as a registry of members, an elected Board of Directors, By-Laws and a Constitution, financial reporting rules, etc. Please substitute the legal name for similar organizations in your Province or Territory.*

Your City: *Just substitute the name of your community wherever we use this phrase.*

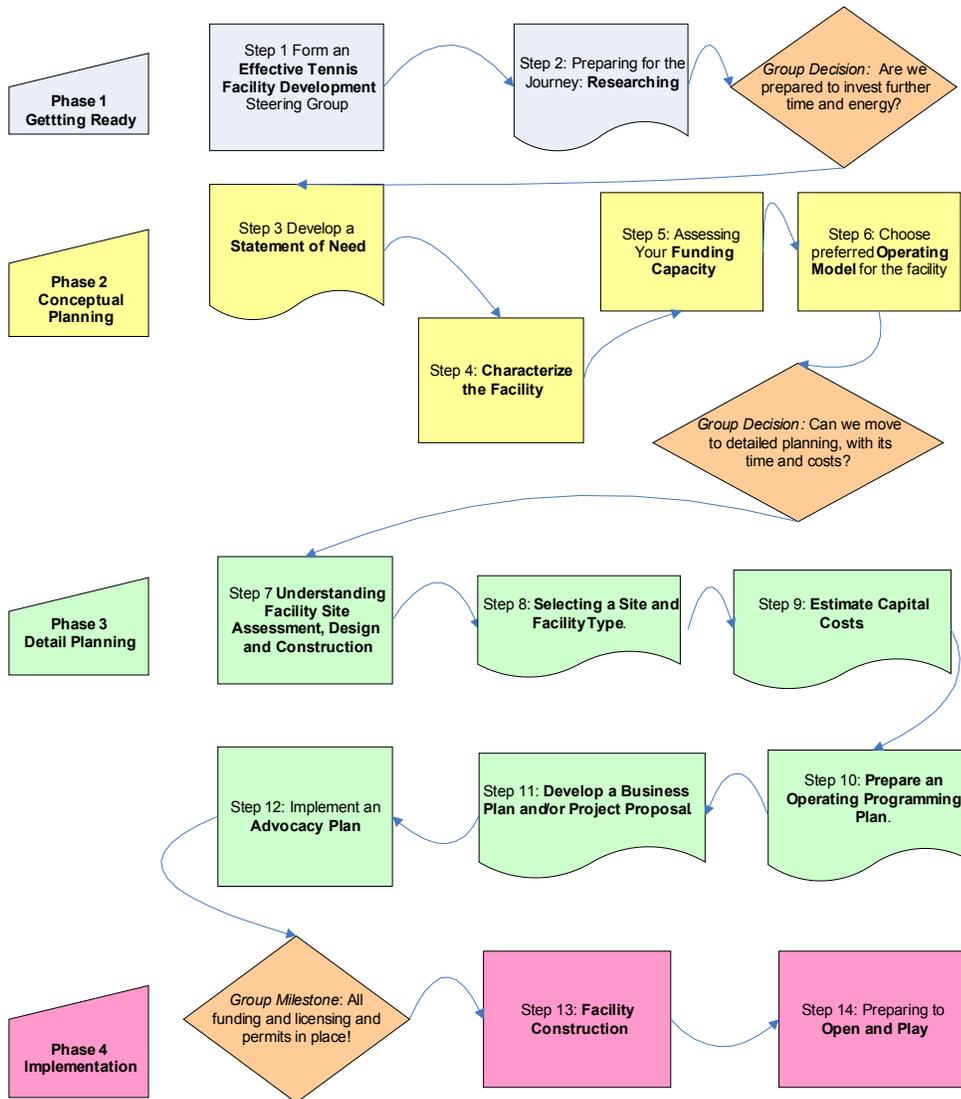
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Overview: An Appropriate Approach to Facility Development

The colours used in this Overview diagram are coordinated to the colours in the edge tabs of the Guide. A description of each step and how completing the step might benefit your group or organization, is on the following pages.





Getting Ready Phase: Steps 1 and 2

STEP 1: *Develop a **Community Tennis Organization.*** Analyse who should be in your Steering Group to make it most effective. Define how this group will operate within your organization (if there is a primary organization).

STEP 2: *Preparing for the Journey: **Researching.*** Before you capture a sailing trip to a new country, it is best to study charts to identify reefs and harbours, and research the culture of the ports where you will stop. Similarly with planning and developing a tennis facility, there are specific maps for this process. What are your operating choices? How does public recreation work in your community? How are these facilities funded? How are local decisions made? Another aspect of researching is taking advice from key community stakeholders. Lastly, a tennis court inventory and approximate tennis player market estimates are important at this point.

Conceptual Planning Phase: Steps 3-6

This phase assumes you have an organized and prepared steering group organization in place.

STEP 3: Develop a **Statement of Need.** Through understanding the concept of “public good”, an analysis of direct and indirect community benefits should be undertaken **if any** taxpayer funding is anticipated.

STEP 4: Characterize the facility. This includes broad brush planning indicators such as number of courts and other related spaces best suited to meet the identified needs. Assess what might work given the location and size of your community (i.e. is land relatively available or scarce?) and the planning values and bylaws of the local community (e.g. a bubble facility may not be permitted in some communities). This is also a time to consider the strategic advantages of partnering with a developer, or a College/University, or another not-for-profit because they have sites (and perhaps change rooms and other shared amenities.)

STEP 5: Assessing your funding capacity. Although *Your Group* does not yet know the capital cost of building a facility (that comes later), this step helps you understand the broad scope of land and facility construction costs in your community, and how to measure your capacity to meet these projections.

Benefits to your organization

This process will assist in group dynamics so that misunderstandings and miscommunication do not divert your focus.

To optimize success, *Your Group* will benefit from a primer in operating models, facility construction, fund-raising, and conducting some insights on past and future public recreation facility developments. Staff and political contacts can give you some useful information.

Benefits to your organization

This work becomes the basis of your rationale and communication messages as you move forward to get political support.

This document becomes a framework for your facility site choices and planning. It helps you focus on optimal solutions. You may revisit this step if a potential partner surfaces.

This work steers you to an appropriate operating model and determines whether you need partners to proceed.

STEP 6: Select the appropriate Operating Model. The emphasis in this step is to clarify what your capacity is to fund the development without partners and how *Your Group* would like the facility to be operated after it is built. The first may dictate aspects of the second; if you have public funds to help build the facility, there may be some restrictions on how it is operated. Knowing the partnership options allows *Your Group* to negotiate.

This decision will ensure your partners and project supporters understand what happens after the building is built. It will also dictate aspects of your business plan for operations.

Decision Time:

The results of the first 6 steps render a “go/no go” decision. Do these initial steps indicate Your Group can invest in more detailed planning?

Detailed Planning Phase: Steps 7-12

Assumes you have some concept of what type of facility you want, how you will fund it, and, if required, a preferred partnership model to build and operate it.

If it looks like your local municipality may build and operate the facility you are envisioning, your role in this phase is much simpler.

STEP 7: Understanding Facility Site Assessment, Design and Construction Before proceeding to detailed site and facility solutions, *Your Group* needs to review the range of construction methods, site development issues, tennis playing surface choices, and additional factors to consider when proceeding further. Many important tradeoffs will affect building costs and operating budgets.

STEP 8: Selecting a Site and Facility Type Choosing a site may not have been an issue to date – you may have had an ideal site in your plans. However, if there is not an obvious site choice, it is important to consider what type of site will (or will not) be suitable before capital costs are estimated. Then, after looking at site choices and partners, which facility construction method is optimal? Does the site already have tennis facility support facilities in place – i.e. registration and control point, lounge, change rooms, storage, and offices? If **yes**, then some of the most expensive aspects of the new facility are not required, and the focus can be on the new tennis court envelope integrating with the existing facility. If **no**, then *Your Group* needs to assess where these amenities are best located.

Benefits to your organization

This work primes *Your Group* to make educated choices and decisions on what, where and how to build.

This creative work allows a choice of solutions to be entertained by the Group. Often the initial site the group identifies does not work after some enquiries (other plans for it in place, etc.). In the end, this process should point you to both a site (which often comes with a partner) and the type(s) of facility construction method that will work for the site.



STEP 9: Estimate Capital Costs It is now time to look at examples of capital costs for various facility types, and how to adapt the examples to your local conditions. *Your Group* will need the services of an architect and other professionals at this stage, as you will need a conceptual drawing and possibly a set of general specifications to estimate capital costs.

STEP 10: Prepare an Operating/Programming Plan This step is required to give confidence to your supporters and Group members, and to those whose support you need (i.e. public funders) that the facility will operate to recover its operating costs, and perhaps even be able to meet building loan payback conditions. The Plan includes your revenue expectations, expenditure predictions and programming/operating pro forma. The theory and best practices in programming to generate revenue is documented in this step.

STEP 11: Develop a Business Plan and/or Project Proposal The results of previous steps need to be succinctly packaged as you approach funders, partners and your own members for their financial support. The more questions it anticipates and answers, the more broad benefits and needs important to the local community it demonstrates, and more detailed and realistic its financial projections, the better.

STEP 12: Implement an Advocacy Plan A coordinated approach to communicate your Proposal and its benefits to any person who can influence its outcome is important at this stage. The message (including financial projections) must be consistent. Who will brief your Member of Parliament? Your MLA? Your local Councillor or Trustees? Local health advocacy organizations? Where can you generate support?

Benefits to your organization

This work allows you to realistically look at the scope of funding required for the project.

A solid tennis business savvy budget and program plan is a requirement of banks, developers and public bodies who invest or lend money. It also is important to excite your supporters with the details of what types of programming, pricing and fees will be offered with the new facility.

These modules move your project forward, or at least, gives you documents from which you can get concrete feedback to address in future planning and presentations.

This piece ensures the project has the best chance of gaining momentum and public capital development funds.

Decision Time:

The results of the first 12 steps render a “go/no go” decision. You won’t be investing in any detailed design costs until such a decision is confirmed.

Implementation Phase: Steps 13 and 14

Assumes you have the partners, site, and funding in place.

STEP 13: Facility Design/Construction It is now time to determine how you will design and build your project. *Your Group* will review options, select one and proceed accordingly depending on which option you have selected. It also looks at how to oversee the quality and costs of the facility. If you have succeeded in having the public sector build the facility, they have the expertise and procedures to undertake this step.

STEP 14: Preparing to **Open and Play** This step looks at key actions to have a progression of successful initial years of operation.

Benefits to Your Organization

Without proper management, facility costs can go over budget. It is very important to choose your design/construction team and manage the project to completion.

Financially, at this time, your organization may need a successful start.

Picture: Grant Connell Tennis Centre, Viewing Lounge.





Developing an Effective Community Tennis Organization

Purpose of this Step:

- Document the benefits of having a broad coalition if advocating with the public sector
- Set *Your Group* up to function efficiently and effectively

Scenarios targeted in this step:

- If you are a not-for-profit tennis organization which already has an optimally functioning Board that will also champion the project through the construction phase, this step may be redundant.
- If you are a developer with a competent management team ready to proceed, this step is not required.
- However, if you are a relatively loose-knit group of tennis players with a common cause (i.e. get a facility built) or a special Committee within an organization responsible for managing the construction process, this step is targeted to you.

Assumptions about *Your Group*

- You have in place a core group or association of tennis enthusiasts that want a tennis facility to serve your community. The scenario is one where:
 - a) no suitable facility exists in the community;
 - b) the facility(s) that is in place is at capacity or the fees are beyond the means of the average tennis player;
 - c) the community has “good weather only” courts that you want to transform to an all weather facility.
- *Your Group* wants to establish a vision and move to action to realize the concept.
- The *group* has agreed that to benefit yourselves and your community, you are prepared to do the hard work to meet, plan and advocate to realize your goal.
- The *Group* wants to proceed strategically – research your options, prepare materials and presentations to move your project forward.

Your Group may be:

- a coalition of individual tennis players who gather for the purpose of developing a community facility
- a coalition of community tennis groups who gather for the purpose of developing a community tennis facility
- a Board of a tennis not-for-profit organization
- a working Facility Development Committee of a tennis not-for-profit organization reporting to the Board
- a steering group put together by a developer
- a working Facility Development Committee of a public organization (or university) reporting to the Director or Council or Recreation Commission

For the purposes of this Guide, your steering group or association or coalition is referred to as “*Your Group*”.

Can you Answer These Questions About *Your Group*?

- Does *Your Group* have a unique and representative name?
- Have you looked at roles and expectations of each member?
- If a new group or a coalition, have you spent some meeting time getting to know one another?
- Have you done your preparation research BEFORE reaching out to seek funds?
- Have you made *Your Group* as strong and prepared as possible?
- Have you recruited professionals with skills that will be needed?

Timeline to Completion: Preparing for a Long Journey

As you ask volunteers to join the group, many will ask “How long will it take?” A realistic answer is “a long time – perhaps five years” if you are going to work with a public sector partner or work at advocating a public sector facility. It could be a long 5 set match without a tiebreaker.

More than that, your plans will change (or be changed for you) many times over during the planning period. You will think you have a solution, then out of the blue, the solution will fall apart, and *your group* has to go back and find alternative solutions.

At times, the solutions to overcome barriers may be less than optimal, but the public sector partner may be trying to appease many groups and interests. Your flexibility and adaptability will help your public partners, and will be appreciated in the long term.

In this process, *your group* leaders need to ensure all group members have a voice and have a stake in the project – giving them reason to stay until project completion.

“The early-in-the-process meeting time we invested was vital to our eventual success. The two partner not-for-profit organizations had different cultures. The orientation meetings of the Millennium Sports Facility coalition helped us to understand how each organization worked, get consensus of what facility we really wanted, and elect a rotating Chair, a treasurer and a secretary.”

Alan Webster, PIBC, Vancouver. Partner in the NP3 Millennium Sports Centre Facility.

“My advice to the champions and leaders of a community group advocating for a tennis facility is be adaptable, be flexible, and be patient. Give your development project members a voice, listen to their thoughts so they feel truly part of the process and stay for the long haul. It is time-consuming and will test your patience, but at the end of the day, this will pay off.”

Derek Strang, Chief Operating Officer, Tennis Canada



Tips to Make *Your Group* Stronger

Does *Your Group* have a unique and representative name?

You want public officials to remember the name, and to associate it with reasonable resonant messages. Examples: The *Your City* Coalition for Public Tennis. The Healthy <*Your City*> Group for Community Tennis Association.

Have you looked at roles in *Your Group*?

If you are not already a not-for-profit organization, it is not necessary that you incorporate into one. However, when working with public officials and/or developers, you want to present an organized, cohesive and relatively substantial “face” to the community. Elect a Chair, Treasurer, Communications Officer (ensuring decisions at meetings are recorded, all communication filed). Think of the Chair as a person with passion about the project, but also with skills of listening and ability to build positive internal (in the group) and external (in the community) relationships.

If a coalition, have you spent some meeting time getting to know one another?

It will help downstream in your process if at the first meetings you get to know one another. What skills do you bring? What personally motivates you for this advocacy process? What do you hope the facility will do for *Your City*?

Have you looked at basic communication protocols in *Your Group*?

Even in your first stages as a Group, write down key messages that all group members agree to follow (in their own style and words – try not to be too prescriptive). You do not want to confuse the Mayor or community Recreation Director by one group member saying to them: “We want the public sector to run it and we only need 2 courts” and then a week later another group member tells the same people: “We want to be an independent club with 8 courts and have big tournament events.”

Have you done your preparation BEFORE reaching out to seek funds?

Sometimes you only have one window of opportunity to approach your funders. Or remember the old saying about first impressions. Try to get initial communications right. Make sure you go to any initial meetings prepared and have followed the steps in this Guide to research, for example, what type of operating model you prefer (and why), what the range of capital costs might be, and, most importantly, that you are clear on the public benefits of your proposal. Consistently communicate these themes in your presentations. If you appear prepared and organized at these initial presentations, you are likely to generate momentum to move further.

Have you made *Your Group* as strong as possible?

The more diverse, more inclusive and more representative your group can become, the better. Public bodies generally prefer coalitions of groups, rather than multiple presentations by multiple groups. Are there other informal tennis clubs, PE teachers, college Athletic Directors, whom you can invite to join *Your Group*? Do public officials see a group that has representatives from different ages and cultural communities? It does not mean that all supporters have to be at group planning meetings (in fact, a task force steering group that is small and focused can move the project forward). Supporters can still add value and feel involved through group e-mails to communicate progress supplemented by occasional large group meetings. Their support at critical times (e.g. when Council is voting on a budget that includes your potential facility) is important.

Have you recruited professionals with skills to assist *Your Group*?

Are there any architects, engineers, business planners, media relations professionals, graphic artists, writers, or accountants in your Steering Group? Having the guidance and volunteer resources of these skill sets will be useful in the advocacy process.

Tip: The word Club has its pros and cons. Even if a publicly accessible Club is at the core of the initiative, consider the possible narrowing connotations of the word ‘club’.



Purpose of this step:

- Understand how the public sector (your local government) could support your tennis project, and start to build these relationships
- Prime *Your Group* to apply the concept of *Public Good*
- Guide you to research your local community Master Plans, past public partnerships and grant funding to recreation groups
- Complete an inventory of existing tennis courts, with details of their use, to understand what is already available within the market place
- Create an initial market assessment of tennis players to show how many users are predicted to use a proposed facility

Scenarios targeted in this step:

- If *Your Group* has *no requirements* for public support or partnerships as you have secured the necessary land and funds to build your facility, your focus in this research step may be with the inventory of courts and player market research which may be important to your business plan.
- However, this step is written for you if *Your Group* is going to:
 - advocate that your local municipality build a tennis facility
 - need public partners to provide land or funding to build a facility
 - coordinate a third party public-private facility in your community

Clarifying Public and Private Sector Tennis Interests

As *Your Group* meets to plan your prospective facility, you need to have an understanding of the three sectors which provide recreation services and facilities in Canada, and where you stand as you move forward.

Each sector plays a different role, meets different types of needs, and makes decisions in a different way. Arguments which are compelling to one sector may not even apply to another. A summary of the three sectors is provided in the following table. For a more in depth discussion, refer to Appendix A.



	Not for Profit Sector	Public Sector (Your City)	Private Sector
How structured	A Non Profit Society. owned by its Members and incorporated under a provincial Societies Act.	A public corporation like a city or town or a University, operate under provincial legislation.	A private company, incorporated and registered provincially or nationally, is owned by its shareholders (owners).
How controlled	Members elect a Board of Directors which controls the organization and operates the facility through volunteers and/or staff.	All citizens elect a Council which controls the organization and operates the facilities using hired staff and/or volunteers – often through its Parks and Recreation Department or a Contract-for-Services Operator.	Owner (often shareholders who elect a Board of Directors) which controls the organization and operates the facility by hiring staff to do the work.
Who's interests are being protected	The members' interests; the more successful the facility, the more benefits to them.	The interests of all citizens (including users and non users), they need to believe that they all have a stake in the facility whether they use it or not.	The shareholders' interests; the more successful the facility, the more return on their investment.
How financed	Once all capital and operating costs are calculated, users pay exactly those costs (any excess or shortfall is carried forward to a subsequent year).	Once all capital and operating costs are calculated, the users pay those costs minus a subsidy that is sometimes injected into the system by taxpayers. In fact, in most community scenarios, if there is no need for subsidy, there is no need for public sector involvement. The subsidy is most often for land and capital building costs, but could include an operating subsidy.	Once all capital and operating costs are calculated, users pay all those costs plus an additional amount called profit that is returned to the shareholders.
How used	Used only by the members (unless they decide otherwise) who set priorities for use of various membership categories.	Used by the general public, with some prioritization by type of user based on public values.	Facility used by any and all tennis players who can afford the costs.

A vertical illustration on the left side of the page depicts a tennis player in silhouette, swinging a racket on a tennis court. The background features a green field, a white tennis court, and a blue sky with a white umbrella. The bottom of the illustration transitions into a stylized green and white circular graphic.

Clarifying Partnerships between the Sectors

To summarize the three sectors outlined above in regards to tennis facilities, the following definitions apply:

- **Municipal/Public Operation** Taxpayers, through their Parks and Recreation Department, build and operate tennis facilities on public land. User fees are set based on the philosophy of the municipality – but usually allow wide public access. Tennis group may advise and volunteer for the operation.
- **Not-for-Profit Operation.** Not-for-profit registered society owns land (or leases property at a subsidized or non-subsidized rate), raises capital to build the facility, and operates the facility. Member users are charged fees sufficient to recover all operating costs and pay off the capital investment - without municipal (public) influence on the amount of these fees or on priorities of use.
- **Private Operation.** On private land, with private capital, without use agreements with municipal/public sector. Fees established by market conditions to maximize profit for owners.

As *Your Group* looks at building an accessible tennis facility, you have two major cost challenges. *The first* is acquiring the land on which to build the facility, and *the second*, the construction costs of the facility itself. You may later determine that the ongoing operating costs (after the facility is built and paid for) can be recovered through user fees.

To meet these funding challenges, there are two combinations (or partnerships) of the above sectors that are often found in community tennis operations. As some public land is used for sports fields, arenas, pools, etc. it is reasonable to think that they can also be used for a tennis facility – as long as the community has access. The trend in many municipalities is to supply land to a not-for-profit group under the condition they will build and operate a facility on it – without public funds. Sometimes a municipality will even provide some facility construction funds, but want the not-for-profit group to operate the tennis facility. This is called a *Not-for-profit Partnership with the Public Sector*.

In summary, a definition of a **Not-for-Profit - Public Partnership (NP3)** is an arrangement where the municipality provides land and/or a contribution (possibly in the form of a loan) of capital funds to a not-for-profit organization which then builds and operates the facility. Sometimes the Not-for-profit organization is required to pay back the municipal building loans from the surplus revenue in ongoing operations. The Not-for-profit organization usually operates with guidelines ensuring public access, with caps on fees in an approved business plan.

In Canada, School Boards, Universities, and Colleges are another type of public sector institution with significant land holdings. There are occasions where these institutions look for community partners (the municipality and/or not-for-profit community groups) to build sport facilities – including tennis. These institutions may also be approached by *Your Group*.

Another partnership variation that may be considered includes the private sector. Perhaps there is a developer who is not able to project a viable profit operation in their business plan if he/she must purchase the land for the tennis operation, but can make it work if land is provided by the public sector. The developer has the capital and expertise to build and operate a facility if the public sector provides the land. The benefit to the municipality is they do not have to use taxpayer funds to construct the facility, and with its land contribution, it can ensure there is public

access and tennis recreation opportunities for its taxpayers.

Public-Private Partnerships (P3) come in many different varieties, but can be defined as arrangements where the municipality provides public land with a private company providing capital to build and then operate a facility at a profit. In some P3s, there is a 30+ year transfer back of land and facility to the municipality to take over the operation. This has been called a BOOT (for Build, Own, Operate and Transfer). For the municipality, the land appreciates. After 30 years it can decide whether to continue the operation or make a new arrangement. P3 facilities are usually open to the public, with caps on fees and an approved business plan with the municipal/public partner.

Is Your Project a Partnership?

Following the above definitions, *Your Group* is in a public partnership if the answer is YES to either or both of these questions.

1. *Your tennis facility will be on public land provided at no cost to you, or a subsidized (below market) lease rate?*
2. *Your project will use taxpayer funds to help build the facility?*

In this **NP3** circumstance, you must be prepared to become a legal not-for-profit organization with contract arrangements with your respective municipality or other public partner.

A Public Sector Arrangement

If *Your Group* has established its goal to:
 (1) *to have a NP3 partnership with its City council or other public body (a University or Regional District);*
 or (2) *to persuade Council to proceed with a public facility that the City will develop and operate on its own (without a legal partnership with your Group);*
 then at some point *Your Group* will be presenting arguments of some “public good” which will accrue to the general community (including taxpaying non users).

Steering Group Role in a P3

In a Public-Private Facility scenario (**P3**), the role of *Your Group* is usually as a *watchdog* and *advocate* for tennis playing interests. As above, if taxpayer land resources are being allocated to the **P3**, you may also want to have a strong argument for the public good accruing from this arrangement.

You might want to ensure that whatever *agreement* is negotiated between a private company and your City Council, it protects your goals, including that the resulting operation is accessible and affordable to the community tennis player.

Since it is relatively easy to make the case for tennis meeting a public need, and since the City should be investing in publicly accessible tennis facilities and opportunities, the bulk of the next step (Developing a Statement of Need) will focus on expanding the awareness of politicians, municipal staff and the taxpayer community-at-large of the wider benefits of the facility and its tennis programs.

Two case study examples of P3s are included in Appendix D. The reader will note that the public partner at the *Campus Tennis Centre* are College students. At *Peoples Court*, the community tennis player can book court time, and junior play is supported by the private partner.

Peoples Court Tennis Academy, Coquitlam BC



Campus Tennis Centre, Durham College & UOIT, Oshawa, Ontario

An illustration on the left side of the page shows a silhouette of a tennis player in mid-swing on a tennis court. The background features a green field, a white tennis ball, and a tennis racket. The overall design is modern and uses a color palette of greens, blues, and yellows.

Introduction to the Concept of “Public Good”

If *Your Group* has a goal of a *public sector arrangement*, and are taking the advice of this *Guide* and making a strong case for tennis delivering a public good, it is optimal to make your case understanding that the politicians representing the public sector (and their taxpayers) have two main questions on any land or facility construction project:

- ☑ “Whose interests are being addressed with the project?”
- ☑ “Should non users help to finance the project?”

The two answers are inter-dependent and relate to where *the benefits of the facility flow*. If the benefits flow only to users, the facility is not likely to receive public support. If, however, you can show that the entire community benefits (i.e. a “public good”) then the City may be persuaded to provide financial support for the project which will indeed protect the interests of all citizens.

Although a politician is unlikely to state it in these words, a public good is defined as *indirect benefit to all citizens from which they cannot escape*. Public investment in all forms of public service generally, and public investment in recreation facilities specifically, are justified on the *basis of the amount of indirect benefit to all citizens that can be delivered in relation to the net cost to the taxpayers*.

In fact, for your proposed tennis facility, the answers to the two questions above are positive. Tennis not only benefits tennis players directly, but there are many spin-off benefits to the broader community, including non tennis players, so YES a public good can be demonstrated, and that justifies City tax support for tennis courts and the benefits they deliver.

The next step (*Step 3: Developing a Statement of Need*) focuses on the types of public goods (i.e. indirect benefits to all) that a City typically considers when making decisions about an investment in recreation facilities, and how a new tennis facility excels at delivering those benefits. Before developing this Statement, *Your Group* may develop a more effective case if you understand the history of public good type arguments made for current and future planned facilities.

Researching Existing and Future Community Recreation Facilities

If you have decided you will be working with the public sector as a partner, or are looking to advocate that the municipality build and operate a tennis facility, it will be beneficial to find and study relevant documents available through your local Parks and Recreation Department, City Clerk’s office, or local library.

- Your City’s Master Plan or Strategic Plan for Parks and Recreation Services. This document should identify needs, what investments in facilities and services the City is contemplating, and a rationale for making taxpayer investment decisions. Bridging and joining an existing planning concept is a viable strategy as you look at site possibilities down stream.
- Your City’s Five Year Capital Plan or similar documents that detail where and for what taxpayer funds are being invested in your community.
- An annual report of the Parks and Recreation Department which should indicate which grants or in-kind donations are given to various recreation organizations in your City.
- A City Council annual report that should indicate which grants or in-kind donations are given to various recreation organizations in your City (if any).
- Documents relating to any P3s in your community and other partnership arrangements should be housed at your City Clerks office, and be available on request.
- Historical reports to your Council justifying any major sport facility development

or proposing facility referendums in your community, and any brochures developed by Councils for a sports or recreation facility referendum.

In reviewing these documents, the research can make a back ground report for use in all the steps that follow in this *Guide*. The following headings may help your research:

1. *Past rationale for sports and recreation facility developments*, noting the underlying *public good* arguments.
2. *Tennis Sites with future recreation facility plans*, noting where it would be feasible for a tennis facility to be included.
3. *NP3 partnerships in Your City*, agreements entered into (can include the social services sector), and what are the key partnership arrangement criteria. Note the format, source, and pay back terms of any loan arrangements to a not-for-profit.
4. *Grants to various community sport, recreation and arts groups*, including levels of subsidy and the arguments for the support.
5. *Subsidy for existing recreation facilities*. As you pitch that your proposed tennis facility can operate with a surplus, note the levels of subsidy for pools, arenas, running tracks, community centres and the like. You can argue later that your surplus helps these operations.
6. *P3 partnerships in Your City* etc. nature of the agreements and what are the key partnership arrangement criteria.
7. *Past referendums for sports and recreation facilities*. Note the direct and indirect beneficiaries in the brochures prepared by your Councils, language used to support the concepts.

Tip: *If your council has already entered into a P3 or an NP3 on another project, it is worth knowing the details of those agreements so that you understand what the precedents that have already been set.*



Inventory of Tennis Courts in Your Catchment Area

This inventory will be helpful as *Your Group* documents what the public, not-for-profit and private sectors now do in Your City for tennis, and looks at the niche your project will fill.

A catchment area for which you are targeting your proposed facility and operation will vary depending on local population density and transportation patterns. *Your Group* can determine how far people might be willing to drive to play tennis (often 25-30 minutes is used in urban planning, longer in a rural setting). Using this 30 minute drive as a rule, define your catchment area and estimate the population within that radius. That is your primary market. (Note: in a larger City, if a site has not been selected for your project, this catchment definition will change. Your business plan will refine this data set after your final site selection.)

Make a list of all the tennis courts – public and private – within your rough catchment area. If there are any private or covered courts, note these with details of quality of surfaces and fees to use on your list.

Prepare a Table that uses similar headings to the **Example** below. A template of this table is in **Appendix F**.

Sample Inventory of Local Tennis Courts in Your City, Canada
(This is an example: Consider this research for your community)

Location	# of Courts	Operational Model	% of Use Annually	Quality & Condition of Courts and Amenities	Comments
Oak Park	2	Public	Uncovered - 30%	Asphalt, badly cracked- no change rooms.	No programming. Quality frustrating to regular and frequent players
Anytown YMCA	3	Not-for-profit	Uncovered - 30%	Painted Asphalt. Good condition. Change rooms. Membership fees (\$48 per month)	In summer, full capacity use of courts. No capacity for new members for tennis.
Pinetree Country Club	3	Private	Covered- 100%	Painted cushion surface. \$10,000 initiation fee.	Well used, but not an option for regular residents.

Tip: *If you can, find out the annual maintenance dollars currently spent on maintaining outdoor courts in your community. If you plan to cover a percentage of these outdoor courts in your proposal, this becomes a reduction in maintenance costs for your municipality, assuming that all the maintenance of the indoor courts will be covered by player fee revenue.*

Practical Number Crunching. How Many Players in Your Catchment Area?

Developing and implementing a community survey to estimate how many tennis players you have in your community is the most accurate process.

As suggested in Step 1, prepare a mail list database, and an e-mail list, of residents and others who might be interested in supporting your project. This list can be started at *Your Group's* first meeting

There are other ways of preparing a rough estimate of the number of tennis players who would support a tennis facility. In *Step 11, Develop a Business Plan or Project Proposal*, there is a listing of participation statistics provided by Tennis Canada.

For this initial estimate, we have a practical tool template for your application, see the following page.

Note the *Tip* below on the impact of quality programming to develop tennis players, from the *latent market* of taxpayers looking for quality fun alternatives to have more active lifestyles.

However, doing a survey and collating the results in a manner that is rigorous and valid is very costly and labour intensive. You may be required to do an depth survey when you develop a business plan later in the process.

- ☑ You have a list to send update letters and other news on the project – to keep it on their radar.
- ☑ It is a base number of active supporters you can use in your count of prospective players.
- ☑ If there is a neighbouring community that has a similar tennis facility to the one you are beginning to envision, document their usage, individual booking card holders, number of courts, usage (as a percentage of capacity) at prime and non-primetimes of the courts.
- ☑ Ask your Provincial Tennis governing body to supply you with local participation rates (if they have this data).

Tip: *Tip: Politicians are often networked to other politicians in neighbouring towns and cities. Using these familiar places as reference case studies allows them to do follow-up queries.*

Tip: *It is important to do research. Simply stating that “if we build it they will come” isn’t well received by potential partners. However, there are many case studies which show that the number of users will be more a factor of quality of the tennis program than any public survey or quantitative research might suggest. Grant Connell Tennis Centre’s active programming model has encouraged more local citizens to use the facility than any early surveys predicted. The point is, a focus on quality is the most important thing you can do to guarantee success, and is a better determinant of success than any research you can do.*



Practical Tool: Estimating Your Tennis Playing Market

What figures should you use as participation percentages in your community? How do you account for differences in occasional, regular and avid frequent players when estimating demand?

In the absence of better information in your community, and noting that the overview statistics from the *Tennis Canada* Canadian Participation Facts (see Step 11) do not address frequency of participation, you can consider applying the following data set, noting its source, and adjusting for regional differences (see the list of other factors, below).

Tennis BC gives these user statistics as a guiding benchmark to planners in urban BC cities. These statistics are for the Pacific North West region (Washington State and BC) participation rates, and uses 6 years and over as the age range. (Source: USTA 2004 Tennis Participation Study by Taylor Research and Consulting. Study available from Tennis BC.)

Frequency of Playing (Annually)		Insert Total Population of Your Community 6+	Approximate Number of Players in Your Community
1-3 times per year (Occasional)	13%		
4-20 times per year (Regular)	8%		
21 and over times per year (Frequent - Avid)	2%		

A template of the above worksheet is in **Appendix F**

Other factors in your initial local tennis market estimates are:

- Weather* – the extent of your cold weather or rainy weather that limits the season one can play on outdoor courts.
- Rural to Urban*. The more rural your catchment area, the lower the above participation rates.
- Average Household Income*. Throughout Canada, the higher the average household income, the higher the participation in most sports – including tennis.
- Local Tennis Court Inventory*. You can use your Court Inventory to show existing demand, or how much excess capacity over demand.



The Consultation Continuum: from informal advice gathering to formal presentations

As you undertake this research, there will be many opportunities for members of *Your Group* to communicate with City staff or local politicians about the concept. These contacts are *stakeholders* to your Project, and it is suggested *Your Group* discuss how they work with these external stakeholders.

A stakeholder is a person or group who can impact, or be impacted by, the outcome of your project. The tennis players in *Your Group* are your internal stakeholders. Your key external stakeholders can be categorized into four categories:

- Local elected politicians who will approve your project and support it either as a partnership (NP3) or a City project.
- Municipal staff, usually parks and recreation management, but sometimes in the City Manager's office or Planning Departments, who will write the staff reports that will accompany council discussions on your request, and then ensure the details of any partnership are implemented.
- The immediate neighbours of any proposed facility who will be impacted by it in terms of traffic, noise and building (sometimes replacing green space).
- The taxpaying public in general who will support the concept with their feet when they vote. You communicate with them through your local media.

How and when *Your Group* communicates with your external stakeholders is an important strategic decision. If you undertake a formal presentation to Councils before you are prepared and ready, you may not get a second chance.

On the other hand, if you have not communicated informally early in your process and listened to the advice and issues raised by others, you might not be able to answer important questions when it comes time for the formal presentation. Optimally, through getting stakeholder advice in the early stages, you are slowly building support for the formal presentations and votes at a later stage. In contrast to this informal communication, we will later discuss the formal step for getting your stakeholders to support the concept - see *Step 12, Implementing an Advocacy Plan*.

At this early stage of the process, *Your Group* should be seen as researching the possibilities (as opposed to advocating one solution), and, shifting the details of your project concept after getting early advice from these stakeholders, and combining the different information you will receive with your research of the public planning documents (above).

Many groups make the mistake of not researching, then advocating for one solution which then is forced to change as objections are raised by different stakeholders. *This first perception of confusion and uncertainty does not help the project.*

Taking Stock at the Completion of this Research Step

Through your research of past and future recreation facilities and partnerships, and your informal consultations with external stakeholders, you will now have a good temperature reading if it appears that *Your City* will support the project if you build and operate it, or whether they have a track record, and possibly an interest of undertaking a public tennis facility operation.

In looking at your project, *Your Group* should now have an understanding of the model it wants and is capable of undertaking, i.e. advocate that the public sector build and operate the proposed facility, as you want no part of the operations, or, alternatively, you want more ownership and responsibility through a NP3 with the public sector, or, that you have the funds in place to be independent of the public sector.

If the NP3 model is a prospect, you have some understanding of the responsibilities incumbent with being an NP3 partner, and assessed your organizational capacity for this operating model. If you decide to proceed further, you can enter into any negotiations with your City partners well informed.

You have identified the rationales applied to the funding of other recreation public facilities in *Your City*, and understand the concept of *public good* as you move to the next step, and prepare to document the *public good* of your tennis facility project.

On the practical research side, you have prepared an inventory of current tennis facilities and an estimate of players in your catchment area. This information helps you gauge your project's potential market.

Using the Sweet Spot Score Card (Appendix H)

Throughout this Guide, you can refer to the task tracking tool in Appendix H. The tasks for Steps 1 and 2 are listed below.

Phase & Step	Tasks and Milestones
Getting Ready Phase Step 1: Develop a Community Tennis Organization	<ul style="list-style-type: none"><input checked="" type="checkbox"/> A unique and representative group name?<input checked="" type="checkbox"/> Documented roles for each member?<input checked="" type="checkbox"/> If new or a coalition, spent some meeting time getting to know one another?<input checked="" type="checkbox"/> Recruited professionals with needed skills?<input checked="" type="checkbox"/> Collecting names and contact info for a project mailing database?
Getting Ready Phase Step 2: Preparing for the Journey: Researching	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Identified what type of partnership you might want?<input checked="" type="checkbox"/> Researched your community's past and future public recreation facility funding?<input checked="" type="checkbox"/> Understand the concept of public good?<input checked="" type="checkbox"/> Identified a recreation/City staff contact person as an informal resource?<input checked="" type="checkbox"/> Clarified your group and project goals?<input checked="" type="checkbox"/> Completed an inventory and analysis of tennis courts in your community?<input checked="" type="checkbox"/> Completed an estimate of your tennis market?

Purpose of This Step:

- Complete a written Statement of Need for your Project to use in advocating public sector involvement

Scenarios targeted in this step:

- If *Your Group* can afford the luxury of protecting only the interests of its members, and does not have to be concerned about any form of partnership with the Public Sector, then proceed to Step 4.
- However, if the *Group* decides at some time down the road it needs public land free of charge or at a discounted rate, or needs other forms of taxpayer support, consider undertaking this process.
- If *Your Group* will be advocating for the public sector to build and operate a tennis facility, this statement identifies the benefits the non-tennis playing taxpayer will accrue from the facility.
- If *Your Group* is supporting a **P3** that will have public access, this statement will help politicians support this project.

Making the Case for Tennis Delivering a “Public Good”

A public good has been defined as having *indirect benefit to all citizens from which they cannot escape*. Public investment in all forms of public service generally, and public investment in recreation facilities specifically, are justified on the *basis of the amount of indirect benefit to all citizens that can be delivered in relation to the net cost to taxpayers*.

The rest of this section focuses on the types of public goods (i.e. community benefits) a City typically considers when making decisions about an investment in recreation facilities, and how a new tennis facility excels at delivering those benefits.

It should be noted that in some Cities the list of benefits that the community identifies and uses in making investment decisions is usually well described and easily available. If that is the case, *Your Group* needs to get a copy of that list of benefits and build your case around how each can be achieved. In many cases, benefits will be identified in Your City’s *Master Plan or Strategic Plan for Parks and Recreation Services*, or other public documents which *Your Group* may have obtained and reviewed as recommended in Step 2 of this *Guide*. If your research has not provided a usable list, ask your recreation staff contacts which written criteria the Council or local Recreation Board or Commission use to prioritize local needs.

Even after your research of City documents and requests from staff, in some communities, the benefits headings are not explicit, but are intuitive and vary with each decision. When they are not laid out explicitly for you to obtain and use to customize your statement of need, you may have to educate the local decision makers using more generic criteria as outlined below.



The List of Public Benefits

- ☑ The framework for decision making used in this *Guide* comes from several Parks and Recreation Master Plans in communities across Canada.
- ☑ It consists of two Goals and twenty-one Service Objectives that focus on using limited available public funds to invest in ways of delivering public goods.
- ☑ Think of the 21 Service Objectives as twenty-one ways of delivering indirect benefits to everyone in the community, or twenty-one ways of meeting community need, or twenty-one ways of justifying an investment in a new tennis facility.

Customizing Public Good Service Objectives to your Project.

Tennis can excel at delivering many of the benefits listed below. Perhaps you can improve on those listed below both by including your own understanding of the benefits tennis can bring to your community, and by including benefits and service objective language and terms articulated by your local Council members. *Consider each one for your community, and refine it to apply and as a rationale for your project.*

Goal: Foster a Sense of Community

Objectives to Foster a Sense of Community

Special Events – Tennis tournaments and other special events held at the tennis facility will pull the community together and make citizens feel connected to and proud of their community. With your project, more taxpayers will be involved in playing and hosting events, and for out of town players coming to your events, more sport tourism economic benefits will accrue.

Support to Community Groups – A community is only as good as the fabric from which it is made. And local non profit groups and clubs are part of that fabric. Your tennis groups are stronger for it, the community is stronger, and the benefits accrue to all citizens.

Spectator Sports – Citizens watch tennis informally (i.e. casually watching pick up tennis games on public courts) or formally at tournaments or league events. In both cases the spectators connect to their community and bond with it. Therefore, tennis is a vehicle to promote community identity, spirit and pride. Out of town spectators return to the community as they learn about it.

Ideas to Customize the Objective

Consider how the <insert one of yours> tournament in <Your City> helped to increase community identify, spirit and pride even for those that weren't part of the event. With visitors from out of town coming to events, determine how local businesses can be included and benefit from sports tourism.

When the City provides support to active and healthy groups like *Your Group* it encourages people to become involved in community life.

Collect examples of events your new facility might host. Who will come? Neighbours and friends of players (young and old) to watch them play. Will spectators from out of town come and stay? (e.g. At the Panorama Leisure Centre in BC, the tennis facility hosts an indoor soccer tournament each year for young children that draws thousands.)

Objectives to Foster a Sense of Community

Social Interaction – Tennis is a very social sport. Many participate in the sport, or watch others who do with the express purpose of nurturing or maintaining their social contacts specifically and their connection to the community generally. This connection is an important part of maintaining a sense of well being. It can also be a team sport (with leagues) or a group sport where a social friendship group play regularly. Lastly, there are also considerable non-tennis social aspects - organizing events, clinics, volunteering, celebrations, schedules, etc. - required in a tennis facility operation.

Family Leisure Services – Optimum management of a tennis facility includes fostering of the activity as a family sport. Families come together at lessons, casual games and at tournaments. Supporting families to recreate together helps to strengthen them. Strong family units are an important cornerstone of a strong community.

Mix and Integrate Community Sub Groups – Tennis is a universal sport. It attracts all age groups, both genders, all levels of ability and all ethnic backgrounds. In this way it is an excellent vehicle to bring segments of the community together and be the “glue” that binds a community and helps to nurture a sense of community identity, spirit and pride.

Goal: Foster Growth of the Individual

Objectives to Foster Growth of the Individual

Fitness and Well Being – Tennis is an excellent vehicle to create and maintain overall fitness and well-being. It is one of the very few truly lifetime sports and can be played at all levels of skill and ability. It does not require extensive natural physical strength or size and requires only a relatively inexpensive racquet as a threshold to start. It is, therefore, one of the most universally accessible sports that a community can support and one that has the widest appeal among the general population.

Ideas to Customize the Objective

What programming are you anticipating that has social components? How will you engage others to volunteer, run youth clinics, assist PE teachers in schools? What are your traditions for social events, and will they get bigger as the facility gets bigger, or covered? Gather stories of life-long friendships (marriages?) that have happened through tennis in your community.

Imagine the type of programming mix for families the facility can foster. The result is that many additional players will be attracted to use the facility and perhaps join *Your Group*. This increases inter-family social relationships and makes neighbourhoods more welcoming.

Imagine the type of programming mix for different ages and welcoming to newcomers the facility can foster. Gather stories of how newcomers got “connected” to their community through tennis, how young people played on teams and have life-long friendships. What about a multi generational doubles tennis tournament?

Ideas to Customize the Objective

Get local PE teachers, health consultants, fitness trainers to offer testimonies. Do some research on-line on tennis health and fitness benefits. Gather some stories of individuals who were not fit and not well, but whose lifestyles changed after starting the sport.



Objectives to Foster Growth of the Individual

Basic Skills for Children – When teaching school aged children some fundamental skills for lifelong use, tennis is an ideal sport. It must be included as a fundamental racquet sport skill along with such other basic leisure skills as swimming and skating, as a basis for wise use of leisure time into adult years.

Advanced Skills for Children – Tennis can be played at all levels.

Basic Skills for Adults – Tennis can be learned at any age. Adults can and often do take the sport up. Teaching adults the basics of the sport is an excellent basis for lifelong learning and enjoyment of an excellent leisure skill.

Advanced Skills for Adults – Adults can play at any level. The sport is structured so that participants play with others of their own age and skill level. This provides personal rewards as one's skills develop. Whether competition drives a tennis player, or the sense of self confidence and worth, advanced skill beyond the basic level motivates others as those with higher skill levels act as role models and motivators in the sport.

Recreation for Seniors – Many senior tennis players find that tennis helps them to continue to keep active and fit, continue to have a sense of social inclusion, and provides a “home” during their leisure time. For many older players, it is the one sport they can play into their elder years.

Summary of Public Good Attributes as a Lifetime Sport

In summary, tennis has many attributes that make it ideally suited as a lifetime leisure pursuit that is worthy of public support. They include:

- **It has a very low threshold cost.** All one needs to start is a relatively inexpensive racquet and an even less expensive ball, and a welcome invitation to a lesson by a skilled teacher.
- **It does not require specific athletic prowess, but has large health benefits.** Unlike many other sports, one does not have to be particularly tall, strong, fast or large to excel in the sport. However, it is an excellent sport to maintain aerobic fitness and personal health long into the older adult years.

Ideas to Customize the Objective

Think of potential program partnerships with schools where every child learns to play the game. Identify programs other organizations have offered to foster tennis skills and a love for the game. Are there stories of adults whose tennis playing is now a life-time sport, and who were first oriented to the sport as children?

Identify the advanced skill league and team opportunities the new facility will offer.

Articulate programming ideas to attract new people (taxpayers) to the facility. How will they learn?

Articulate programming ideas that deflate the myth you have to be good to play at a covered tennis facility, and how the mix attracts more adults to be active.

Think of anecdotes of seniors that attribute their continued health and enjoyment of life to the sport. (We heard a comment from a 90 year old who claimed he wouldn't be alive today without the Grant Connell Tennis Centre in North Vancouver.)

- **Tennis is quite universal in nature.** Unlike some sports, it can be played at all ages, all levels of ability, is played in virtually all countries of the world. One does not have to qualify to play, or to “make a team”. One can play when they wish, with whom they wish, for as long as they wish and at whatever skill level they currently have. Women are as frequent players as men. Players using wheelchairs are common to every organization in Canada. There are fewer barriers to participating than in most other sports.
- **Tennis is cost effective for the taxpayer.** Unlike more expensive sports venues, you don’t have to heat and filter water, or freeze and clean ice, or mow a surface, or close a surface when rain is imminent. It doesn’t need facilities which are expensive to build or to maintain. In fact, tennis comes closer to covering all its capital and operating costs through modest user fees than most other sports. It doesn’t consume large amounts of grass, pollute the environment, or result in frequent injuries.
- **There is benefit from organized programming in a year round facility.** Through case studies and research, if a community has an all season covered facility that ensures regular life-long leisure habits, and if a professional mix of programs is offered at this facility, it shows that tennis will grow in participation in contrast to just offering a series of “first come first served” summer only public courts. *Note: Programming dramatically increases facility use for ice hockey and other arena users, pool users, and gymnasium users. Why not tennis users?*

These attributes make tennis one of the most “public” of public sports – especially when there is organized programming in a year round facility.

Preparing your Statement of Need

If you have a lawyer in Your Group, or a resource who writes effectively, prepare a convincing rationale for the public good of your project, and the benefits to the community of tennis players, and the public at large. Try to collect stories to illustrate your points, to personalize the various benefits to your community and resonate with your external stakeholder readers.

You might want to focus test it with people with insight to how your Councils make decisions and make changes as needed. Make a *pdf* file, and send it to all your mail list of supporters to give these allies a language and context to use in explaining the concept to their neighbours.





Why Year Round Organized Tennis? Top 10 Reasons from Tennis BC



When advocating for an indoor tennis facility, perhaps a local politician has suggested that the taxpayer already invests in tennis through the building and maintenance of open air public courts in parks.

Our position is that these outdoor courts are assets for tennis and fill an important role for the tennis players. However, there are some distinct arguments as to why an indoor tennis facility (with fee-for-play) gives both added value and benefits to the community.

1. A well-programmed tennis centre can be one of the cornerstone facilities for an active community strategy with its year round programs that can be modified and targeted for all ages and abilities.
2. Indoor tennis provides a minimum of 50% (in BC) and up to 80% (in long winter Provinces) more "play-time" than an outdoor court.
3. It has been demonstrated that a skilled tennis programmer can optimize the use of a cluster of indoor courts to generate an operating surplus to support other public subsidized recreation.
4. Indoor tennis programming is dependable and can be offered every week of the year. This consistency is a key to the formation of an active lifestyle. Healthy social recreation habits are developed with regular play at the "same time, same place", with a compatible age group. This also applies to youth seeking healthy recreation activities.
5. Residents who work and commute want to plan their important recreation activities into assured timeslots – which an indoor tennis facility provides.
6. Indoor tennis is a popular sport and a pro-active environment for people with certain disabilities. For example, wheelchairs operate better and last longer on a clean indoor surface.
7. Working parents plan their family's "play-time" more heavily in the fall, winter, and spring months, with less structure in the summer months. This assured scheduling requirement is provided for parents by indoor tennis programs.
8. Indoor tennis facilities are safe environments for children with staff monitoring the environment and the activities.
9. Indoor tennis secures opportunities for sport hosting by insulating against the vagaries of weather. This directly benefits the local economy with business for the hospitality industry (primarily hotels and restaurants) and event-related businesses and suppliers (from printing to event furnishings).
10. Indoor tennis courts can be designed to serve additional community needs as the nets are able to easily "pop-out" and most surfaces can be prepared for multi-use. Other uses for indoor tennis facilities include: trade and exhibition, town hall meetings, concerts, and other community based events and sporting activities.

Purpose of this step:

At this point, it is suggested that *Your Group* assess and focus on the scope of the Project. It is vital that the group has consensus on this scope as you move forward to the remaining steps. It is the basis of your communication plan and advocacy plan, and the foundation for the technical facility analysis that must be done.

- This scope can be best approached by having conversations (or a day long workshop) within *Your Group* around each a series of “identifying key aspects” questions.
- After the question and answer conversation, have one person (a good listener and writer) prepare a one paragraph *Project Scope* and ensure that it has consensus support from the group. (see below). This *Project Scope* can be used in written communications and advocacy.
- After you have agreed to the *Project Scope*, come up with a one sentence summary that captures the essence of the project. This *summary sentence* can be used in written communications and advocacy.

Scenarios targeted in this step:

- For a private developer or a not-for-profit group not requiring public partners, this step may help only for internal communication.
- For all groups seeking public partners, addressing your project scope is vital.





Determining a Written Project Scope (Project Vision)

This step allows *Your Group* to put a description on the facility you are wanting to develop, and have this written project scope become the common consensus focus for *Your Group*. It is also the basis for communication with your internal and external stakeholders- creating a unified understanding of what you want.

We suggest a preparation phase and a development phase to get the finished statement. Although always more efficient for one person to write, if the time can be invested for all the group representatives to be involved in crafting a set of statements, then your more vested interest these representatives will have in carrying through and advocating with their internal and external stakeholders.

Preparation Before Writing the Project Scope or Project Mission

Selected Tasks to give Your Group (Suggest a short workshop or an online format.)

Task: Review the written Statement of Need for your project and other research you carried out in Step 2.

Task: Review your community Parks and Recreation Master Plan and other research you have listed from other relevant documents.

Task: Using your research from Step 2, prepare a list of useful community sport facility case studies and a list of park and recreation facility locations suitable for tennis development opportunities.

Task: Do you need or want partners? What are the options?

Some sample discussion questions for Your Group to undertake the identified task

- Do you think the Statement of Need will resonate with your stakeholders? Why? What are the key messages?
- Using your initial broad estimates of your market of residents who play tennis, is the project sustainable?
- Using your estimate of the supply of community courts, what does it say about the need for your project? What added value will indoor courts bring?
- Is tennis mentioned in the Plan and research? Does any of the background information in the Plan refer to tennis? What does the research indicate relative to recreation capital building development?
- Has your Council followed the Master Plan to date? Is there a disconnect between the Plan and what they have funded to date?
- How do the sport examples you identified operate (i.e. public operation, partnerships)? What is the nature of these partnership agreements? What are the partnership precedents that can be applied to a tennis operation?
- Where are the recreation facilities located – near parks, schools? Is there public land near these facilities?
- What type of building are these examples – are they more practical or are they designed to be landmark public buildings?
- Are any of these public recreation facilities built by developers and then given back to the municipality in exchange for higher density, zoning changes, etc)? Is that useful to your project?
- Are there any developments on the horizon where the developer might be looking at a public benefit amenity to make the development more attractive?
- Whether or not any come to fruition, make a list (i.e. schools, colleges, universities, Y's, public recreation agencies, developers). When you cross reference this list with the opportunities taken from the Master Plan of upcoming recreation facilities, is there any program partner worth exploring and inviting to your project?

Preparing the Final Project Scope Statement

This simple statement will focus *Your Group* on your initial conception of the project, but is loose enough that refinements and changes can be made downstream. It is like a broad brush Mission Statement: *who is the project for, why do they need it, who might be included, and what is the product (facility)*. Consider the example on the right.

Alternatively, a simple set of “We believe” statements can help the project move forward. They are often easier for a group as these statements are easier to complete than a written paragraph, or may be the step to complete before the paragraph.

Consider the example on the right.

In 2007 in *Your City, Your Province*. (population *<insert your population>*), we believe there is a need for a 4-6 *<insert specific number of courts>* tennis court complex (covered for our winters). The public benefits of this facility are documented, with projections of up to 1100 people (including children) *<insert your predictions>* using in its second year of operation, and our entire community benefiting indirectly. We believe the land adjacent to the *<Your City>* Recreation Centre is an excellent location, and that support spaces in that Centre could be better utilized if tennis courts were added, but other sites are possible. We look forward to partnering with the School District and the *<Your City>* Community College as well as the *<Your City>* Parks and Recreation Department to deliver more benefit at less cost to local taxpayers than any other form of public investment.

We, the *<Your Group>*, believe that:

- Tennis is an active healthy sport with over 560 active players seeking a facility (as per Nov 2007 Petition) and 1100 people directly benefiting in its second year of operation (school children, etc.) *<Note: remember to insert your own figures from your research!>*
- Tennis directly benefits those who currently play, and many new players who will come to an indoor facility to play. A healthier population indirectly benefits the whole community.
- Through special events, tournaments, and other programming, businesses, neighbourhoods will indirectly benefit.
- We are open to partnering with the parks and recreation department to plan, build, and operate the facility.
- We want the operation to be as accessible to the public as possible with low fees and universally fair booking rules.
- We believe that the PE departments of our schools, the *<Your City>* Community College are other prospective partners.
- For our climate, we want this facility to have covered all season courts.
- We want the facility to have change-rooms and washrooms and social areas for tennis players. We are open to integrating it with the recreation centre.
- We believe that through fee collection and proper programming the operation will not cost the taxpayers any annual subsidies after it is built.
- We want to plan with other partners as we move forward.



Purpose of this Step:

- Understand the avenues of funding for the project, especially if the public sector is willing to provide land (and perhaps some building grants), but not provide all funds to build the facility itself.
- Assess the capacity of *Your Group* to raise funds through its own organizational fundraising – before looking to the public sector as a source of capital.
- Gauge whether you have sufficient resources to build a facility without public sector involvement.

Scenarios targeted in this step:

- If *Your Group* has no requirements for outside support or partnerships as you have secured the necessary land and funds to build the facility you envision, you can skip this step (and proceed to Step 7).
- If your municipality is not asking for any contributions from your group and will cover all the capital costs and operate the facility after completion, proceed to the next step.
- If you know you will be asked to contribute a significant portion of the capital costs, or that a smaller contribution to a public project will be well received and ensure the project's success, this section is written for you.

The complex skills and process of project fundraising is not covered in the scope of this Guide. This section will look in general terms on the various areas of raising funds from within your tennis community and from external sources.

One distinct advantage an indoor tennis facility has over financing and fundraising campaigns for recreation facilities that are more costly to operate, such as arenas and pools, is that the tennis facility operating costs can usually be recovered from users even with a user pay fee system.

In fact, with a well designed facility and program plan, your business plan might indicate a surplus of revenue over expenses sufficient to repay a building loan taken by your organization to build the facility.

The capital costs of a facility will vary greatly depending on:

- The number of courts in the project (which influences surplus revenue over costs);
- The cost of the identified construction method and building materials;
- If you also have to construct support amenities as well as courts, or if you can reduce costs by integrating the structure with an existing recreation facility with change rooms, parking facilities, etc;
- If you must acquire land on which to build the tennis facility.

At this point, the goal is to assess your capacity to raise funds, which will guide you to what you can afford in terms of the above criteria.

Capital Funding Sources for Your Project

As *Your Group* discusses each of these sources, you will want to identify its potential, a conservative estimate of what you can expect to receive from this source.

Canada – Provincial Infrastructure Grants

The only form of Federal funding for a local tennis facility at this time of publication is your local variation of the *Canada-Provincial Infrastructure Grant program*. Every Province has its own agreement with the federal government on what type of infrastructure facility is eligible for funding. The usual formula is that if a Municipality is supporting your project (and land value can be part of this contribution), this is the first step in looking at Provincial and Federal support. Both have to agree and put you on a list of projects to be considered. When you have a solid proposal to go forward with, communicate with your local Provincial Member of Parliament and MP on this matter. Unless you have heard otherwise from your local MP or Provincial Member of Parliament, for this capacity analysis exercise, it may be wise to not count on this source.

Commercial Sponsors

Corporate or commercial sponsors are not considered donors when the party provides money or services with the expectation of benefit or consideration such as naming rights, exclusive purchasing rights or other recognition or marketing exposure. Sponsorship funds are not eligible for a charitable tax receipt. When they donate money or goods, they get the marketing exposure. For a small community tennis operation, sponsorship potential from a business analysis of your market may be constrained. However, local sporting goods stores or other community businesses may find benefits in donating.

Construction Bank Financing Loans

If *Your Group* can demonstrate a history of surpluses to a bank, and a sound business plan for the operation after the facility is prepared, then a bank could lend your organization funds for building with payback by future surplus. One key advantage of this approach over the current membership bearing the brunt of contributions to a facility is that it allows future users to contribute back over the decade ahead with the facility in place, as the future members will be responsible to ensure the loan payments are met.

Foundations

There is less access to Foundation sources for sport than other worthy community activities. If you were planning the important wheelchair tennis user sector to be active in your facility, there may be Foundations to benefit this aspect. Check for Foundation directories at your local library.

Individual Donor Fundraising Campaigns

Whether you use a professional fundraising consultant or follow a template to raise funds from within your membership or by private donors looking at key donations to further tennis in your community, an organized campaign with quality materials and donor recognition can generate considerable funds – but never as much as you initially might calculate. *Your Group* must honestly assess the wealth of its current and prospective members and supporters, and the type of project you want supported. In this regard, for example, a fixed rigid structure is easier to collect funds for than an air support structure, as the bubble has a shorter life span.

The mailing lists and contact lists you made in Step 2 come into effect here. Case studies show personal “asks” by members to potential facility users for donations works better than mail campaigns, but awareness and communication as you prepare for a campaign primes the actual ask for funding support.



The volunteer effort to organize the database of “asks” and prepare materials is significant, and requires dedicated passionate leaders to see it to completion. Most campaigns try to identify some wealthier members and get their “leadership” donations first in the campaign to get it going with a flourish.

In terms of recognition, you can name rooms, courts, offices and the building itself to recognize major donors. A recognition wall of all contributors ensures everyone who did contribute gets recognized.

Municipal Loans

Besides land contributions, with the potential to generate surpluses, your Municipality might consider lending *Your Group* construction financing on condition you pay it back with downstream surpluses. Again, they will need to look closely at your Step 11 Business Plan. Every Municipality is governed by its own provincial legislation and it can prevent or limit such loans. North Vancouver District used a Heritage Fund as a source for funding for the Grant Connell Tennis Centre, with the Fund being annually re-paid through court fee revenue (see Case Studies in the Appendix).

Municipal Capital Grants

With a strong Statement of Need and advocacy with your local politicians, your municipality may provide funds toward the project in the same way it provides funds for swimmers, field users, and hockey players. Your research of other recreation facilities in your community and how they were publicly funded comes to bear here as you estimate a level of capital grant contribution. Equitable treatment is your goal.

Organization Capital Savings

If *Your Group* already has one or more Club groups with membership fees, court fees, revenue sources from events, you might want to anticipate and target an annual amount of surplus from operations and events that could go to a *Building Fund*. Some groups put a Building Fund fee (or tax) on every court reservation and/or annual membership. For a large not-for-profit, a modest \$10,000 a year over 10 years amounts to about \$150,000 (with interest). If you have a series of smaller tennis groups in *Your Group* coalition, can each group target \$1000 in a fund-raising event for a facility that benefits their interests?

Role of Tennis Canada in Fundraising

Tennis Canada is not able to provide any direct funding to community facility development projects. Tennis Canada may, however, play at least two important roles in fundraising that your Steering Group can consider.

1. Tennis Canada can consult and advise *Your Group* on fundraising policy and practice.
2. Tennis Canada may, at its discretion, work with you to identify and solicit potential donors and under its status as a Registered Canadian Amateur Athletic Association, provide a charitable tax receipt to certain donors if applicable guidelines are met.

Please contact the Fund Development office at Tennis Canada for further information.

In Summary

As has been outlined in other sections, as soon as the public sector is a significant partner (whether through land or grants), *Your Group* will lose some control of the project. In many cases, the Municipality will require that the building be constructed to Municipal standards, and given to the Municipality for a \$1.00 on completion (in exchange for the right to operate the facility by the organization). They will also want to ensure both the fees are accessible and membership is open to Joan Q. Public.

As you look at your overall capacity to fund-raise, it will do well to have some cash in place before you approach the public sector. Remember, you do not know how much “extra” you need after you calculate what your organization can raise until you decide on the facility site and construction method, and whether you need support amenities. It is wise to have some guidance from your municipal parks and recreation staff on when to do an official proposal to the politicians in your public sector.

Even if *Your Group* does not plan or want to operate the facility after completion, it always helps a public project if you have a donation to its funding.





Purpose of this Step:

- Understand the impacts and responsibilities of various operating models of a tennis facility to prepare for negotiations with the public sector.

Scenarios targeted in this step:

- If *Your Group* knows for certain how the facility will be operated, skip this step.
- If *Your Group* is uncertain where your Council stands on providing tennis as a public facility, and you may be asked to operate a facility as a NP3, you will benefit from knowing the differences and advocating your preferred model with Council or other public bodies.

Why is the choice of an Operational Model Important?

There is a trend in some municipalities to have independent organizations operate facilities that at one time were operated by the Municipality. Some pools and arenas are now managed, or built and operated (P3) by private companies. Not-for-profit groups are asked to operate arenas and other sport facilities.

Your choice of operating model may change – and as you negotiate to move forward, you need to look at the prospect of operating the facility for the public sector as the price to complete the project. After reviewing your independent funding potential, and the prospects of meeting the budget including land costs, and the sizeable areas needed to both build a facility and perhaps support amenities and parking lots around it, the burden of a not-for-profit group to purchase sufficient land as well as construct the facility may be beyond your capacity. You may be forced to approach the municipality who, in most communities, have both designated parkland and other properties it holds and manages on behalf of taxpayers.

As *Your Group* engages with your Municipality in attempts to move forward, you may find it is adamant that it wants *Your Group*, as an official not-for-profit, to build and operate, or at least operate, the facility. The municipality may not want any additional facilities under their own operation. Before *Your Group* says yes or no to this approach, it is wise to look at the responsibilities you will have to take on as you manage the facility.

Some tennis groups might relish the idea of the benefits that come with operating their own facility, and welcome the additional responsibilities. Again, if the municipality has contributed to the facility, it may have definite covenants on the fees and type of program offered, and may insist on “owning” the facility that you have all the responsibility to manage.

Keeping Your Focus – A Message to Steering Groups

“Really, putting a tennis project together is about getting to “yes” and finding common ground with your partners that gets you to the point you want. At the end of the day, did you get everything you wanted? No. You have to be adaptable, open to alternatives.” **Derek Strang, Chief Operating Officer, Tennis Canada**

What Model Works For You? Checking The Criteria

	Public	NP3	P3	Not-for-Profit	Private
Facility Capital (including land)	Taxpayers – through reserves, borrowing initiatives, general revenue	Source public sector, with or without payback terms from operations	Land from municipality. Private sector for facility. Facility payback from operations.	Raised by and responsibility of members	Land and facility from private owner, payback from operations.
Who Uses the Facility	Equal access by all, with some programming mix.	Members and access guidelines for general public.	Preferred customers and usually access guidelines for general public to use	Members, with opening to non-members as capacity allows.	Preferred customers.
Staffing	Contract operator or public sector union positions. Volunteers for certain aspects if volunteering recognized as recreation.	Non-union staff at salaries negotiated with Board. With volunteer mix that reduces costs, creates club environment.	Non-union staff at salaries negotiated with owner company. Limited volunteering that reduces costs.	Non-union staff at salaries negotiated with NP Board. With volunteer mix that reduces costs.	Non-union staff at salaries negotiated with owner company. Limited volunteering.
Registration Booking Systems	Public sector usually has sophisticated booking systems.	Often use public sector system or NP purchases and operates stand-alone	Owner purchases and operates stand-alone system.	NP purchases and operates stand-alone system.	Owner purchases and operates stand-alone system.
Money-handling bookkeeping	Public sector has sophisticated accounting systems.	NP purchases and operates stand-alone system.	Owner purchases and operates stand-alone system.	NP purchases and operates stand-alone system.	Owner purchases and operates stand-alone system.
Setting of Fees (and annual budgets)	By Council in annual Fees and Charges prepared by staff. Public review.	By NP Board with caveats from public partnership agreement.	By owner with caveats from public partnership agreement.	By NP Board	By owner.
Amount of Fees	Lowest charge to user	Variable, accessible: depends on capital payback criteria.	Higher charge to user	Variable, usually lower than private; depends on capital payback terms.	Highest charge to use
Policy Setting re Programming	By Council and staff with mix to optimize public good.	By NP Board with caveats from public partnership agreement.	By owner with caveats from public partnership agreement.	By NP Board with goals/mix established by members.	By owner.
Risk to Tennis Group users	Low	High	Low.	Highest	Low but if not successful, risk of losing facility.
Effort of Tennis Group users	Variable - depends on volunteering in programming mix	High	Low.	Highest	Low.
Public Good Impact	Highest	High with impact of partnership agreement,	Medium with impact of partnership agreement,	High depending on club access policies, volunteering efforts	Lowest.

Detailed Planning Phase

Your Group is now ready to learn more about the details of designing and building a tennis facility.

Purpose of this Step:

- Understanding the terms and concepts used in facility construction will orient *Your Group* to the language and various choices needed in later steps.
- Understand the scope of soft costs in construction which are often underestimated.
- Specify the benefits and constraints of different construction approaches and which might best fit your needs.
- Understand the size of sites required for your project.

Scenarios targeted in this step:

- If *Your Group* is advocating that the public sector builds and operates a facility, and your public partner had a suitable site in mind, there is no need for *Your Group* to be involved in the construction process – *except* as an advocate for certain materials, size and design you consider important.
- This step is vital if your group has any responsibility for building a facility.

Critical Paths and Construction Costs Budgets

The critical path for most construction projects tends to follow the following order: Project Definition; Functional Program and Concept Design; Schematic Design; Design Development; Working Drawings and Specifications; Construction; Occupancy. Some phases are required to obtain funding, some you only proceed with after funding approvals.

To keep track of costs in defined categories most projects use three groupings. *Site preparation* costs are all labour and material costs to prepare the site for a foundation, and site infrastructure cost related to services for hydro, water and sewer. All the labour and material costs from foundation to finishing make up the *building* construction costs. *Soft costs* are the consultant experts, the licenses and permits, financing costs, FF&E (furnishings, fittings and equipment) and legal costs. The glossary of terms and concepts, and the introductory information on size and types and costs of materials are detailed in this section.



Planning and Design Considerations

A Glossary of concepts and terms to understand as you proceed to a more detailed project plan.

Design Bid: A traditional approach, the client (public body, not-for-profit, or private owner) hires an architect to do the conceptual design and prepare enough detailed drawings that general contractors can “bid” on the project. The general contractor gets prices from sub-contractors for various aspects of the project. The best bid (price and quality) is chosen, the architect and/or project manager oversees the process.

Design Build: In a design-build project, the client (public body, not-for-profit, or private owner) works with a contractor/designer who both designs and builds the project. This project can be done for a pre set upset price, or under a cost plus formula (the actual building costs and a fee on top of the actual costs).

Design/Project Management: For a monthly fee or upset project fee, the client hires a project manager (or company) to both represent the client interests and oversee the day-to-day construction, and become the general contractor. They obtain bids or secure sub-contractors for various aspects of the design, and work with the architect (also working for the client) to build the project.

Environmental Green Design. Some municipalities now require a LEED rating for a new building (a score on a scale for achieving environmental design targets). At a minimum, to ensure support from the local neighbourhood for the facility, sensitivity to trees, natural vegetation and using natural materials where possible often help projects gain support.

Functional Program. This documentation assists the formalization of the design elements and needs of the proposed facility. The document would help define project requirements, technical directions, design approaches, options, amenities and project goals.

HVAC (Heating, Ventilation and Air Conditioning) Systems. Engineers design for 1-4 air changes per hour within a playing structure. The heating system needs to ensure a 13-17°C air temperature in a Canadian winter. In hot weather, the AC usually targets 6-8 °C below the outside temperature with 56-60% humidity. The size of the system depends on the insulating rating of the structure, called an R factor.

Permits and Licenses. In some jurisdictions, public buildings are charged all levels of permits – even though the municipality is levying costs on itself. In other jurisdictions, some or all of the permitting costs are waived for a not-for-profit group. Check out these costs in your area. DCL (development cost levies) are a tax on developments for offsite infra-structure; development permits are focused on design and site context issues; building permits ensure building code compliance and pay for inspectors and plan checkers, etc.

Public Hearings. Be aware that for new developments, bylaws may require public hearings at the proposal and development stages. Other municipalities will want a public consultation process to get feedback on your project. You need to budget resources for these critical events.

Site Planning. Factors such as: orientation to sun and noise, layout for size of site and alignment with adjacent buildings, access to parking and/or optimal entrance locations are considered by architects and planners.

Soil Conditions. Both tennis court construction and structures to cover them require proper grading (for rain draining if outdoor), drainage capacity, and consistent compaction with appropriate sub-base construction.

Wheelchair Access Awareness. When undertaking the details of designing and building a tennis facility, it is recommended you ask for input on the drawings from members of the wheelchair tennis community to ensure optimal accommodation to this active tennis community group. Details from the location of light switches to the wider door sizes of competitive wheelchairs can be addressed in these sessions.

Zoning Bylaws. For many new communities, facility location must be in a suitable zoning. Check your bylaws on zoning, and the zone designation of prospective sites.

Review of Outdoor versus Indoor

Outdoor court complexes have obvious weather restrictions in the Canadian climate, which is why indoor tennis facility development is on the rise as the sport grows. If *Your Group* thinks that an indoor facility is not attainable, properly designed outdoor courts can have optimal use with lights and support amenities and a location near change rooms, washrooms and reception lounges.

Indoor tennis facilities typically have large, unsupported spans of roofing material. That translates into large beams in a rigid structure and introduces the possibility of using air to support the roof. All facilities will have some HVAC (heating, ventilation and air conditioning) and other mechanical systems that need housing.

Support amenities. If your proposed facility cannot be integrated with an existing facility, then the project will likely include a reception admission area, changing rooms, washrooms, lounge and viewing area, office administration, retail shop, concession areas (or cafeteria if larger), storage and other support amenities. In costing per square foot, these amenities are more expensive than the court facility proper. Skilled architects know the proper design and size requirements to meet your facility's scope and scale.

Indoor Facility Types

- **Air-Supported Structure** (a “Bubble”). Flexible fabric material that is held up by an air unit that over pressurizes the atmosphere inside the building – optional to take down in summer and store.
- **Fabric-Frame Structure.** Flexible membrane with fixed arched metal rib beams - In most designs, sides can be lifted in summer and good weather as air pressure doesn't need to be maintained
- **Pre-Engineered Rigid Structure** Pre-fabricated “off the shelf” box like, usually metal structures, softened by landscaping and coloured metal steel siding. Full insulation, HVAC systems.
- **Custom architecturally designed structure.** Custom design to integrate to a building complex or to meet urban design standards. Can use some pre-engineered components (e.g. tilt-up concrete slabs or sheet metal fabrication) but is usually a more complex building system and design.

A Creative Alternative:

- **Retro-Fit of Building built for Other Use** With urbanization and land use changes, some warehouses, air hangars or agricultural buildings are large enough to house tennis operations, and investments have been made for conversion. Columns and low ceilings can restrict these conversions.



What Are Soft Costs?

	Outdoor Tennis Ctr – No cover	Air Support Structure	Fabric Frame Structures	Pre-Engineered Tilt-up	Custom architecturally designed building
Architect – Conceptual Drawing	Rarely unless have covered support amenity adjacent.	Sometimes if need integrate w. adjacent buildings. Jurisdictions may require permit drawings.	Integration w. any adjacent buildings. Jurisdictions require drawings.	Yes, often from supplier as require development permit and design panel.	Yes. Building will require development permit and design panel review.
Architect – Detailed Drawings	No - unless have covered support amenity adjacent.	Unlikely need independent. Technical drawings by supplier.	Unlikely need independent. Technical drawings by supplier.	Often. Building permits require elevations, etc. Some tech drawings by supplier.	Yes, all detailed drawings.
Architect and/or Project Manager to Oversee Construction.	No (see above)	Unlikely need independent. Covered in Mgt. fee from supplier.	Unlikely need independent. In Mgt. fee from supplier.	Unlikely need independent. In Mgt. fee from supplier.	Yes – some merits of own Project Manager to control costs
Landscape Architect	Yes – often does conceptual drawings	Yes – often does conceptual drawings for approvals	May need independent. In Mgt. fee from supplier.	May need independent. In Mgt. fee from supplier.	Yes
Soils Consultant	Yes - unless previous construction	Yes - Unless previous construction on site.	Yes -Very likely unless previous construction	Very likely unless previous construction on site.	Very likely unless previous construction on site.
Quantity Surveyor	No	No	No	Possibly – pre-fab fixed pricing.	Yes – sometimes twice (banks etc.)
Structural Engineer	No	For hook-ups, grade beam specs	For hook-ups, grade beam specs.	Yes – for site & foundation load specs.	Yes
Structure Supplier Technicians	No	Often team of 2 for install, staff training.	Often team of 2 for install, staff training.	Often for pre-fab installations.	No
Mechanical Engineer	No	Sometimes HVAC. Often supplier.	Sometimes HVAC. Often supplier .	Yes	Yes
Electrical Engineer	Likely if lights	Electrical hook-ups. Light designs by suppliers.	Electrical hook-ups. Light designs by suppliers.	Yes but reduced. Light designs by suppliers.	Yes
Environmental Impact and/or Envelope	No	No	No	In some cities. Also for Infrastructure .	Required in some jurisdictions for LEED ratings
Tennis Design, Rules & Surface Consultant (or Tennis Canada)	Unlikely unless doing high performance	Unlikely unless doing high performance	Locating amenities or doing high performance	Locating amenities or doing high performance	Often can help architect if not tennis specialist
Legal – Lease and/or Agreements	If partnership or lease	If partnership or lease	If partnership or lease	If partnership or lease	If partnership or lease
DCL Charges	Some cities	Some cities	Some cities	Some cities	Some cities
Development or Variance Permit	Some cities	Most likely.	Most likely	Yes	Yes
Building Permits	Most often	Yes	Yes	Yes	Yes
Fundraising Consultants	Occasionally	If required	If required	More often this decade	More often this decade
FF&E	Rarely	Rarely	Rarely	Some	Some
Overall Summary of Soft Costs	Approx. 5-10% of total construction costs	Approx. 10-15% of total construction costs	Approx. 10-15% of total construction costs	Approx. 15-20% of total construction costs	Approx. 20-25% of total construction costs

Reviewing Site Requirements

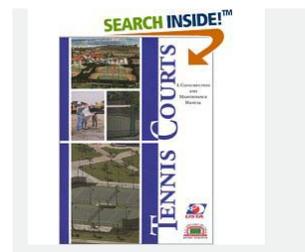
Size. The size of a site depends on how many courts that will be built, and whether you are planning to build amenities in addition to the playing surfaces. If you have parking requirements according to building codes, this is additional to the figures below. If the space is tight, remember that air structures require some space for blower and heater units. If dividers or support beams are required between courts, more space is required. For tournament sanctioning, consult on the size requirements from your Provincial Tennis Association or *Tennis Canada*.

**Why size is important?
Your revenue is dependent on court capacity – too small you cannot generate a surplus over fixed facility costs.**

	2 Courts	4 Courts	6 Courts
Surface Size - Minimum	56' x 114' (17.07m x 34.48m) =	108' x 120'	160' x 120'
Surface Size – Recommended (dividers)	60' x 120' (18.29m x 36.58m)	120' x 120'	180' x 120'
Surface Size – High Performance	66' x 132' (20.12m x 40.23m)	132' x 132'	190' x 132'
Court surrounds, entrance, basic storage, mechanical	4,000-8,000 sq.ft.	6,000-10,000 sq.ft.	8,000-10,000 sq.ft.
Amenity Package of front desk entrance area, washrooms, change rooms, waiting/lounge, storage	3,500 -6,000 sq.ft.	3,800 – 8,000 sq.ft.	4,000 – 10,000 sq.ft.
Parking Space	See local bylaws	See local bylaws	See local bylaws

Tennis Surfaces

Because of weather variances, outdoor courts have a broader range of options than indoor courts. An analysis of outdoor surface benefits and construction techniques is not covered in this *Guide*, but available in the **USTA Tennis Courts: A Construction and Maintenance Manual**. Purchase of this *Manual could be considered by your architect or Group (see Publications at sportsbuilders.org)*. Tennis Canada may be able to lend you a copy.



Lighting and other Accessories and Amenities

Lighting requirement for indoor structures, and an option that extends the playing use time of an outdoor facility. Air, fabric frame and rigid structures have packaged lighting systems in the structures. Lighting for air and frame has improved in the last decade. As above, recommended tennis lighting standards are supplied in the **USTA Tennis Courts: A Construction and Maintenance Manual**. They are expensive and power intense. Get power usage specs when making a purchase choice, and ensure innovative solutions are addressed. Check with local utility companies for programs that assist in power saving lighting. Umpire chairs, net specs and other accessories and tennis furnishing specs are available from your Provincial tennis association or *Tennis Canada*.

TIP: *The 2007 Lighting Project at Hazelmere Golf & Country, Delta, B.C. When looking for options to update their tennis lighting at Hazelmere Golf & Country Club, they opted for an innovative solution. According to Club representatives, BC Hydro was astonished by the energy reduction rates and paid 50% of the total cost, or about \$27,000, back to Hazelmere for the complete new lighting system. The website for the Seattle based company that provided the lighting: www.court-lite.com*

Purpose of this Step:

- Understand the factors to consider in site selection.
- Have knowledge of the benefits and constraints of various types and costs.

Scenarios targeted in this step:

- If *Your Group* knows the site that the project is targeted for, the site selection criteria can be skipped.
- If you have already decided on the facility type for your project, there is no need to complete the latter part of this section.
- However, if you are taking on a developer role for the facility, this section is important.

Stakeholder Consultations To Help Select Potential Sites

Now that you are primed with the important aspects of designing and constructing a facility, *Your Group* can move forward to some detailed planning.

For groups seeking public partners or advocating the public sector build and operate, the advice in Step 2 of this Guide was to focus on gathering information and set boundaries on your concept and your capacity to fund or advocate for the project. It was suggested you complete the *conceptual planning phase* before formally meeting with your external stakeholders, but having an informal relationship with staff or politicians was encouraged.

To review, at this point *Your Group* will benefit from having:

- A descriptive paragraph of the project concept as you envisioned it – including size, covered or not, etc.
- A one sentence summary of the project.
- A preferred operating model.
- A statement of need arguing the public good and benefits of the project
- A database of supporters, tennis players and contacts.
- A collection of research on your local government’s recreation and sport plans and past practices. A rough market estimate of tennis play markets in your area.
- An analysis of your Steering Groups fund-raising capacity
- A general understanding of facility types, support amenities required, and the terms used in construction projects.
- An informal working relationship with your civic staff, or other public partner, such that they are suggesting sites and opportunities.

Preferred sites in the community

Your research may have indicated some preferred sites *Your Group* has identified. For example:

- A site indicated in a Master Plan for tennis court development (but not a facility), next to a proposed or existing recreation centre.
- A proposed recreation centre that could accommodate a tennis facility.

- 
- A cluster of existing outdoor courts that lend themselves to being covered.
 - Public land next to a local recreation centre.

One key decision to frame your advice seeking is whether *Your Group*:

- Wants to build and operate the facility as a not-for-profit, and is seeking public partners to this end,
- Has decided you do not want to operate a facility, just play in it, focusing your activity on advocating the public sector to build and operate the concept.

As noted, this latter preference may not be an option, as some public bodies will push you to do the former.

Moving from Staff as Advisors to Staff as Consultants

If you have not undertaken informal communications to date, it is recommended you ramp up these consultations with your community Parks and Recreation management staff, and on their advice, individual members of your Council.

To oil the wheels of government, your relationship with municipal staff should be as a prospective “partner” from this point on, and only abandoned if they are completely opposed to your project, and you decide to go “around them” and proceed directly to the political level. Remember that politicians come and go, but staff members are usually there for the long term – with influence on all Councils. Most senior staff members have advice and considerations that will only strengthen your project. Listening and integrating their advice should be considered.

Armed with your work to date, have 2 or 3 members of *Your Group* meet with a senior staff person. Two members allow de-briefing and ensuring you heard the points made, but more than three often makes the staff person more cautious. Prepare a list of questions from your research. Even though you may have had some previous advice from staff, review your concept and research insights. Ask for staff advice on how to proceed, and seek ideas to make it better.

After there is some understanding on the concept, and if you do not have any sites in mind, you can suggest that you need to look at sites.

If there is receptiveness to it being a public facility (not an NP3), there is more emphasis on getting to “yes” on the concept, less on the actual site. Staff can be charged by the politicians to find a site if they agree on the concept. However, if land is the main public contribution you are seeking at this stage, researching opportunities with staff is very important.

Political Consultations

As you have most likely been getting advice and building your relationships with key members of municipal staff with regard to this project, these staff may guide you to politicians with interest in concepts such as yours. Some members of *Your Group* likely have some acquaintance with a local politician (the beauty of local municipal politics).

Your goal is to gauge interest, get advice, and see if you can find a “champion”, a person who seems willing to guide you to the formal presentation stage. It is recommended that if your political contact immediately suggests you get in front of Council or a Parks and Recreation Commission or Committee, etc, you ask if

it would be better to firm up the concept first, and would they help you tighten it up.

Just to repeat again, you often only get one, maybe two, chances to do an official presentation, so make sure you are ready first.

Other Public Bodies Consultations

Again, with advice from staff, you may get a name of a contact from your local school district, a university or local college whom you can approach. As with Council and staff, determine whether this partner fits your concept. Your intent is to gauge interest, get advice, and see if you can find a “partner”.

Factors in Tennis Facility Site Location: Matrix to Identify Sites

Please see **Appendix F** to a planning tool you can use to help compare the pros and cons of various sites. These are factors (with advice from staff or politicians on other attributes) to consider as you search for ideas.

Factors to consider	Comments	Factors to consider	Comments
Site Ownership and costs	<i>Is it private or public? Costs for purchase or lease?</i>	Current Uses (e.g. outdoor courts)	<i>Is it base land? Does it have a surface that will reduce site preparation costs?</i>
Close to existing recreation centres, athletic centres?	<i>Could provide support amenities and reduce costs for admission control, etc.?</i>	Site size – suitable for 2, 4, 6 or 8 courts?	<i>Space adequate for parking, support amenities if needed?</i>
Site requirements – zoning, utilities, access	<i>Will the site require costly re-zoning, utility hook up, access roadways?</i>	Current Parking Capacity- Space for more?	<i>Check the parking requirements from Municipal planning.</i>
Site grading and preparation.	<i>Costly slopes and levelling? Terrain allows access for people w. disabilities?</i>	Trees and other vegetation	<i>Can you use trees for landscaping? If must remove, will that be well received?</i>
Suitable soil conditions e.g. drainage ?	<i>Is it swampy? Previous industrial use? Sandy or rocky?</i>	Visibility from Community	<i>Marketing and attracting members comes from visibility for drive-bys, walkers, other rec users?</i>
Impact to community	<i>Will the neighbourhood be impacted by traffic, light, mass of structure?</i>	Environmental Design possible?	<i>Can you have a thermo-heating field, integrate with current environment?</i>
Public Transit Access	<i>Bus stops and bus routes nearby? Age walk?</i>	Noise factors (busy roads)	<i>Impact tennis playing?</i>

Tip: Site ownership is often an important factor when it comes to paying property taxes. Publicly owned land is not usually taxable (the City doesn't tax itself). However, in some jurisdictions, as soon as the facility is leased to another user, taxes might be triggered. In other jurisdictions, if the site is owned by a not-for-profit group, they can apply for tax forgiveness. You'll have to deal with this issue and it will be a very important part of your operating viability.



Support Amenities in the Facility Design – Yes or No

What are support amenities? Within this *Guide*, we are calling them every part of a tennis facility outside the actual playing surface, the structure covering this surface, and the area for players waiting or finishing to gather, put on shoes, store valuables, etc. A basic structure without amenities will also need mechanical, janitorial and storage area.

Support amenities include:

- Change rooms. A customer amenity to allow changing before and showering after – especially if you have a social component of your programming or guests travelling from out of town to competitions. Competitive wheelchairs have different dimensions than standard wheelchairs.
- Control access /front desk area. If charging court or admission fees, an area is needed to control access to the courts for those who have paid their fees.
- Member lounge space/Viewing area. If you have social goals for an operation, a place for members to gather before and after playing, or for non-tennis events is important. A viewing area is welcomed by parents and others wanting to watch.
- Food Service. A kitchen and service counter area for events, often connected to lounge space.
- Office space. If you have staff to take fees and manage the operation, they will require some space to do business. Tennis director and programmer office space is an asset as your program plan is the engine for revenue.
- Pro Shop. An optional retail outlet may be useful in your business plan, but must be accommodated (with storage).
- Storage. Never under-estimate the need for storage – chairs and tables, flip style score boards, tennis lesson equipment, etc. If you have a seasonal bubble, it needs a large storage space.
- Washrooms. For players and visitors, accessible washrooms are required.

Some planning points with regard to amenities:

- They are the most expensive per square foot areas in your facility.
- The amount of amenity space varies with the number of courts, but only a small percentage more per extra court.
- If you can piggyback your site next to an existing facility, and use at least some of its amenities, there is extensive cost savings.

Here is an overview chart to help you think about facility types when comparing sites with or without support amenities.

	Outdoor Only	Air Supported	Fabric Frame	Pre-fab Rigid Metal	Custom
<i>Identified existing building with support amenities for new tennis facility</i>	Reduces costs to courts only	Useful low cost application. Need to design control gate access from existing building	Useful application. Need to design control gate access from existing building	Good application if can integrate control gate access. Also can customize colour with existing building	If must have architectural integration, this can work well, but most expensive
<i>Standalone-must include support amenities in the design</i>	A field house type structure (jointly with other sports) can be considered	Support amenities usually in custom designed pre-engineered facility next to bubble.	Tricky to have HVAC, water, sewer in fabric frame. Support amenities usually in adjoining facility.	Ideally suited to having amenities included.	Ideally suited to having amenities included

Planning points when researching facility options

- An attached structure to an existing recreation facility assumes no need for new facility change rooms or control desk. Only need a minimal member lounge area and reduced need for office, mechanical, and storage space.
- Most practical is to attach a tennis centre to a current or future recreation operation. The cost per square foot of an amenity is considerably more than the square foot cost of the actual tennis facility (consider the plumbing, drains, heating and finishing details in the support amenity).
- Building on existing outdoor courts may reduce site preparation costs if foundation pre-loading has been completed.
- Unlike an air supported or membrane structure, pre-engineered rigid structures, retro-conversion and architecturally designed building envelopes can easily have support amenities built in – at a cost.
- The seasonal air supported option. Need to account for the take-up down costs, requirements for storage, and remember that the membrane chafes in folding which lowers the lifecycle by up to 20% of its lifespan.
- User impacts. The experience of playing outdoors is of high value in good weather, and very restricting in rain, snow, wind and cold.
- Air support structure is popular for tennis players, but does not offer the quality environment of other facilities, and has limitations in that the sides cannot open up in good weather. They are cool in winter when you are standing listening to an instructor in a lesson, and hot on summer days (you cannot open the door to let the breeze in). New air structure designs are less cavernous and have better loft height.
- Air supported and skin membrane structures have a limited R value for insulation. As energy costs rise, so do the operating costs. One needs to weigh the short term benefit of lower capital building costs against the long term higher operating costs.
- One of the advantages of the skin membrane on metal rib structures is that in summer you can roll up the sides. The breezes, views and natural light increase the quality of user experience.
- Rigid structures used to lack the visual charm of architecturally designed buildings (thus the tin can label), but are functional, dry, energy efficient and long lasting. The newer pre-fabricated designs come in multiple finishes and with the ability to add architectural features (i.e. different roof lines) which help planning departments and neighbours to be more receptive. But they are still large, high profile structures.
- Retrofitting an existing building is worth looking at. The main obstacles to conversion can be roof height (for lob play) and the location of non-removable posts. There are instances in Canada of agricultural buildings being converted to multi-sport use. If well designed, these interesting looking, old, public buildings can increase attractiveness for socials and non-tennis events, etc.
- Custom architecture buildings allow an attractive building to be designed to meet specific tennis operation needs. An attractive and striking facility design can increase user attendance, spectators, attractiveness to non-users (public good), etc.

Comparing Facility Construction Types

This chart looks at some aspects of building materials, and compares the four most predominant materials.

	Air Support Structure - Permanent	Membrane Structure on Metal Ribs	Pre-Engineered Rigid Structure	Custom architecturally designed building
General Description	Bubble of material that is air supported - can be taken down in summer and stored. Bubble shape has rounded sides. Newer designs less round, more loft.	Membrane material over permanent arch ribs and trusses.	Box like structures softened by landscaping and coloured cement/siding. Full insulation, HVAC, systems. Common for warehouses.	Custom design to integrate to a building complex or urban design standards. Can use on site fabrication for walls, then tilt up with crane.
General Specs of Structure	Two ply. Outer membrane white 28-32 of polyester fabric. Thermal/acoustic liner 14-18 oz. Welded to outer. No beams.	Two ply membranes over permanent metal ribs. Sides can be removed for good weather.	Variations of a standard design, simple pre-fabricated sides brought to site tilt up with crane. Beams added for roof/stability.	Building code and design specs of area built.
Municipal Planning Impacts	Trend to urban building design standards do not allow (deemed unsightly). Difficult to apply building codes; but as more implemented, code variation permits less of an obstacle.	Some urban building design standards discourage. Difficult to apply building codes, but as more implemented, code variation permits less of an obstacle.	Some design restrictions in certain building zones near parks and residential neighbourhoods, but common in warehouse districts.	Optimal from urban design planning perspective. Meet municipal design standards including LEED targets. Quality design and requiring aesthetic impact of new buildings is a trend.
Neighbourhood Impact Noise (if applicable)	New designs mitigate old issues of echoing and air pressure noise. Parking and traffic.	New designs mitigate old issues of echoing and air pressure noise. Parking and traffic.	Parking and traffic - both vehicles and people to cars later at night.	Parking and traffic - both vehicles and people to cars later at night.
Neighbourhood Impact Visual (if applicable)	Usually high resistance from neighbours for perceived negative impact of views and aesthetics.	Usually resistance from neighbours for perceived negative impact of views and aesthetics.	Usually resistance from neighbours for perceived negative impact of views and aesthetics.	Impact, but quality design mitigates the visual impact factor.
Capital Service Requirements of Structure	Furnace/air blower unit, revolving access door, emergency doors, hanging lights. Anchored to grade beam.	HVAC, hanging lights, access and emergency doors.	HVAC, power, light, sewer.	HVAC, power, light, sewer.
Seasonal analysis	All season. Energy cost to heat in winter, cool in summer high, but lower in coastal BC.	All season. Can take off side panel membranes in summer. Energy cost to heat in winter high.	All season. As much as 15% less energy costs than an air structure or skin membrane (depending on climate).	All season. As much as 15% less energy costs than an air structure or skin membrane (depending on climate).

	Air Support Structure - Permanent	Membrane Structure on Metal Ribs	Pre-Engineered Rigid Structure	Custom architecturally designed building
Snow Loads	Rely on heat to melt and minor inflate/deflate shake off techniques that require power. Generator if storm cuts off power. Some special equipment provided for snow belt locations.	Rely on heat to melt - generator if no power. Some special equipment provided for snow belt locations.	Local building codes.	Local building codes.
LEED profile	Very low	Low	Medium	Can achieve Gold LEED

Long Term Operational Analysis: Comparing Facility Types

When comparing your immediate capital costs against long-term operational costs, this chart can provide decision criteria.

	Air Support Structure - Permanent	Skin Membrane Structure on Ribs	Simple Pre-Engineered Building	Custom architecturally designed building
Longevity of Structure	12-20 years. Replacement bubble much less with anchor system in place. Old unit can be sold as storage structure. Tedlar material extends skin life.	Rib infra-structure 50 years, skin replacement 15-20 yrs. Tedlar material extends skin life.	50+ year life cycle.	50+ year life cycle.
Major Maintenance Downstream	Warranties supplied that decrease every year to 10 years. Leaks need repairing. Court re-painting every 8 years.	Skin replace after 20 yrs. Leaks need repairing. Court re-painting every 8 years.	Standard as per normal building issues – seamed roof replacement 30 years. Court re-painting every 8 years.	With quality building materials, normal building issues - roof replacement 30 years. Court re-painting every 8 years.
Energy Costs	High: Heat in winter with very low R factor insulation, need cooling in summer.	High: Heat in winter with low R factor insulation. Open sides in good weather option.	Modest: Depending on quality of insulation on construction, can be relatively efficient (15% of air structure/skin membrane costs.	Low: Can be built to high R rating and is the lowest cost to heat and cool.



Capital cost of construction analysis: Comparing Costs

When comparing your immediate capital costs against long-term operational costs, this chart and the chart above can provide information for your decision criteria. The reader should note that the capital construction cost range is wide as building codes, site location and condition, weather impact, design standards in a community, vary extensively both in a community and across the country. Please refer to Appendix G - **A Costing Case Study** for an example of bids from a small subset of suppliers of different construction materials.

	Air Support Structure - Permanent	Membrane Structure on Metal Ribs	Pre-Engineered Building	Custom architecturally designed building
Site preparation costs.	Modest - Prepare anchors and court surface foundation.	Lowest - Prepare rib foundations and court surface foundation.	Modest-Prepare building and court surface foundations.	Highest - Prepare for building envelope load and court surface foundation.
Cost per square foot	\$70 to \$150	\$125 to \$200	\$125 to \$200	\$200 to \$400
Soft costs	Approx. 5-10% of total construction costs	Approx. 10-20% of total construction costs	Approx. 10-20% of total construction costs	Approx. 20-25% of total construction costs

Architects for the Project

If you do not have an architect in *Your Group* willing to do concept, location and massing drawings for your use in upcoming presentations with decision-makers and fund donors, you may need to find a suitable professional to work on these tasks.

This retaining of an architect is an important decision. You may have done some fund-raising, and it is difficult to watch your funds allocated to professional services at this concept stage with no guarantee of success. However, there is often no other way to capture the imagination of your decision-makers unless you can convince your local municipality to assign an architect to help you.

If you are at a point where you know what type of structure you are targeting, the structure supplier may provide the architectural expertise you require. However, it ties your hands to this solution.

Whoever you hire to work with you now at this conceptual level, a professional may work at a reduced fee in return for the full design commission if the project proceeds. If you want to keep all your options open later, or have a serious look at structures that come with architectural services included (see Appendix G), you may have to pay full rates for this conceptual design phase.

To ensure you have the best architect for the project, consult your local architecture professional association for advice on doing a proper hiring process. Have a group of 3-4 do the hiring, not the whole *group* – but it is suggested that it not be one person alone making the final choice of architect.

If you have an architect in the group who is a tennis player, be clear that if he/she offers to undertake this conceptual stage *pro bono* that it is without strings attached. Ensure they're willing to be part of a competition to be the official project architect as opposed to expecting to automatically be given the actual lucrative design job in exchange for these smaller scope upfront services.

Purpose of this Step:

- Understand the scope of categories and what you need to get estimates for a facility construction project.
- Specific process to estimate the costs of the project *Your Group* envisions to gauge your capacity to build, and set a target for funding.

Scenarios targeted in this step:

- If *Your Group* is limiting itself to advocating the public sector build a facility, the Municipality is experienced in the costing of facilities.
- However, if you are a facility partner or developer, you will need to review this section carefully.

Key Decisions at This Point: Rough Estimate or Detailed Estimate

Capital cost estimating is a tricky business. It is difficult to go forward and ask your public partner to help you build the facility unless you know how much it will cost. However, you don't want to have to pay for a detailed design and final cost estimates until you have some idea that your project will be supported to proceed. The answer is usually to proceed in phases, getting progressively more accurate costs as your confidence in the project builds.

Every site will have its own unique cost challenges. You cannot get a realistic cost estimate unless you know the site, facility size, and facility type. If *Your Group* has decided or has been informed that it must be the one to build and operate the facility, there is no harm in asking your public sector staff for help to undertake the cost estimating process, or at least have them check your process and estimates.

For air support, fabric structures and pre engineered tennis buildings, the suppliers can usually provide the costs for getting the structure to your site, erecting/assembling it, and handing it over. However, they likely cannot accurately estimate the cost of site preparation, support amenities, and/or the cost of integrating the tennis facility to an existing structure.

Rough Estimates

Early in a process, you can get rough estimates by using average per square foot construction costs for both the court surfacing structure and the separate support amenity spaces. The cost per square foot of floor space for the latter is much more than the former. You should make sure you use a per sq. ft. figure that includes soft costs.

Useful Estimates for Proposals

For this you need the functional program, concept design and some schematic design drawings of the facility in place (meaning you have a site secured). It is easier if you are using the pre-fabricated structures from this Guide. After the architect has listened to your needs, examined the site, completed a functional program document with your group, and done some research on materials and the site, he/she can develop a "concept" with a certain mass and size, the type



of materials, etc. Through experience and by working with larger local construction firms, an estimate on site preparation and development costs can be prepared and soft costs added. It is suggested that at this stage, you add a healthy contingency to cover any unforeseen additional costs.

Investing in a Quantity Survey. The more confidence you can project in your estimates when requesting funding, the better. On the other hand, investing in very detailed estimates too early in the process, using precious funding resources collected for construction, should be avoided. It is a delicate balance. *Quantity Surveyors*, whose job it is to provide construction estimates specific to a site and your community, do various levels of estimating – from overviews to exact specs from working drawings. Negotiate the fee for the optimal type of estimate for your stage of proposal development.

Detailed Estimates

This more accurate break down of costs from detailed working drawings is required by banks for loans, and by many public bodies before they release their financial contributions (they do not want to put funds into the project and discover after construction begins that you are “short”.) However, the more you are using pre-fabricated components, the less complicated it is to develop a construction cost estimate. The structure supplier has fixed pricing to delivery and erect on site. In this instance, estimates for the entire project will be supplied by the structure supplier (*see Appendix G*).

Sustainable Buildings

Municipalities across North America are changing building codes as a response to climate change and to practice environmental stewardship. The *Green Building Program* and *Leadership in Energy and Environmental Design (LEED) Green Building Rating* systems are just two examples of standards being applied. For example, as of 2007, any public building over 5,000 sq.ft. in Vancouver must now achieve a **LEED** Gold rating. This trend will spread across the country. The question for *Your Group* is that if these standards apply to you, what are the extra costs for your indoor tennis project? Can pre-fab rigid structure suppliers step up to these standards? These are questions to ask when obtaining cost estimate quotes from suppliers.



Tip: RSMeans Building Construction Cost

Data is a resource manual that comes on disk, at a website, or in hard copy. It has estimates for every location across Canada. There is also one for landscape construction costs. You can find out more at www.rsmeans.com where there is a free quick calculator for 50 building types. If you need more to help determine construction costs for specific facility types in Your City, ask Tennis Canada to help get you a copy.

In your estimation of your project's site specific Capital Costs, even if you have determined that you will use a pre-fabricated structure with an upset cost to occupancy, here is a list of additional component areas you must obtain *rough estimates* after the early functional program and concept design phase and after you have determined the type and size of pre-fab structure. As identified in the Appendix G *A Costing Case Study*, your supplier can supply estimates for some of the sub-categories **in red type below**.

Those components that your group will need to have a budget to payout before all funding is secured are in **blue type** on the list below. They are areas you may fail to recover if your project is not embraced by a public partner.

For NP3 projects receiving estimates from pre-fab structure suppliers, your contingency can cover challenges that *might* arise such as: extra meetings with design panels, variance boards and building inspectors requiring supplier representatives; subsequent alteration of drawings; requests by your municipal partner for higher quality finishes, fixtures; substituting materials for green building specs.

Major Cost Areas	Sub-Category	
Site	Site acquisition	
	Environmental approvals (required for Infra-structure grants)	
	Site investigation – soil testing	
	Site drainage and grading	
	Archaeological testing (rare, but possibility in some areas)	
	Site preparation	
	Connecting site utilities	
	Landscaping to municipal standards	
	Lighting and concourses and pathways	
	Parking lot surfacing and marking	
Court Area Construction	Foundations – with anchoring system for bubbles and membrane if required	
	Court construction	
	Court lighting	
	Court accessories – nets, posts, lockers for valuables, scoreboards	
Support Amenity	Construction for change rooms, washrooms, storage, offices, lobby, control access/reception front desk, pro shop, kitchen servery.	
Construction (if required)	HVAC system (all mechanical including fire safety)	
	Phone, cable (or satellite) and Internet hook-up, wiring system	
	Furnishings, joinery, appliances and fixtures. Way finding and exterior signage.	
	Electrical fixtures, lighting, and power hook-ups	
Soft Costs	DCL Permits	
Permit & Misc.	Development or Variance Permit	
	Building Permits	
	Insurance costs – construction and Board liability	
Soft Costs	Architect –Conceptual Drawing	
Consultants	Architect – Detailed Drawings –using pre-fab company inputs/resources	
	Landscape Architect	
	Soils Consultant	
	Quantity Surveyor	
	Structural Engineer	
	Structure Supplier Technicians	
	Mechanical Engineer	
	Electrical Engineer	
	Environmental Impact and/or Envelope Consultant	
	Tennis Design & Surface Consultant (or use your PSO or <i>Tennis Canada</i>)	
	Legal – Lease and/or Agreements	
	Fundraising Consultant (Optional)	
	Construction Project Manager – Management Fee	
	Contingency	As much as 20% in early estimates (to allow for price increases)



Purpose of this Step:

- Given the scope of your proposed facility, ensuring you optimize its use.
- Understand a successful program model to assist you to develop both a program plan (not just open court rentals), and a robust revenue and cost budget, based on program revenue.

Scenarios targeted in this step:

- If *Your Group* is limiting yourself to advocating that the public sector build and operate a facility, the Municipality is experienced in projecting budgets and will have professional programmers to research a program plan. However, in general, recreation programmers are generalists, and there will be tips in this section to help their planning. A program plan that indicates an annual operating surplus will increase the chances of political support.
- If you will be the operator of the facility, or if you are obtaining any financing for your project, the Plans coming from this section are vital to go forward.

Tips on Approaching this Plan

The outcome of this step is to have a detailed Program Plan, resulting in the first three years of an Operating Plan and Budget for the facility. The process is to develop a series of nested spreadsheets to look at projected costs and revenues. There are sample budgets in *Appendices D and E – Detailed Case Studies*.

One approach is to split the *Facility Operating Budget* and *Program Budget* into two modules, and join them after your planning exercise. The former *Facility Operating Budget* includes all the costs it takes to have the facility operational to play - heating, lighting, cleaning, maintenance repairs, the front desk staffing, and other overhead costs such as accounting, insurance, marketing, etc. An annual projection for these areas can be made, assumed a modest programming “user” load, and the setting of opening and closing hours to determine staffing levels.

The *program budget* then plans for the available hours for play, with a time allocation ratio for various programming versus open court bookings. This budget projects the detailed direct program costs, program fees, and total projected revenue for each program stream. Registered program projections usually assume a minimum number of registrants for each program, and assume a program will not be offered without this minimum. Any extra registrant fee revenue is applied towards the surplus, or areas of programming you designate for subsidy (often children’s programming).

Open court revenue projections are initially guesswork, and being conservative in year one of operation is recommended. Again, with a quality experience by participants who do come in the first few months (and tell others), supplemented by an increase in open court demand through excited graduates of your program mix, you can anticipate growth for years 2 and 3 and beyond.

To do this program and operating plan and budget exercise is not easy – but doing it properly and in detail is important for your critics, funders, bankers and supporters. Below are some terms and concepts to understand before you begin. They are listed in alphabetical order, not priority.

Terms and Definitions in Recreation Operations

Admission Controls and Systems: The architectural design and efficient staffing of front desk reception to ensure players have booked and paid and, perhaps even more importantly, receive excellent service. You want to begin from day one with the message “*Joan Q. Public, this is your facility!*” These admission control (front desk) costs are reflected in your *Facility Operating Budget*.

Direct Program Costs: The costs of the coach for the program – including planning and preparation and post-program administration. If any supplies are purchased for a program, they count as direct costs. (*Program Budget*)

Indirect Program Costs: In addition to staffing and supply costs, there is a cost of the facility operation –heating, lighting, cleaning, maintenance repairs, the front desk and other overhead costs. Many organizations calculate all these costs into a prorated cost per hour for any program at the facility (*see Facility Operating Budget – above*). The program indirect cost for every program is (*Indirect costs per hour x number of hours for program = Indirect Program Costs*). To illustrate, a 5 week, 2 sessions per week, 1.5 hour per session Clinic with a \$10 indirect cost per hour per court facility totals \$150 for indirect costs for use of one court for this program. For fairness across activities, it is often best each Program Fee include recovery of these costs – proportional to the hours and numbers of court used for that program.

Membership Entitlement: Clubs have members, and a not-for-profit or private sector operation without public funding has a goal to serve members. However, successful public operations try to ensure there is no sense of entitlement to “insiders”, but that access to play, court time, lessons and leagues is available to all; it is perceived as fair and equitable. (For example, in public operations consider using the term Booking Card as opposed to Membership Card.) The public mission is quality service to all of the public, not just frequent users or members. Please note, the concept of friendship groups (a Club), booking off a few public courts by normal booking methods is encouraged! This issue is addressed in your Programming Model.

Open Court Booking System. A key revenue pillar to any tennis facility, with the level of demand fuelled by effective programming. Many systems exist, using variations of booking cards, computerized booking systems, maximum courts per customer, days of lead time to book, and variable pricing by time of day (and demand). *See Appendix D – Detailed Case Studies for actual examples.*

Preventative Maintenance: The manufacturer’s recommended procedures to maintain engines, motors, fabrics, roofs, HVAC, computers, and court lighting. These are scheduled by extent of use, age of the product, etc. (similar to your recommended car maintenance schedule). These costs are reflected in your *Facility Operating Budget*.

Programming: A key revenue and market generation strategy that creates more use per court than rental play, allows players to develop skills, and most importantly, allows players to meet others with similar skill levels that they can arrange to book rental courts together.

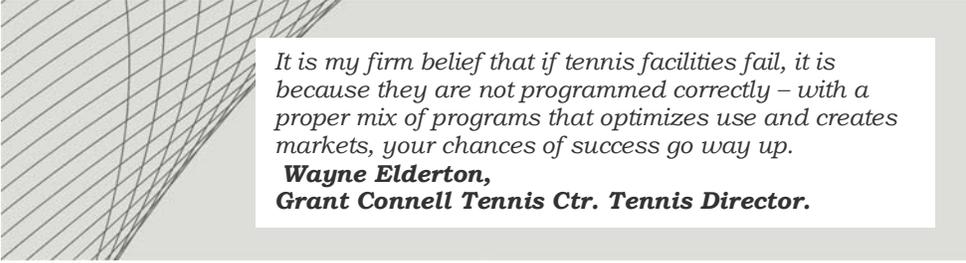


Program Pricing: A tried and true method of pricing programs is to ensure all your direct costs and indirect costs are covered with your minimum registration in most programs. The final few program spots after the minimum is achieved become a go towards your bottom line (and prospective surplus). You calculate the program maximum by the quality of experience you want – you do not want an over- crowded clinic. Here is an example of a program pricing exercise.

Example: A 2.0 Level Clinic. Based on **\$8** per teaching hr., **\$72** per person fee.
Program Learning Plan: 6 lessons, with 1.5 hr for each session (9 hrs total)
Resources allocated: 2 courts, 2 coaches
Maximum in Program: standard 6:1 ratio of students to coach: **12 registrants**
Court hours for costing: 2 courts x 1.5 hrs per lesson x 6 lessons = **18 hrs**
Direct costs: 2 coaches x \$25.00/hr = \$450.00 and Balls \$60.00 = **\$510**
Indirect costs: \$5 per court hour x 2 courts x 9 hrs = **\$90**
Direct + Indirect costs = \$600.00.
Minimum participants to not cancel clinic: \$600/\$72, set at **8** registrants.

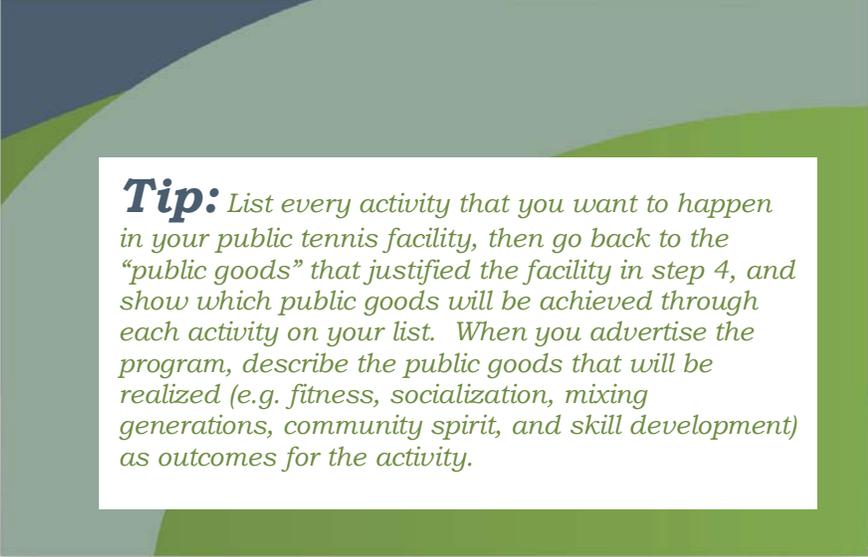
If a program does not have the minimum 8 registrants by the *go/no go* date you establish, you might consider offering it at a loss (a slippery slope), or moving to a 1 court program with adjustments, and opening up the other court to open rental bookings.

Variable Pricing by Demand: A method to move some demand from peak evening and weekend timeslots to non-peak times is through incentive pricing. Early bird pricing may be only 60% of prime time fees, but it also opens up a space in the prime time to meet needs. This especially applies to open court booking. *See Appendix D – Detailed Case Studies for actual examples.*



It is my firm belief that if tennis facilities fail, it is because they are not programmed correctly – with a proper mix of programs that optimizes use and creates markets, your chances of success go way up.

Wayne Elderton,
Grant Connell Tennis Ctr. Tennis Director.



Tip: *List every activity that you want to happen in your public tennis facility, then go back to the “public goods” that justified the facility in step 4, and show which public goods will be achieved through each activity on your list. When you advertise the program, describe the public goods that will be realized (e.g. fitness, socialization, mixing generations, community spirit, and skill development) as outcomes for the activity.*

TENNIS PROGRAMMING : A Special Guide Byline from Wayne Elderton, Grant Connell Tennis Centre



Wayne Elderton has been with the North Vancouver Recreation Commission's **Grant Connell Tennis Centre (GCTC)** since its opening in 2000. As Tennis Director, his primary job description is designing, implementing, supervising and evaluating all the programming at the facility as well as training and supervising all the coaching staff. He is also the Head Coach of the junior performance academy. Since day one, Wayne and his team have been working to fine-tune the programs at **GCTC**. The key results (see the case study in the Appendix D) have led him to be invited to lecture and consult across North America. The following two pages are Wayne's special by-line for this Guide, giving advice on how to program your prospective facility. We thank him and his employer for sharing the advice! Although focusing on public programming, the model is also very applicable to NP3, not-for-profit and private operations.

The key to a successful public tennis facility is to maximize usage. Nothing drives usage better than effective tennis programming. Programs provide financial consistency and stability, develop players (who will use the facility), and increases the efficiency of space court use.

The goal of the programming at a Tennis facility is **balance**. Key to this balance is having an appropriate **Programming Mission** and creating a successful **Program Mix**. Programming must be juggled with 'open booking' times to create an overall plan for the facility. The facility should set aside 30-65% of the overall court time for programming and 70-35% allotted for open booking play. This will vary depending on the type of facility (e.g. public centre, commercial club, NP3, etc.)

Programming Mission

The "mission" or ultimate purpose of the programming is to accomplish these two statements:

"Something for Everyone"

"A Clear Development Path"

Develop your own words, but I recommend they have this intent. Having this mission as the purpose of a tennis facility's programming will ensure the program is designed for maximum success.

Programming Mix

To ensure there is something for everyone and a clear development path, the facility program must have the appropriate mix of three major elements:

1. Activities 2. Populations 3. Levels of Play

These three programming elements are combined together in a 'recipe' appropriate for the facility. Ideally, all types of activities should be available for all the facility populations, at all levels of play. The reality of most facilities is that the ideal is not possible, but that doesn't mean that we shouldn't be trying to achieve it!

Before any programs are created, it is important to see the "big picture". With limited time available, programming is a constant planning decision of one priority over another. For example, a great idea for a specific type of men's weeknight competitive event may be proposed. If the ladies weeknight evening groups have no competitive programming, and the men already have a weekend program and a weekday evening one, the 'great idea' may have to be shelved for the greater good and balance (a ladies competitive program).

1. Activities: There are three basic types of programming activities for tennis.

Instructional:	Competitive:	Social:
To provide systematic opportunities for players to learn and train . These programs should be designed to shortcut a player's learning process with expert coaching and/or provide exercise.	To provide opportunities for players to compete and advance. This is for the players motivated by achievement. Ultimately, competition and play is what tennis is all about.	To provide opportunities for players to meet and mix . This is for players motivated by relational connections (affiliation). <i>*Note: All tennis programs have an element of 'social,' however, this activity category prioritizes that aspect.</i>

Note: Programs can be a combination of 2 or more activities (e.g. a 'Play & Learn' – an instructional and social program) as long as each activity is represented in the overall programming mix.

2. Populations:

Each facility has its own sub-groups that use it at various times. The dominant population of each time slot dictates the type of programming. The common populations to program for include (in a typical urban centre):

Business men; business ladies; daytime ladies; seniors or older adults; juniors; and families. Less common populations, but deserving planning attention, include: shift workers; teachers; wheelchair players; etc.

Daytime: (8:00am-3:30pm weekdays) The main populations using this time slot are: daytime ladies; seniors; shift workers.	After School: (3:30-6:30 weekdays) The main populations using this time slot are: juniors and teachers.
Evenings: (6:30pm-11:00pm weekdays) The main populations using this time slot are: business men and ladies; wheelchair players	Weekends: (9:00am-9:00pm) All populations available, optimal time for families

3. Levels of Play:

It is critical to be able to correctly categorize levels of play. This allows compatible players to be grouped together, programs to be marketed to the right target groups, and the appropriate criteria set to progress player's skills. To make the levels of play clear, the *Play Tennis Canada Self Rating* system can be used for all programming. At most facilities the majority of players are typically at the 2.5-4.0 levels. A majority of programs can be scheduled for this level, however, if possible all levels should have programming.

- 1.0-1.5 Beginner
- 2.0-2.5 Advanced Beginner
- 3.0-3.5 Intermediate
- 4.0-4.5 Advanced

The goal is to have a clear development path where players of any level can be identified, slotted into the appropriate program, and progressed along.

Program Considerations

Each individual program has additional factors to consider as well:

- **Pricing:** Does the program include balls? Is the program run by coaching staff (prices must cover their hourly rate). Are their court costs? Is there food and beverage involved?
- **Format:** In competitive and social programs, do the players keep the same partner or change partners? Do they play continuously or switch on and off? The format of the program should match the needs of the players. In

Instructional programs, what are the size of groups and the ratio of coach to students?

- **Level advancement:** How do players move up levels? Is their published criteria? How often will players typically advance?

By ensuring the appropriate “Program Mission” applied to the “Program Mix”, a facility can put into place an effective and successful program. The best, most profitable, and effective facilities don’t just have one ‘coaching court’ and all the other courts sitting around waiting for players to book if the mood hits.

Good luck!



Purpose of this Step:

- Understand and be able to research the main categories of a business plan applicable to a tennis operation
- Gain insight on how to present your proposal to local politicians, parks and recreation staff, banks and other stakeholders

Scenarios targeted in this Step:

- If *Your Group* has *no requirements* for outside support or partnerships as you have secured the necessary land and funds to build the facility you envision, you can skip this step (and proceed to Step 13).
- If the public sector is going to build and operate the proposed facility, there is no need to complete this piece unless you are still advocating for the facility. In this latter case, working with recreation staff to complete a Business Plan may increase the probability of success.
- However, this business plan using your Operation and Program Plans from the previous step will be key to getting a **Yes** decision from a public partner or financial institutions.

Differences between a Business Plan and Project Proposal

The main difference is the audience. A *business plan* is written to focus on the detailed numbers, and the financial viability of the project. Will the project work financially? There is much less focus on public good benefits. However, a bank will analyse your proposed strategies of training, attaining maintenance standards, marketing, pricing, etc.

A *project proposal* is often focused on the facility, its benefits to the community, its location, as well as its viability. It is usually fine tuned to the decision you want the audience to make – a Council, prospective partners, naming rights sponsors or “asks” to benefactors etc. Sometimes it is to internal or external stakeholder groups in a consultation process (residents in a neighbourhood the facility will be located, etc.) *The goal is to get the party to which the proposal is written to “buy into” your project – with funding, land, or support.*

Sections to Address in a Business Plan

Purpose: The purpose of a **Business Plan** is to undertake a financial projection of revenue and expenses, and a clear indication of the markets, services, products, programs and promotion methods of the operation or business to realize these projections. It also has to deal with business and financial risk. They often project the first 3-5 years of operations. *The Business Plan builds on your program and operating plans in the previous step.* It is required by lending institutions, often your municipal partners (looking for loan paybacks or operating surpluses), and occasionally by granting bodies.

Sections to Consider:

- a. *Executive Summary and Fact Sheet.* This section is a one or two page summary of the most important points of your plan. This section may be the most



important part of your plan; it is the “guide page” to the balance of the Plan. The fact sheet summarizes the basic information that relates to the venture.

- b. *Facility Operating Organization and History.* Introduce the tennis operation, its history and the goals, vision, objectives and mission of your operation to the reader. If you propose an NP3, clearly explain how it works to the reader.
- c. *Industry Analysis/Market Overview.* Describe the overall tennis market trends (see the *Tennis Canada* participation Facts insert on the page opposite). Check for recent statistics from your Provincial Tennis Association or Tennis Canada. You may also give a larger tennis picture using case studies in this *Guide*, complete with charts, graphs and numbers.
- d. *Products and Services and an Operating Plan.* Provide a summary of the *programming mix* plan (from step 10) that you will provide in the facility, with demographic projections of local markets for age groups, skill level, types of programs, amount of court usage in each program area, etc. One other aspect in this section is to look at potential non-tennis uses of the facility and the revenues in the off season – trade shows, etc. This program plan, and the use of successful plans from GCTC and other facilities (see Appendix D and E) will drive your revenue and cost analysis, below.
- e. *Market Analysis.* Here you describe your community market situation, refreshing and detailing your market research from step 4. Describe your market size, target customers for your program mix, assess the competition, and estimate your expected revenues and market share. Project growth for a 1-3 year period – estimating total court capacity and the percentage of court capacity used for different times of day, and growth over the years. Judge the impact of your Program mix model which has been shown to turn infrequent players to avid tennis players.
- f. *Pricing, Fees and Charges Structure.* Using the options in the case studies, look at what level of fees to plan for your project. (*Tip: avoid the term membership if you have a public partner.*) Annual Fees (booking card fee or entrance fee, etc.), Court Fee for various time-periods (prime, non-prime, early-bird, summer), and fees for programs – children camps, youth/junior, adult lessons, drills and leagues. The *Step 10 Program Plan* spreadsheet should drive this business plan chapter. (*Key decision: will you block rent to tennis club groups? GCTC has eliminated this option to maximize public access*).
- g. *Management and Organization.* Staffing levels and roles (or shared roles): front desk admission, coaching, maintenance, management. An Organizational Chart is helpful. Review the case studies and operating budgets provided. If there is a Board of Directors, relate their role and responsibilities.
- h. *Promotion and Marketing.* Include the costs to develop a web site and simple brochure. Have a plan that avoids costly advertising but involves grass roots contact by volunteers, staff, etc. Look at web presence and other “piggy back” strategies (the local Leisure Guide, brochures in community centres, fitness centres, etc.) Document your goals and plans for staff training – service, safety and technical.
- i. *Budget: Revenue and Costs.* For the initial year of operation and progressive (but realistic) growth for the next three years. If you program effectively in year one, these learners will also take more lessons, and book court times, and tell others. You need to address debt financing for the facility in this section, and loan re-payments. Costs will address facility maintenance, front desk operations, and capital reserve fund. See Appendix E for case studies of other tennis facility budget cost areas.

For advice and samples of tennis facility business plans, contact Tennis Canada or your Provincial Tennis Association.

Canadian Tennis Participation Facts



References provided by Tennis Canada.

Since 2001, the Building Tennis Communities Strategy – a joint *Tennis Canada*/PTA initiative – has engaged over 255,000 participants in tennis activities at the community level across the country. With more and better facilities, it is predicted this number will continue to rise. (Source: *Tennis Canada*)

Canada's Print Media Bureau (*PMB*) has undertaken a series of annual studies examining Canadian tennis playing behaviour. In the study, tennis participation is defined as a person who played tennis at least one time per month during the season. The following fact statements are supported by these *PMB* annual studies.¹

- 1,758,000 Canadians aged 12+ played tennis at least 1 time per month during the 2004-05 seasons (18% of Canada's 12+ population).
- In recent years, tennis participation has been steadily growing, reversing the declining trend between 1996-97 and 2001-02.
- Trending from 2001-02 to 2004-05 shows an overall increase in tennis participation of +18%.
- The increase in participation from 2001-02 to 2004-05 has come from all regions of the country, with the exception of BC. The Prairies (+61%, 97,000 players), Ontario (+13%, 76,000 players), Quebec (+13%, 52,000 players), and the Atlantic (+130%, 52,000 players). In BC, the number of tennis players is remarkably consistent.
- Teens and young adults have been driving the positive growth trend, and now account for half of the tennis playing population in Canada.
- Participation rates among teens have grown so steadily in recent years that the number of teen tennis players in 2004-05 (435,000) now surpasses the number of teen players in 1996-97 (424,000).

In looking at the BC context, these statements can be applied.

- In British Columbia there are 300,000+ people twelve and older that are considered regular (at least one time per month in season) tennis players. (Source: *PMB*)
- *Tennis BC* Schools Program has grown from 3,000 student participants in 1999 to 35,000 in 2006 & 2007. (Source: *Tennis BC*)
- Tennis was the second ranked sport in terms of "growth", as measured in increased participation in 2005 when compared to 2004. (Source: *Sport BC*)
- Entrants in sanctioned adult tennis tournament events have grown 37% in the past 3 years. (Source: *Tennis BC*)

¹ Print Measurement Bureau (**PMB**) is a non-profit association whose primary focus is an annual syndicated survey and study for single-source data on print readership, non-print media exposure, product usage and **lifestyles**. Its reputation is based on over 30 years of in-depth measurement of Canadian consumer behaviour. PMB represents the interests of Canadian publishers, advertising agencies, advertisers and other companies. The first national **PMB** study was conducted in 1973. Since then, it has grown to the point where it now uses an annual sample of 24,000 to measure the readership of over 110 publications and consumer usage of over 2,500 products and brands. Tennis facts come from the Leisure participation aspect of their annual research. See www.pmb.ca.



Project Proposals – Know Your Reader/Listener

As suggested above, a project proposal has a different purpose and audience than a business plan. Business plans are for banker loan decision-makers, and for detailed analysis by funding staff representatives who report to decision-makers. Project proposals describe in succinct terms the funding, design, location and operating model of a proposed facility. Most often, a proposal is just that, a pitch to a prospective partner or supporter. What aspect of the project do you want them to support or make a decision about? A project proposal can address key details from any of the sections outlined in the business plan – if required. Ensure the reader can focus on the aspect of the decision you need from them.

There is a degree of “sizzle” in proposals that may not be part of your business plan. It might include more superlatives than your business plan which needs to be stripped down to the facts. Try to engage the reader through creating a feel for the proposed environment, how it looks, and detailing the public good and the community benefits.

One strategy that can backfire is to submit complex and detailed proposals that are overwhelming to the busy reader. Get to the bottom line up front, (ask yourself what they need to know), and do an overview presentation (or Executive Summary) with a focus on the key decisions that are needed for the project.

As a project proposal varies depending on your scenario, rather than detail the sections herein, this *Guide* will outline a series of tips to consider when preparing a proposal.

Know Your Audience. Who do you want to make the decision? What information do they need to make that decision? What are their values and history (campaign positions or statements if politicians; hold them to those commitments)? If they are a member of a political party, do they have policy positions that affect your project? What details do they need to know to give them confidence?

Written Proposals: Use Photos, Graphs and Tables Where Possible.

Consider the detailed written proposal to be targeted at municipal or university staff, or people analysing the details of a proposal for your key decision-makers. In the common saying of a picture being worth a 1000 words, in their summary analyses or briefings for the decision-makers, they may use a summary graph or table you have developed that they do not have time to prepare when writing their own reports to the decision-maker. Try to write in a concise business writing style. Again, you might consider the two part report system – the main section focusing on key aspects to a minimum of detail, but thorough enough to give a picture to the reader; and an appendix as a resource depository of details that the reader may require.

“Overview” Proposals for Prospective Funders or Sponsors: In some instances, you will only have 10 minutes to pitch your proposal to a stakeholder. After an inspiring overview of the project, think of the areas where the party you are presenting to may have the most interest, and anticipate his or her questions. At the end, be clear to what you are asking, i.e. support in a Council vote, a donation. Often a simple flip page portfolio with graphics, photos, tables and simple “talking point” statements will meet this proposal need.

Purpose of this Step:

- Although *Your Group* may have been soliciting advice and gauging support throughout the previous steps, at some point a campaign to push for support of the proposed facility needs to be formalized for the “close” of getting public approvals. This step guides this process.

Scenarios targeted in this Step:

- If *Your Group* has *no requirements* for outside support or partnerships as you have secured the necessary land and funds to build the facility you envision, you can skip this step.
- If you have succeeded in getting public support of your project and municipal staff and politicians have accepted the concept and included it in a Master Plan, the extent of this step can be reduced.
- If you do not have all the votes required to support the project, packaging your hard work into a dynamic and detailed presentation will increase the probability of swinging votes to the project.

From Advice to Getting Results

As you have most likely been getting advice and building your relationships with key members of municipal staff and politicians in regards to this project, this step is for when you are ready to add *advocacy* to the *Steering Group* agenda. *Advocacy* is the process of arguing on behalf of a particular tennis project – for the funding support, for the land and location, or for the public sector to develop and operate. You are moving from advice to generating movement for a majority to support, to enlist your political champions to convince their peers, to elegantly meet the opposition with facts and alternative points of view. The results of an advocacy process is to turn both *No* votes and *Maybe* votes to *Yes* votes.

As mentioned earlier, you may have been getting advice and ideas and feedback on the project for many months from politicians and staff. At some point, you are ready, and your advisors may have indicated that the “timing is right” for a formal vote on a vital aspect of the project. However, even then, large decisions are often not made all at once. They are often made incrementally. Key milestones include:

- Acceptance/understanding that a public tennis facility is needed (no funding identified yet, however);
- Support in principle for the facility by your council (or university or school board) which takes the project from “if” to “when”;
- A decision to allocate funds to the project;
- Agreement on a site and provision of land for the facility;
- Signing of a partnership agreement (possibly in two parts – first Memorandum of Understanding, and then full legal agreement) that details the Model for building and operating the facility;
- A “go” decision once all details are clear and firm costs have been verified – construction can begin.



Tip: *You are prepared, and ready. Your Group only has a small window for an advocacy plan for this key decision. You know what you want, who you need it from, when you want it, and when you need to get it. Try not to over extend the time period of advocacy too much, and ensure you focus your communication on the specific decision you need. Realize that big decisions are often made in small bites.*

Ask Staff for Final Advice. If you have had some staff as advisors to date, ask their sense of what is needed in the presentation.

Design your presentation, practice your presentation.

- Either before or after, assign the name of every decision-maker to one of your members (if comfortable). Have them try and contact by voice-mail and ask for a brief meeting or telephone conversation, if possible. Ask if they have questions? Try to answer the specific question, or get an answer for them. If they do not support the idea, ask them if there is anything that could be changed to help them support it?

Get A Target Date. As soon as you have the target date to present, develop some strategies around it. Here are some considerations:

Official Request to Appear in Front of the Decision-makers. If possible, get in front of the decision-makers to present. Write a formal letter asking to present. Have your champions follow-up.

Pick Your Communication Media with Councils. The average City councillor receives a 2 inch thick binder of materials before their weekly meeting. They will be unlikely to read a large proposal (they will ask staff to do the detailed analysis). If you are presenting at a meeting, ask how much time you will have, and try to stick to the time period. Use Powerpoint or other presentation media to bring added graphic communication to the presentation. Keep at a high level, focusing on your key messages. Consider having copies of your presentation in a folder for the key audience decision-makers.

- Prepare a specific smart looking one sheet “project in a nutshell and fact sheet” – with one or two photos or graphics for interested parties. Give it to internal and external stakeholders to pass on to others.

Read Council Staff Reports on Your Project. If there is a key funding decision on your project, staff will probably have written a report on the project and given it to the decision-makers ahead of time. These are public documents, released at a certain time before the meeting. Ask to read them before the Council meeting (or even better a draft before final printing!). Schedule a Steering Group meeting at the same time of the release, and try to address issues it raises in your presentation.

Research the audience. If you have a chance, go watch a meeting (if they are a public body, they are usually open meetings) a month ahead, and look at the dynamics, the type of questions asked.

Strategise with Your Champions. Politicians often enjoy a leadership or champion role in a project. Identify your most influential champion advisor. Ask her or his advice on when to bring the project “key decisions” to Council. Possibly have him/her communicate with the Chair, Mayor, and/or senior staff. The context is to inform the audience and influence them to make the decision you want. There is a degree of sizzle and flash in these presentations. Try to engage and be open.

The point of advocacy is to develop support for your position. It often involves changing minds. Some common misconceptions about tennis and the correct interpretation instead, are included below.

- Write a press release about the presentation, what you want to achieve and why. Send it to local media.

From (misconception)	To
Tennis is trending downward	Where good indoor facilities have been built, tennis is growing very fast
Tennis is an elitist sport	Tennis is for all – it is more inclusive of families, seniors, juniors, recreational, high performance and wheelchair participants than many traditional sports supported by municipalities -all you need is a racquet and some interest.
Indoor tennis is expensive	If a typical court fee is \$20 for 4 players, that is \$5 for an hour of fun and exercise and comparable to an exercise class at a community centre.
Tennis is hard to learn	With progressive tennis coaching, beginners are having fun early in the learning process.
<i>Add points you have heard locally here</i>	<i>Reframe them in the positive here</i>





Tips on PowerPoint Presentations.

- Think of having a minute per slide to present. If you have 10 minutes to present, think 10 slides. (Note: you are assuming a question and answer period after you present).
- If you are seeking partnership, use at least one slide to recognize partners – even if the organizations do not know they are supporters. For example, if municipal staff members have been giving advice to your project, put the municipal logo up there, and explain the level of partnership (advice now, and you aspire for more). Before you know it, others will see themselves as your partner.
- The style, graphics, colour and image of your presentation has a large influence. We live in a “media is the message” culture. Find a person in *Your Group* with an eye for desktop design and style.
- Use people slides – audiences enjoy active, demonstrative, playful photos to illustrate tennis and program levels (do you have a picture of a family playing tennis, or an 80 year old?)
- Acknowledge your council’s success in recreation delivery, projects they have brought to life – especially partnership projects for specific sports.
- If possible, use more than one voice (but not more than three) in the presentation – with different gender and age, with well rehearsed transitions at a certain slide. Perhaps have a coach speak to the programming slide. An effective strategy is to have a young person talk about their own story and the prospective changes with the facility, how they and their friends will use the facility.
- Have at least one or two slides on key numbers, facts, or statistical projections – participation in tennis data, projected numbers of users by age to suggest diversity, work to date and investment by community members in this work.
- Address the concept of public good – then put up a slide with key benefits beyond tennis players, and 1-2 stories to illustrate one or two points on this list.
- For key presentations, ask your internal stakeholders to attend in the gallery, in tennis gear. Ensure there are children, youth and older adults, wheelchair athletes, and others representing all the segments you hope to serve.
- Rehearse such that you do not go over your time allotment. More presentations have failed because they go on too long rather than not providing enough detail. However, you need to be prepared for questions.
- Don’t read the words on the slide. Your audience can read them faster than you can say them. Précis the words or tell a story around the words.

Follow Up After the presentation, individually write and thank each decision-making member, and customize the follow-up to address concerns they raised, or you believe was the real reason behind their questions. Offer to meet and dialogue more specifically. Do the same with the senior staff group attending the meeting.

At this point it is assumed you have sufficient funding for the project, and if a public partner is required, they have signed off on the design and funding. The project is a GO – you can authorize the detailed drawings by the architect or pre-fab supply company.

Purpose of this Step:

- Understand the role of a project manager, your architect and general contractor.
- Look at ways to minimize problems and cost over runs.

Scenarios targeted in this Step:

- If *Your Group* is not involved in the construction – it is being managed by the municipality or other public sector body, you can sit back and plan any role you have in a successful opening and first year of operation.
- If you have achieved public support and are moving to implement, how you manage this construction phase is critical. This section is targeted to you. Even if *Your Group* has contracted an air support, skin membrane or pre-fab rigid structure *the group* has a watchdog role to ensure you get what you thought you paid for.

Terms and Concepts

Architect role after funding approved, before Construction. To develop detailed drawings and put the conceptual concept into reality, within the budget. This requires frequent consultation with you on design details and materials.

Architect role during Construction. Part of his/her fee is to advocate on your behalf, as a client rep, that the building is built to the design specs of his/her plans. The inevitable alternatives to building details and work order changes between the contractor and client are represented by the architect – who would recommend for or against for you to approve.

Change Orders. Changes in materials, design features, strategies to overcome unanticipated problems (e.g. a large rock to be excavated in site preparation) can result in additional costs. Changes are usually proposed by the contractor (or architect), and approved by the client. This is why you need a contingency budget for a project – and there is a good chance it will be frequently tapped. Contingency can be 10-15% of a construction budget, less with a pre-engineered structure. In most situations, changes orders are the reason the project goes over budget and they almost always create tension and conflict as you sort out who is responsible for the need to change.

Cost Plus: Contractor firm has a fixed monthly fee, and uses its resources to get the best value and quality on materials and sub-contracts and tries to follow the budget as closely as feasible. In this option, if costs come in less than anticipated, you share in the savings.

Design Build. A general contractor or project management firm will both design and build your facility – to your approved design and standards, at a fixed price. This option describes the process for pre-engineered buildings. Any fluctuations in labour and material prices will be absorbed by the contractor, except for change orders (see above).



Fixed Price Contract. A bid process or other method that has resulted in a bid to build a facility as per the detailed design drawings. Any fluctuations in labour and material prices will be absorbed by the contractor, except for change orders (see above)

General Contractor. The building firm *Your Group* has a contract with to build the facility – it wants to make a profit (and hopefully have you a happy customer). Contractor organizes the steps and supervises and pays the sub-trades. It is their responsibility to obtain sub-trades at the budget price they quoted.

Project Management. For a fixed fee or a monthly stipend, these construction experts oversee every aspect of organizing the project, find and negotiate with sub-trades, work on your behalf with sub-contractors (or general contractor if you hire a Project Manager and use a General Contractor). You often pay subs directly, which can be a significant onus on your organization. You may have some members of your organization serve as the “project manager” as volunteers, working with your Treasurer to pay bills, check budgets, ensure the quality is correct, assess work orders and the timeline of the building. It is a large and intense volunteer role. Similarly with design build pre-engineered buildings, a project manager can be your guard to quality, budgets, and timing.

Quantity Surveyor. The QS takes your detailed drawings and develops a construction budget estimate. Involvement by a professional QS is sometimes required by banks and your municipal partners who want to ensure you have enough funds to build the structure you have designed (so you do not come to them for “top up” funds with the building three quarters finished).

Construction Challenges

Your Group has the go ahead to build after getting funding approvals! Congratulations! Remember the excitement of the hard fought *approval win* as you navigate through the complexities of this final construction stage.

If *Your Group* is not an existing legal not-for-profit organization, you may now have to incorporate before entering into the legal agreement to use the land, receive funds and/or operate the building. Certainly you should look at the protection of a separate legal entity from your private assets when undertaking this construction project.

If you are entering into a pre-engineered structure agreement, your *turn-key* solution is an easier road to follow. However, you still have design and building permit hurdles to jump.

After funding approvals, there is often a gap of a few months while you have the details drawn up from your pre-engineered supplier or your own architect (for a complex building). This is done in stages, as you need to arrange the local format of design and development permit approvals before developing the detailed plans for the actual Building Permit. For some larger municipalities, this is a six month process with a 2-3 month wait, due to backlogs, for your Building Permit application plans to actually be reviewed.

Unless you have some form of fixed price contract, as you go through this final design phase process, you can be watching with some anxiety as labour and material prices fluctuate, usually upwards. Every change affects your budget.

After the detailed drawings have met your approvals, and the permits are achieved, unless you have a fixed price contract, you need to get a construction bid – where the contractors review detailed drawings and submit their fixed prices.

If you get bid prices too high for your budget, you need to either cutback on your size or change design and materials. Often this means going back to your partners, and permit agencies, etc.

If you have a public sector partner who may not want to build the facility for your use, and insists you undertake the project (saves costs in their budget), try to get permission for one of their experienced facility construction staff to come to a monthly project review meeting and advise you through the maze. Not only is it helpful, but it is an insurance policy if anything goes askew in the construction process (over budget, bankrupt firm, etc.)

Keeping on budget – role of the Steering Committee

Your primary role as a Board (or Steering Committee) is to push your consultants, suppliers, and contractor to meet timelines, budgets and your quality standards.

There are often challenges in cash flow – the grants and funding come in on a schedule, construction firms and subs want to get paid on another schedule. This is where your creativity in problem solving is important.

Often hard decisions have to be made – removing certain finishing features to bring the project in on budget. Here your flexibility in working with your partners and internal client groups is important. Have the whole group do size and amenity reduction change orders, just one or two people.

Tip: Budget for Board liability insurance through this construction period and especially the early operating years.

Some Thoughts for Your Steering Group

You should consider strategies that reduce your stress. For example:

- Convince the experts at the municipality to do it;
- Use fixed price options like Design Build with a construction company or your supplier of air structures, membrane or pre-engineered buildings. *If the design does not meet the agreed upon specification (e.g. the required amount of candle power of light on the court surface), then it is the design build firm's problem to solve. (See Saville Centre case study). Greatly reduces day to day construction management effort by your organization and the challenges of meeting budget (but it does cost more initially as you have less risk).*
- Fixed fee contracts for a paid project manager to work on your behalf;
- Give monthly reports to your partners on your progress and challenges.
- No surprises is a good motto in this case.





Implementation Phase

Step 14 Preparing to Open and Play

Purpose of this Step:

- Detailing the final tasks as you approach opening and start the use of the facility.
- Succession planning – the builders in *Your Group* turning the leadership over to the operator volunteers and staff.

Scenarios targeted in this Step:

- If *Your Group* has no requirements to operate the facility, you don't need this step.
- However, if *Your Group* is the facility operator, you need to carefully apply sound management principles to steer through the tricky first few years. A few of these management areas are explored in this step.

At this point, *Your Group*, now often the Board of Directors, must now operate the facility. Alternatively, you are a strong advisory partner with your public recreation organization to make sure it works.

You may have been at this project for three to five years or more. Usually, your executive is more than ready to turn the reins over to a new group to run the facility – to make the dream happen as *Your Group* envisaged it. In the worse case, tired members throw the keys to uninitiated new people, and retire to playing tennis.

Succession planning is important. Try to bring prospective leaders on to the Board some time before the potential changeover date. Have the new members involved in the final construction process, and ensure they understand the partnership agreements made in the process and any commitments to prospective members or partners.

Hiring Suitable Staff

The key decision for a successful launch and operation is the staff leadership you hire. The case studies have indicated how important an experienced tennis program director will be to your ongoing success. That person has the vision, leadership and skills to make the program plan work. Search long and hard, and resist the urge to hire someone from *Your Group* just because they have been a hard working volunteer. If possible, bring them on board some months before opening so they can hire and train staff, prepare schedules and registration logistics.

Sticking to Your Program Plan and Mix

There is sometimes an urge for some organizers to think of themselves as preferred customers after all the work they have undertaken and the goals they have accomplished. Try to remember the “something for everyone” and image of accessibility and fairness. Faithfully implement your market development plan

where you work at getting your beginners and casual players to become committed users. Think in terms of transforming 100 beginners or very occasional program registrants into passionate, frequent and regular court booking customers, every year. With that target achieved, you have probably ensured your long-term financial solvency.

Meeting Budget – getting Players Active and Registering for Programs

There are many web registration programs available to organizations. Research the best options that fit your program requirements. Ask your public sector agency if you can “piggy back” onto its program registration system if it is flexible enough for you.

A grand opening with a program registration period not far behind will keep you in the tennis spotlight. The database of volunteers and supporters and internal stakeholders you have developed over the past few years is now a marketing database.

There is often a surge in the first program period after the pent up demand and anticipation. It is the second and third iteration of a program period where your honeymoon is often over. Programs have not yet developed their new committed players, and it is often a challenge to meet your targeted registration and court booking numbers.

Preparing for a Welcoming Organization- ensuring a quality experience

The attitude and approach of your staff to all prospective and current users is the result of three aspects: training; how they are supervised; and most importantly, the level of respect and feedback they get for their work and initiatives. Try to support them to be the best front desk staff and coaches they can be.

Preparing a Marketing and Advertising Plan

Free advertising and awareness has hopefully been developed over the last few years of facility construction through having media and photographers invited to your funding announcements, sod turning, facility openings, etc.

If possible, use the marketing person of your local parks and recreation agency to get more advice on marketing plans, and perhaps ask if they will put an ad insert in their seasonal program brochure and/or website. Ask if you can, or they can, mail a letter to every tennis lesson participant the municipality has had as a participant over the past five years. As the public partner (even if they gave you land and you did all the rest yourselves), it is in their interest to help you succeed, and it is likely they have expertise and resources beyond your capacity.

If you have been successful in obtaining a marketing and advertising budget, get advice on developing a marketing and advertising plan to ensure the funds boost your program sales. Stick to the plan, then evaluate how it worked after a full budget cycle. Ensure you take some measurements from new program registrants to find out how they found out about the programs, and why they made the decision to try the program. Link this feedback back to your advertising pieces and plan.

Case study research has indicated that your best form of marketing is when the first contact by a participant of the facility and program “exceeds expectations”, and this person then tells other players, neighbours, and colleagues at work about their experience at the new indoor tennis facility. Word of mouth by your users will be a key to bringing new tennis players and increasing your user base.

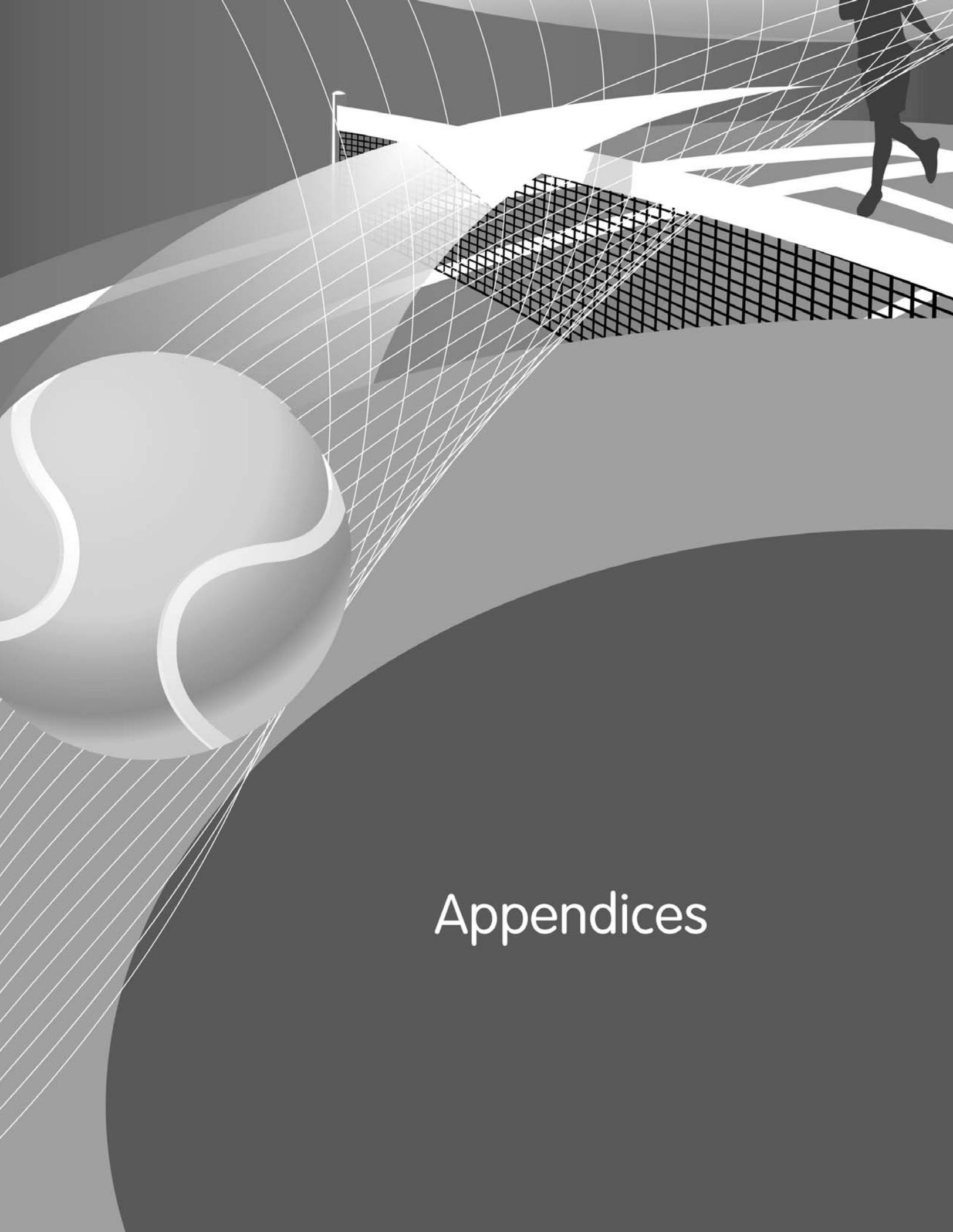


Of course the reverse is true. In fact, research shows that a disgruntled customer will tell twice as many people about their poor experience than those customers who had a good one. *Recovery techniques* are sound management strategies to mitigate problems or barriers that your staff witness a customer experiencing, or to apply in response to a legitimate complaint that a customer reports to your staff.

Recovery techniques have been mastered by Disney and other successful service organizations. They view it as vital to retain the good will of a customer if, to use a tennis example, their court gets double-booked, an instructor does not show up for a class, or they were not informed of a class cancellation or the like. Empower staff to recover their good will by giving the customer an extra free court (besides the one that was double-booked), a gift certificate for a lesson, or other significant recovery to their loss. Your tennis customer will tell both sides of the story – and how they are going back as they were treated so well.

Disney research also shows that if you do not apply a recovery technique, the customer will tell an average of 9 others about their poor experience, and it will cost about 10 times the cost of the recovery technique to win them, and the others they tell, to come to your facility.

Your initial group of facility enthusiasts can be used as focus groups to get feedback on your program mix, service, booking rules, and other aspects of your tennis operation. Try to take the time to listen to their point of view as you make adjustments for the next program iteration.



Appendices

Appendices

A. Background Context for a Statement of Need

It is important to distinguish between public sector, the not for profit sector and the private sector when considering new tennis facilities. Each has a different role to play in Canadian communities and each makes decisions using different criteria. While all decisions are essentially cost/benefit decisions (i.e. identifying all options for proceeding and then estimating all costs and benefits for each to determine which has the best cost/benefit ratio) the units of costs and benefits vary by which sector is making the decisions.

There are only three providers of services in Canada; the public sector, the not for profit sector and the private sector.

Also, there are only three ways of financing services which are provided in Canada; at a profit, on a break even basis and at a loss (or subsidy).

The public sector is different than the private sector.

Demand and Need are not the same.

Demand is an economic term. It represents the amount of a good or service that will be consumed at a given price. The higher the demand, the more people will consume at that price.

Need is always a subset of demand. In order for there to be a need, there must first be some demand. *But, for something in demand to also be a need, there must be something else. That something else is a spinoff benefit to the entire community, not just the person who consumes the good or service.* Examples of public goods include improvements to air quality or population health and wellness, reduction in antisocial behaviour, increased community safety and security. In fact, as taxpayers, we pay for public goods not on the basis of any direct benefit we derive from them, but rather on the basis of the indirect benefit that everyone derives from them.

Demand vs. Need As Applied to Community Tennis

The definition of public recreation is anchored in the distinction between demand and need which is at the heart of many decisions about what or how to invest in public leisure services. That distinction is outlined below.

The public sector is in the business of meeting needs rather than simply responding to all demands.

Demand is defined as the amount of a good or service that is consumed at a particular price. Therefore, demand is always a function of price and is a term that has relevance in economics. However, in recreation we sometimes ignore the price side of the definition and simply ask people what they want so that we may provide what they want because they say they want it. This is not an appropriate basis for making decisions about **public** recreation services. Demand essentially focuses on direct benefits to users of a service and the value they place on those benefits. It is essentially a characteristic of the private sector rather than the public sector.

Need is always a subset of demand. In order for there to be a need, there must first be some demand for a service. But in order for that service to also be a need, there must be something more; that something includes some form of indirect benefit to all citizens, from which they cannot escape (in fact that is the definition of a public service – indirect benefit to all from which they cannot escape).

The private sector is always demand driven. If there is enough demand for something, and it is legal, the private sector will respond. The public sector is always needs driven. In order for it to become involved, there must be some demand, but the service must also have some collective benefit to the entire community.

Advocating to Municipal governments across Canada to support community tennis requires the advocates to analyse and present the needs met by the facility and the tennis programs that are housed in the proposed facility.

In the public sector, our customers are our taxpayers, not our users. When we say we are customer centred, we understand that the people that pay taxes to support our services are the ones that must see benefit from that service, even if it is only indirect benefit. Therefore, we use public leisure services as a vehicle to meet socially worthwhile goals and objectives (that results in indirect benefit to all) rather than focus only on direct benefit to users.

There are several differences between the public sector (and how it makes decisions) and the private sector (and how it makes decisions)

Private Sector	Public Sector
<ul style="list-style-type: none"> • Demand driven • Focuses on direct benefit to users • Elects a Board of Directors to protect the interests of investors • Measures costs and benefits in dollars 	<ul style="list-style-type: none"> • Needs driven • Focuses on indirect benefit to all citizens • Elects local Council to protect the needs of all citizens • Measures costs and benefits in dollars and units of public good

Some examples of need which recreation can be used as a vehicle in meeting include:

- Using recreation to foster a sense of community identity, pride, spirit (through hosting special events and spectators at sports events etc.).
- Using recreation to foster volunteer leadership in the community (e.g. involving local citizens in operating community centres)
- Using recreation to mix generations and other sub-groups in the community (thereby reducing isolation and alienation by including all members of a community in activities so that they have a sense of belonging)
- Helping teens through that difficult stage in their lives (using recreation to help teens understand about team work, leadership, peer group pressure, learning life skills)

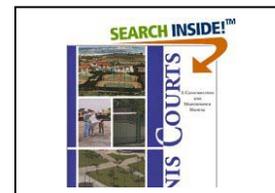
So, in summary, public investments in recreation services, including tennis, are justified only on the basis that there is some form of collective good (i.e. called public good) that is measured as indirect benefit to all, rather than simply responding to whatever citizens want to do in their recreation time (which the private sector responds to) and whatever results in the most revenue.

B. Other Sources of Tennis Structure Project Information

Websites or agencies with additional, and potentially more current, information

USTA **Tennis Courts: A Construction and Maintenance Manual.**

There are benefits to purchasing this Manual if you are steering the development of a tennis facility in your community. Tennis Canada may be able to lend you a copy or purchase one online at sportsbuilders.org or Amazon Books online.



Court lighting – energy use comparisons for various light types and configurations.

www.courtlight.com

RSMeans Building Construction Cost Data resource manual. . Comes in a disk or web.

There is also one for landscape construction costs. Web site www.rsmeans.com has a free quick calculator for 50 building types. Ask *Tennis Canada* for the resource.



Tennis Canada. www.tenniscanada.ca Although not a source for funds to build a facility, the organization is committed to developing community tennis in Canada.

- pdf files of templates and other tools from this *Finding Your Sweet Spot Guide*..
- Website with other pdf resource files
- “Play Tennis” *Self-rating Guide* that you can put on your organization’s website.
- Staff resources for fund-raising, facility design, court surface materials, lighting and community programs.
- Committed approximately \$500,000 directly to grassroots-oriented non-club tennis communities through the Building Tennis Communities Strategy.

Provincial Associations If they cannot give you the advice, they can direct you to someone at Tennis Canada or another organization who can.



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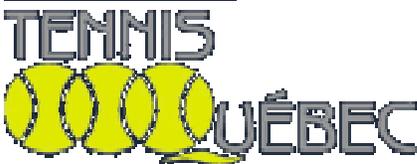
www.tennisontario.com

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C. Examples of Operating Models and Facility Types Across Canada

The listings below are diverse resources for your research, provided by *Tennis Canada and Tennis BC (2008)*. They include an indication of both the type of operating model of the organization, and the construction material of their facility. *A sub-set of these contact resources are examined in more depth – see the Case Studies.*

Ontario (courtesy of Tennis Canada)

Name of Operation	Operating Model.	Construction Material.	When Built	Address	Telephone Contact Number	E-Mail Contact or URL address website
Ajax Winter	P3	Air supported structure		Ajax	905-427-2581	www.ajaxwintertennis.com
Badminton & Racquet	Private	Air supported structure		25 St. Clair Ave. W, Toronto, ON M4V 1K6	416-921-2159	www.thebandr.com
Blackmore Tennis	P3	Air supported structure		114 Blackmore Ave., Richmond Hill L4B 2B1	905-886-4030	adam@blackmoretennis.ca
Campus Tennis Centre	P3 (Oshawa Tennis Club)	Air supported structure		Durham College, Oshawa Ont	905.721.3122	www.campustenniscentre.com
Eglinton Flats	P3	Air supported structure		Toronto	416-767-3622	pnielsen889@rogers.com
Granite Club	Private	Air supported structure		2350 Bayview Ave., Toronto, M2L1E4	416-510-6668	www.graniteclub.com
L'Amoreaux Tennis Centre	NP3	Air supported structure	1978/2007	300 Silversprings Blvd. Scarborough M1V 1S4	416-396-4041	
Mayfairs (4 Clubs in GTA)	Private	Custom design		Mayfair East-160 Esna Park Dr. Markham, ON, L3R 3B1	905-475-8833	www.mayfairclubs.com
Newmarket Winter	P3	Air supported structure		170 Doug Duncan Dr., Newmarket	905-853-6150	www.newmarket-wintertennis.ca
Ontario Racquet Club	Private	Air support and custom design	1975	884 Southdown Road Mississauga, L5J 2Y4	905-822-5240	www.ontarioracquetclub.com
Oshawa (city of)	Public	Air supported structure		141 Thornton Road S., Oshawa L1H 3Z7	905-436-5454	www.oshawa.ca
Pickering Recreation	Public	Custom design		1867 Valley Farm Road, Pickering L1V 3Y7	www.cityofpickering.com	Pickering Rec
Timberlane Athletic Club	Private	Custom design		155 Vandorf Road Aurora, L4G 6W7	905-727-4252	www.timberlaneathleticclub.com
Toronto Lawn	Private	Air support and Custom design		44 Price St., Toronto, M4W 1Z4	416-922-1105	www.torontolawn.com
Veneto Tennis Club	NP	Custom design		Woodbridge, Ont	647.588.5207	n/a

Quebec, Prairie and Atlantic Provinces (courtesy of Tennis Canada)

Name of Operation	Operating Model.	Construction Material.	When Built	Address	Telephone Contact Number	E-Mail Contact or URL address website
Courtyard Tennis & Fitness Club	Private		96	Halifax Nova Scotia	902-450-1016	www.thecourtyardclub.com
Fredericton Capital Region Tennis Association project – in process.	NP3	Air supported structure		David Clark	506-458-1638	David.clark@mcinnescoop.com
Regina Public Tennis	Public	Custom architecture fieldhouse with courts in infield		Regina SK		www.regina.ca/content/parks_and_rec/facilities/badminton.shtml
Saville Sport Center	Public (University)	Rigid Custom		U of A, Edmonton AB	780.492.2222	www.savillesportscentre.ca
Winnipeg Public Tennis w. U. of Manitoba	Public	Fieldhouse with courts in infield				www.umanitoba.ca/faculties/kinrec
Tennis de l'île des Soeurs	Private	Custom design	79	300, Chemin du Golf, Montréal, QC	514.766.1208	www.tennis-ids.com
Tennis 13	Private	Custom design	79	1013, autoroute 13 Laval, QC	450.687.9913	www.tennis13.com
Carrefour Multisports	Private	Custom design	76	3095, autoroute Laval, Laval, QC	450.687.1857	www.carrefourmultisport.com
Sani Sport Boucherville	Private	Custom design	74	1601, Boul. Montarville, Boucherville, QC	450.655.9150	sanisport@hotmail.com
Club Avantage Multi-sports	Private	Custom design	79	1080, rue Bouvier Québec, QC	418.627.3343	info@clubavantage.ca
Complexe sportif-Longueuil	P3 Society Private land	Custom design	1974 2002	550, Boul. Curé-Poirier ouest, Longueuil, QC	450.679.6131	info@complexesportiflongueuil.com
Les Tennis de Rimouski	Not-for-Profit Operation	Custom design	76	364, rue St-Germain est, Rimouski, QC	418.724.6149	www.tennisrimouski.com
Centre Récréatif de Repentigny	P3	Custom design	79	740, rue Pontbriand, Repentigny, QC	450.657.5121	www.ville.repentigny.qc.ca/centrerecreatif
Centre sportif Alphonse-Desjardins	NP3	Custom design	2003	260, rue Dessureault, Trois-Rivières, QC	819.373.5121	jfpicard@quebecenforme.org

BC Examples (Courtesy of Tennis BC)

Name of Operation	Operating Model.	Construction Material.	When Built	Address	Telephone Contact Number	E-Mail Contact or URL address website
Burnaby Tennis Club	NP3	Bubble winter months	1967	3890 Kensington Ave Burnaby B.C.	604.291.0916	www.burnabytennisclub.ca
Cedar Hills Community Tennis	Public	Custom Architecture		3220 Cedar Hill Road, Victoria, BC	250.475.7121	www.gov.saanich.bc.ca/resident/recreation/tennis.html
Chilliwack Landing Centre	Public	Retro-agri building (multi-use)	2006	Chilliwack BC		www.gov.chilliwack.bc.ca/main/page.cfm?id=46
Grant Connell Tennis Ctr	Public	Custom Architectural with rigid	1997	North Vancouver BC	604.983.6483	www.northvanrec.com/article.asp?c=161
Jericho Tennis Club	NP Society	Air Support	1916	3837 Point Grey Road Vancouver BC	604.224.2348	www.jericho.ca
Richmond Tennis Club	Public	Air Support	1960	6820 Gilbert Road, Richmond BC	604.273.3631	www.richmondtennisclub.com/
New Westminster Tennis Club	NP3. Uses public park	Outdoor	1930	New Westminster BC	604.522.6022	www.nwtennis.com
Oak Bay Community Tennis	Public	Air Support	1985	2506 Bowker Avenue, Oak Bay	250.592.1514	www.oakbaytc.com
Panorama Community Tennis Centre	Public	Rigid (replaced Air Structure)	2000	North Saanich, BC	250.656.7271	info@panoramarec.bc.ca
Peoples Court	P3	Air Structure (all season)	1990	1650 Foster, Coquitlam, BC	604.939.2959	www.peoplescourts.com
SportsTown	Private but public access	Rigid	1979	4991 No. 5 Road Richmond, BC	604.273.7366	www.sportstownbc.com
Stanley Park Tennis Club	NP3 (Uses public courts)	Outdoor			604.605.8224	www.vancouver.ca/parks/rec/tennis/tnsinfo.htm
Sunshine Hills Tennis Club	NP3	Outdoor only	1970	Delta	604.594.8752	www.sunshinehillstennisclub.ca
UBC	Public (University)	Fabric Frame	1990	Vancouver BC	604.822.2505	www.tennis.ubc.ca/
Vancouver Lawn Tennis and Badminton Club	NP Society	Air Support	1897	1630 West 15th Ave Vancouver BC	604.731.2191	info@vanlawn.com www.vanlawn.com
Whistler Tennis	Private	Fabric Frame	1994	Whistler	604.932.1991	www.whistlertennis.com/

D. Six Tennis Operating Model Case Studies

Campus Tennis Centre, Durham College & UOIT, OSHAWA, ONTARIO.

www.campustenniscentre.com

Description. Campus Tennis Centre is a P3 partnership between the Oshawa Tennis Club, Durham College and University of Ontario Institute of Technology. The Centre has 6 Har-Tru (clay) tennis courts, which are air structure covered in the wintertime. The Oshawa Tennis Club has exclusive use for its members of four courts, and the College and UOIT faculty, staff and students have priority on the other two courts. Support amenities include a clubhouse with change rooms, offices, pro shop, and lockers. The air structure covers an area the size of 7 courts, with the innovative spine centre entrance to a 2000sq. ft. patio and grandstand with three courts to its left and right.

Governance. The original Club folded in 2002, and in 2003 a former staff person, Ken Crosina, negotiated with Durham and UOIT for a solution. The land is provided by Durham/UOIT, they constructed the courts and purchased the bubble. The private partner applied the \$225,000 from the original initiation fees towards construction, operates the Centre, guarantees a membership base where the new member initiation fee goes to a construction and capital repair fund. All program revenues and annual fees go into the private operation, with access for students, faculty and staff. If the club membership falls below the 190 member threshold, the public partner can take over the operation.

Construction. The take up take down air support structure is up for 8 months of the year. A challenge for air support (or any fabric on clay courts) is the moisture content in clay. Even when taking down the bubble on a sunny long weekend in May after a few days of super heating, water comes out of the fabric seams. The resulting mould on the fabric sitting in place while the structure is in storage is predicted to reduce 20-25% of the 15 year lifecycle (this would be much less with a hard court surface). Also unsightly dark seams. The clubhouse is a 2200 sq. ft. vinyl pre-fab deluxe school portable design that overlooks the bubble entrance. The operator is seeking a year around arrangement.

Management. The private operator manager is also the Tennis Director for the Centre, and also coaches the UOIT tennis team.

Programming and Fees. The CTC is a membership club with adult initiation fees of \$1,400.00, and annual dues of \$325.00 (with various family and junior pricing options). Member guests are allowed three times per year. There is a core membership of 365 (400 max possible) after 4 years, with 240 at construction. In addition, over 400 students use the facility in an average term (no fees).

Court fee charges are for winter courts only. (\$18/hr. prime, \$12/hr non-prime. \$14/hr weekends). Court fees are guaranteed not to increase for a minimum of 5 years.

Financials. In addition to annual member fees, the College and UOIT takes \$5 per student from athletic fees for the operating budget. *The annual heating and light bill is \$70,000 - \$12,000 per month for the three core winter months.* Clay court heating is higher than hard court heating as you must keep some heat on at night.



Some Best Practices to Consider from Campus Tennis Centre.

1. *Fee lottery. The Club offers a 6 week Introductory Clinic for 8 people for \$180. One name is drawn at the end, all the fees go to his/her initiation. If enter second time, get your name twice in the draw, third entry three, etc. Always full even at non-peak scheduling. 46 new members with this process.*

2. *Light ballasts for an air structure large and unsightly. They are located in the clubhouse envelope rather than the court itself.*

3. *Patio viewing spine instead of 7th court. For events, parents watching kids, etc. Operator would only build structure with it.*

4. *In Ontario, summer play in bubble not that enjoyable, players want to be outside. Take down as need these court surfaces outside in summer. Better to have permanent structure than up-down, have extra courts to play outside. Even better, rigid structure with air conditioning.*

Case study information from Ken Crosina.



www.gov.saanich.bc.ca/resident/recreation/tennis.html

Description. The Cedar Hill Recreation Centre tennis facility is a portion of the larger facility: 4 courts covered by a permanent rigid steel structure building. There are 4 squash courts attached. The tennis facility has a shared office, washrooms, a small weight room, lockers, showers, and tennis storage.

Governance. The tennis facility is a public sector facility – constructed and operated by the Saanich municipality and municipal staff. There is currently no community advisory group, although a role for this is planned.

Construction. The tennis structure was a bubble built in 1977, and rebuilt to the existing permanent butler type structure in 1992. The original bubble was sparked through needs assessments indicating public demand for indoor tennis in the rainy months. The neighbouring Oak Bay community recreation department was operating a successful indoor tennis facility with an annual operating surplus.

In the early 1990s, staff assessed the original air structure operating costs as it reached the final five years of its life cycle, and decided that an insulated, rigid steel structure – with its lower maintenance costs, 80% lower energy costs, and longer lifecycle – was the better structure to re-build with.

Management. The tennis facility and events are administered by recreation department staff, with a full-time tennis programmer overseeing the operation.

Programming and Fees. There are three small community clubs that play outdoors in good weather that self-organize and block rent court time from September to April at the regular hourly rates. Currently, no school rentals but the programmer runs a school program in the gyms at the schools through Tennis BC.

The operating hours are from 8:00 am -10:00 pm, or a total of 392 court hours a week. Of this, 313 hours or 80% were programmed in a sample week in November 2007. The program mix for the facility is court rental 78%, youth programs 9%, tennis socials (self-organized) 8%, and adult lessons the remaining 4% .

Fee court rental rates are \$20.00 /hr, and \$12 /hr non-prime rate 9am. and all summer. All courts are a 2 day advance booking.

Financials. Cedar Hill tennis revenue is 51% from court rental fees, 38% from instructional programs, and 11% from tennis lessons. The total revenue in 2006 from these three sectors was \$183,100 against costs of \$134,400 (including a 10% overhead cost for general municipal costs.)

The Cedar Hill tennis facility is used four times per year for trade shows and exhibitions which creates significant additional revenue to help offset the operating costs. These events draw large numbers of people and do not appear to have any significant negative impact of the facility other than taking the courts away from the tennis enthusiast for a few days each time.



Some Best Practices to Consider from Cedar Hills.

1. The switch from bubble to rigid steel structure reduced operating costs. Cost recovery over the “greener” steel structure lifecycle was the rationale for the higher capital investment.

2. The location of the tennis facility adjacent to the envelope of a multi-purpose recreation centre allows diverse rec interests of a family a one stop shop destination. If one member of the family plays tennis, the other works out in the exercise room, others can take general recreation programs.

3. The general traffic flow in the larger recreation facility makes for a larger tennis market – people witness tennis playing, want to try it themselves, etc.

4. The additional revenue and use for non-tennis activities creates a rationale for greater public good – the facility is used by other taxpayers than tennis players. These events can be rented to parties in noon-peak summer periods when tennis payers can use the outdoors.

Case study information from Dean Gillis

www.northvanrec.com/article.asp?c=161

Description. The Grant Connell Centre Tennis Centre is a 6 court covered by a permanent rigid steel structure building. The tennis facility is a public sector facility –constructed in 1999 by the District of North Vancouver. GCTC has a support amenity spine with two wings of three courts each. There is a front desk gate admission area, desks and offices, a shared coaches office, washrooms, a small open meeting room with kitchenette, viewing and lounge area, lockers, change rooms, showers, and tennis storage.

Governance. The tennis facility is a public sector facility –constructed and operated by the municipality and municipal staff. There is an official community advisory group, the North Vancouver Tennis Society, that meets monthly to advise staff. This group does not fundraise or program per se, but does advise on the operation and provide volunteers for events if required.

Construction. The North Vancouver Tennis Society advocated 10 years for the facility. About 20% of the original construction funding of \$2.6 million was a loan from the municipal Heritage Fund, re-paid by surplus facility tennis revenue. The loan re-payment will be completed in 2008.

Management. The tennis facility and events are administered by a public body, the North Vancouver Recreation Commission, using union recreation department desk staff, with a full-time Tennis Director overseeing the program operation. *Marketing* is primarily word-of-mouth.

Programming and Fees. A sophisticated “something for everyone” programming mix is administered by the recreation department staff with clear mission to optimize use by the public. The four progressive program thrusts are: *learn* (clinics), *drill* (innovative practice and exercise sessions), *compete* (league play choice) and *meet* (social events, mixer play, round robins). These high court usage and revenue programs are a medium percentage (30-40%) of court time, leaving the balance to court rental. For all four areas of programming, there is a clear segmentation for skill progression, age, preferred tennis experience (i.e. recreation versus competitive). The instructional program starts with the Tennis BC EZ Play beginner program and continues with clinics at the 2.0-3.5 levels. There is lively league action from 1.5-4.0 and a thriving wheelchair tennis program. There are no block court community club rentals, as after initial trial the perception of entitled “favoured member” was assessed to be counter productive to the mission. It is an official and highly rated Tennis Canada Tennis Development Centre.

The operating hours are from 7:00 am -11:00 pm in the week, 9pm weekends. Users can purchase an annual court booking card for \$108 (Junior \$68). Fee court rental rates are \$20.00 /hr, \$17.50 for a non-prime rate, and \$13.50 early bird. With a card, the user has a 7 day advance booking period and can bring one guest a month. The public can book without a booking card, but with only a 2 day prior window.

Financials. GCTC tennis revenue is 49% from court rental fees, 51% from its programming mix model. The total revenue in 2004 from these three sectors was **\$581,200** against costs of **\$496,900** (including overhead costs for general municipal costs.) The surplus repays a facility construction loan. The GCTC is never rented for alternative use.



Some Best Practices to Consider from Grant Connell Tennis Ctr.

1. *Strictly applied four prong program model that ensures diverse experiences and optimal use. The socials, drills and clinics in prime time create new tennis partners for court bookings, and these enhance court rental markets in non-prime times.*

2. *The clear segmenting of skill progression increases the high quality recreation experiences (always learning, seldom bored or over-matched). (see web site)*

3. *Quality of appearance, externally and internally to the NVRC standard of cleanliness and quick maintenance repair turnaround is noted in surveys.*

4. *Orientation and training of all staff to the mission of quality fun recreation, and optimal use of the facility. Frequent users are not considered members, but customers. Wait lists are strictly followed.*

Case study information from Wayne Elderton



Peoples Court Tennis Academy, Coquitlam BC

www.peoplescourts.com

Description. The Peoples Court is a public-private partnership (P3) between the City of Coquitlam and Peoples Courts – Coquitlam Inc., The Club has five indoor hard courts housed year round in a bubble with a high output lighting system. There are also two outdoor hard courts which are available for play year round, and are used for club programs during the spring and summer. The clubhouse has an upstairs viewing lounge, a small fitness centre, change rooms with showers and lockers and a members' kitchen.

Governance. The tennis facility is built on a civic reservoir (certain non-permanent structures allowed). The arrangement is a 25 year partnership: public land provided at a greatly reduced lease rate, the private partner building and operating the facility. This is the second owner. After 25 years, the entire complex is handed back to the City, or a new arrangement is negotiated. The private partner in this case has no “watchdog” public review of fees or budgets, but agrees to ensure public access.

Construction. The tennis structure was a single membrane bubble built in 1995. The private operator has an outside expert contractor undertake annual repairs, seam strengthening and membrane cleaning to ensure the membrane can last beyond its expected life-cycle (currently 12 years old, target of 25 years).

Management. The tennis facility, lessons and events are administered by staff, with a full-time tennis director of tennis development overseeing the teaching operation.

Programming and Fees. Annual facility user fee of \$315, youth membership of \$150, to use the facility, together with \$20 for a prime-time court, \$15-18 for a non-prime time.

The programming model is divided into coaching (lessons and clinics) and non-coaching activities (court rentals). Along with the GCTC, this is the only other accredited Tennis Development Centre in BC. This emphasis on the junior development program is the core of their programming model. There is an extensive summer camp program.

The operating hours are from 6:00 am -late pm.

Financials. There is currently a core membership of 300 members. The business planning model is not available. The owner reports a breakeven or slight surplus type of operation. He mentioned that gas costs in a winter month for the bubble is \$5,000, and that energy costs are significant.



Some Best Practices to Consider from Peoples Court.

- 1. If the public sector partners with an entrepreneur in this format, try to have the least amount of restrictions to the operator.*
- 2. Build relationships with members, listening and acting on ideas.*
- 3. Hiring staff with both tennis skills and customer service skills.*
- 4. As a public benefit, focus on junior play and development as a healthy personal development community option.*
- 5. Keep up your bubble preventative maintenance – including backup HVAC and air pressure units and generators for power outages.*



Case information from
Mohammad Mirhosseini -
President

Saville Sports Centre, Edmonton Alberta.–

www.savillesportscentre.ca

Description. The Saville Sports Centre (SSC) includes an 8 court indoor tennis facility, housed with a curling and fitness centre. In addition to university varsity teams, the facility hosts an array of recreational and elite athletes from both the university and community at large.

The Saville Sports Centre is named after Edmonton businessman and philanthropist Mr. Bruce Saville who contributed substantially to the construction of the complex. Support amenities include: fitness centre; licensed lounge with food and catering service that views the tennis and curling areas; general change rooms with a special locker room service option that includes steam room, hot tub and towel service; a meeting room; and a pro shop.

Governance. Operated by the Faculty of Physical Education and Recreation at the University of Alberta. With unique cost centre accounting, the Centre is charged to pay back the bank construction loan mortgages over a 20 year period. All staff are hired according to University collective agreements. The Centre is charged to be a breakeven operation including the loan repayments, and is ahead of schedule on its loan repayment.

Construction. Opening in 2004, the construction material is steel tilt up, but with many custom architecturally designed features. In a design build method, university and architect developed a conceptual plan and specs, and sent to three firms. Winning firm did the detailed design and signed off with architect on materials, etc. Contractor supervised the fabrication contract.

Management. There is a Tennis Manager as a member of the facility management team. Front desk admission is common for curling, fitness and tennis. Without specific tennis facility gate supervision, Centre is looking at a swipe card member security.

Programming and Fees. The tennis centre applies a one time "Entrance Fee" (\$347) and then an annual commitment fee (\$116). However, there is no court booking fee for members (this is driven by the member culture of the previous bubble who were used to this system). There is a Family rate pricing, and 10% discount for faculty and staff. Students and Juniors do not pay entrance fees and the annual membership is discounted 50-60%.

Program clinics and camps were more frequent at opening, and are now restricted to primarily week day non-prime time 4-6pm and some weekends. Without court fees, member push for less programs, more court time. There are leagues operated by staff with no charge to members.

Financials. Currently 620 members, with maximum capacity projected to be 750. Centre uses university's program registration and other computer systems without additional costs but is charged back for energy, water and maintenance services.



Some Best Practices to Consider from Saville.

- 1. Innovative partnership to construct the facility using the gift of the Saville donation and 20 year loans backed by the University. Business plans include the payback of these loans.*
- 2. Optional Gold locker room fees (\$10 per month) are used by 25% of the 620 tennis members.*
- 3. Design build method allowed builder to solve problems – e.g. when original lighting did not meet the spec, builder paid to install white drop ceiling to meet required standard.*
- 4. Do not need to be member to take clinic programs. Many of these participants become members after a clinic series.*



Case information from Russ Sluchinski, Manager Tennis

Description. The UBC Tennis Facility is a public facility – is defined by its operation by a public university and having access to the community. It has 4 indoor courts with a skin membrane on aluminium ribs and trusses, and 4 outdoor courts.

There are no showers or change rooms, just a 100 sq.ft. admission/booking office at the entrance, and a small 40 sq.ft. coaching managers office off this area.

Governance. The tennis facility was built by UBC and operated by UBC Athletics and recreation department. There is a full time programmer manager on site.

Construction. The skin membrane tennis structure replaced the original bubble. The current structure was built in 2004, and had to have a re-design in 2006 after a wind induced skin failure. Additional trusses and taking away the peak in the roof design is anticipated to have solved this problem.

Management. The tennis facility, lessons, bookings and events are administered by staff. The current model is to only hire coaches who prove they can deliver quality lesson planning that ensure the active and engaged participation by registrants with optimal use of space.

Programming and Fees. The Sept.-April facility user membership of \$115 for the public, and \$100 for students has a waiting list. In addition, court booking fees range from \$13 for Early Bird, \$16 for non-prime time, and \$22 for prime time.

The programming model is similar to the GCTC, with four areas – learn, practice, social and compete. There is an extensive summer mini-tennis and summer tennis camp program using the indoor and outdoor courts.

The membership enrolment and registration period is structured to be offered at optimal times for students, but besides a small student discount, registration access and costs of programs, lessons and leagues is identical for the internal UBC community and external Vancouver community.

Maintenance – Lighting: Feedback from users in 2005-2006 was that the lighting was poor. Upgraded to BEST light fixtures: 1000W Best Light Fixtures w/pendant, lamp & wire GP. The fixtures cost \$728 each and potted ballast \$330. Maintenance practice to replace the lights as they burn out. At bulb cost of \$75.

Financials: Surplus over costs of \$94,000 in 2007 (9 months), \$100,600 in 2006. Heat and light costs average \$2,000 a month.



Some Best Practices to Consider from the UBC Tennis Centre.

- 1. Program design to maximize usage and to build a clientele is vital to the financial model.*
- 2. Carefully look at your structure design. Avoid sheer peak fabric roof designs that act as sails in windy conditions.*
- 3. Ensure your tennis coaches understand how to formulate and deliver a lesson plan before hiring.*
- 4. Ensure that tennis lesson program participants are placed in a similar skill level – especially children.*



Case study information from Sarah Kadi

E. GCTC, UBC and Cedar Hills Detail Financials

This information was graciously provided by these organizations. The reader will have to compare with accounts for their own operation.

Grant Connell Tennis Centre, North Vancouver

Source: NVRC via Tennis BC. It is reported that 2005-2007 resulted in greater revenue over expenses, but the NVRC has been deluged with requests re: GCTC, and were unable to provide the information. They referred us to Tennis BC .

Accounts	2004 Actuals (rounded off)	Comments
REVENUE		
Tennis Lessons	290,000	
Tennis Booking Cards (max 725)	69,900	
Court Bookings Rentals	215,300	
Vending Commissions	3,000	
Resale Retail Items (profit after expense)	3,000	
Total Revenue	\$581,200	
EXPENSES		
<i>Coaching Costs (for lessons)</i>		
Coaching, program supplies	160,500	50% Tennis Director
<i>Maintenance</i>		
Maintenance Janitorial Wages/Training	36600	
Planned Preventative Maint	11,700	
Unplanned Maintenance	2,800	
Other (garbage, janitor supplies, paper)	4,900	
Lighting bulb replacement	3600	
<i>Sub-Total Maintenance</i>	<i>59600</i>	
<i>Utility</i>		
Electrical (Heat, Fan, Light)	26000	
Water & sewage	3,200	
<i>Sub-Total Utilities</i>	<i>29200</i>	
<i>Program and Office Staff</i>		
Programming Staff (50% of Tennis Director)	32300	50% Tennis Director
Coord-Supervisor	42900	
Cashiering & Training	115,300	
<i>Sub-Total Program & Office</i>	<i>190500</i>	
<i>Office and Program Supplies</i>		
Computer repair & replace	1600	
Insurance	7400	
Advertising & Promotion	500	
Photocopiers	500	
Visa/Mastercard Commissions	8600	
Cel phones	5900	
Cash pickup	1300	
Stationary & paper	6200	
Mileage charges	2000	
<i>Sub-total Office and Program Supplies</i>	<i>34000</i>	
<i>Overheads - System Wide GCTC Share</i>		
Landscaping	2900	
Call centre registration/ switchboard	8100	
Facility & Engineering	12100	
<i>Sub-total Office and Program Supplies</i>	<i>23100</i>	
Total Expenses	\$496,900	
Revenue over Expenses	\$84,300	See Note below
Note: This surplus is becomes a mortgage repayment to the Heritage Fund.		

Cedar Hills Tennis Centre

Source: Dean Gillis, Cedar Hills Racquet Sports Programmer

Accounts	2007 (note 10 month only)	2006	2005	% of Revenue (3yr avg)	Comments
REVENUE					
Court rental	\$97,079	\$94,334	\$85,770	48%	
Programs	\$75,830	\$68,527	\$62,250	36%	
Lessons	\$22,040	\$20,271	\$18,854	11%	
Other Non-Tennis Facility Rental	\$10,000	\$9,000	\$8,000	5%	Trade show, corporate rentals
Total Tennis Revenue	\$194,949	\$183,132	\$166,874		
Total Revenue	\$204,949	\$192,132	\$174,874		
EXPENSES					
Programmer/Manager	\$55,000	\$55,000	\$55,000	38%	
Wages and Benefits - Coaching Front Desk	\$50,428	\$34,483	\$45,488	30%	
Supplies	\$6,643	\$4,807	\$4,634	4%	Tennis balls, equip repair, office supplies
HVAC (Heat and Cool)	\$8,500	\$8,400	\$8,300	6%	
Light bulbs	\$4,000	\$3,900	\$3,800	3%	
Maintenance/Janitorial	\$7,800	\$7,700	\$7,700	5%	Maintenance supplies, maintenance repair
Expenses for Other Programming	\$1,000	\$900	\$850	1%	Extra staffing cleanup for trade shows etc.
Facility Overhead 10% revenue -	\$20,495	\$19,213	\$17,487	13%	Facility share in system accounting, insurance, mgt.
Total Expenses	\$153,866	\$134,403	\$143,260		
Revenue over Expenses	\$51,083	\$57,728	\$31,614		

UBC Tennis Centre

Source: Sarah Kadi, UBC Tennis Centre Programmer Manager.

Accounts	2007 (April - Dec)	2006	2005	% of Revenue (3 yr avg)	
REVENUE					
Court rental	\$ 80,000	\$125,000	\$145,000	31%	
Programs	\$155,000	\$160,000	\$ 51,000	32%	
Summer Camps	\$160,000	\$138,000	\$116,000	37%	
Total Revenue	\$395,000	\$423,000	\$312,000		
EXPENSES					
Programmer/Manager)	\$ 92,000	\$ 80,000	\$ 43,000	25%	Incl. benefits
Wages and Benefits - Coaching	\$ 90,000	\$ 95,000	\$ 85,000	31%	
Wages and Benefits - Maintenance				0%	
Wages and Benefits - Front Desk/Admission control	\$65,000	\$75,000	\$ 67,000	24%	
Supplies	\$16,000	\$13,000	\$10,000	4%	Tennis balls, equip repair, office supplies
HVAC (Heat and Cool)	\$ 8,000	\$14,000	\$14,000	4%	
Light	\$10,000	\$10,000	\$10,000	3%	
Maintenance & Building repairs	\$ 20,000	\$20,000	\$ 7,000	5%	Maintenance supplies, maintenance repair
Janitorial Labour		\$ 900			No change rooms, use university amenities not costed here.
Janitorial Supplies				0%	
Insurance	\$ 8,000	\$ 8,000	\$ 8,000	3%	
Accounting	\$ 12,000	\$ 5,000	\$ 3,000	2%	
Cable telephone Satellite	\$,500	\$ 1,500	\$ 1,500	1%	
Total Expenses	\$301,000	\$322,400	\$248,500		
Revenue over Expenses	\$94,000	\$100,600	\$ 63,500		

Practical Number Crunching. How Many Players in Your Catchment Area?

Practical Tool: Estimating Your Tennis Playing Market

In B.C., Tennis BC provides user group statistics as a guiding benchmark for urban BC cities – using 6 years and over as the age range. The statistics are Pacific North West participation rate from a USTA 2004 Tennis Participation Study by Taylor Research and Consulting. Available from Tennis BC

Frequency of Playing (Annually)		Insert Total Population of Your Community 6+	Approximate Number of Players in Your Community
1-3 times per year (Occasional)	13.5%		
4-20 times per year (Regular)	8.4%		
21 and over times per year (Frequent – Avid)	2.1%		

Other factors in your initial local tennis market estimates are:

- Weather* – the extent of your cold weather or rainy weather that limits the months one can play on outdoor courts.
- Rural to Urban*. The more rural your catchment area, the lower the above participation rates.
- Average Household Income*. Throughout Canada, the higher the average household income, the higher the participation in most sports – including tennis.
- Local Tennis Court Inventory*. You can use your Court Inventory to show existing demand, or how much excess capacity over demand.

Choosing A Site: Matrix Analysis Tool

	Option 1	Option 2	Option 3	Option 4
Site Ownership and costs				
Close to existing recreation centres, athletic centres?				
Site requirements – zoning, utilities, access				
Site grading and preparation.				
Suitable soil conditions e.g. drainage?				
Current Uses (eg outdoor courts)				
Site size – suitable for 2,4,6 or 8 courts?				
Current Parking Capacity. Space for more?				
Trees and other vegetation				
Impact to community				
Visibility from Community (marketing)				
Public Transit Access				
Noise factors (busy roads)				
Environmental Design possible?				

Facility Cost Estimate Template Tool: Initial Budgeting

Please note that for costing, a much more detailed breakdown is required (see next appendix).

Major Cost Areas	Sub-Category	Estimate	
Site	Site acquisition		
	Geotech & Environmental approvals (required for Infra-structure grants)		
	Archaeological testing		
	Site investigation – soil testing		
	Site drainage and grading		
	Site preparation		
	Hooking up site utilities		
	Landscaping		
	Lighting and concourses and pathways		
	Parking lot surfacing and marking		
		Sub-Total	
Court Construction	Foundations – with grade beam for bubbles and membrane if required		
	Indoor court envelope structures erected		
	HVAC system including mechanical		
	Court construction - base		
	Court construction - surface		
	Court lighting		
	Court accessories – nets, posts, lockers for valuables, scoreboards		
	Sub-Total		
Support Amenity	Foundation	(if required)	
	Construction of support amenities (list).		
	HVAC system including mechanical & fire safety		
	Phone and Internet hook-up, wiring system		
	Furnishings, joinery, appliances and fixtures		
	Electrical fixtures, lighting, and power hook-up		
	Way finding and exterior signage		
		Sub-Total	
Soft Costs	DCL Permits		
Permit & Misc.	Development or Variance Permit		
	Building Permits		
	Insurance costs – construction and Board liability		
	Sub-Total		
Soft Costs	Architect –Conceptual Drawing		
Consultants	Architect – Detailed Drawings		
	Landscape Architect		
	Soils Consultant		
	Quantity Surveyor		
	Structural Engineer		
	Structure Supplier Technicians		
	Mechanical Engineer		
	Electrical Engineer		
	Environmental Impact and/or Envelope Consultant		
	Tennis Design & Surface Consultant (or use your PSO)		
	Legal – Lease and/or Agreements		
	Fundraising Consultant (Optional)		
	Construction Project Manager (Optional)		
		Sub-Total	

G Costing Case Study

Guy O’Byrne, past Board member of Tennis Canada and Chair of the Tennis BC Facilities Committee that mentored the creation of this Guide, undertook this costing exercise.

The Task: Costing with various types of envelope construction options for a indoor tennis facility in January of 2008, utilizing the plans for the Grant Connell Tennis Centre in North Vancouver - a stand alone structure with 6 courts, front desk operation, changing room and lounge amenities, viewing area and coaching offices, and storage.

Guy gave the plans to a supplier of a rigid steel pre-fab structure (Pri-Tec Construction). Utilizing similar format, he requested similar proposals from a supplier of air structures (Yeadon Fabric Domes) and skin membrane structures (Sprung Instant Structures). The contact info for these suppliers are listed below. He asked that the supplier provide an all costs in estimate for this GCTC plan of six court plus support amenity cluster and for a 2, 4 and 8 court alternative. No exact site location was offered, and suppliers were selected from across Canada.

Assumptions Used in Comparative Analysis

Guy organized the estimates into comparative tables using a sq.ft. cost for each line item. He made some decisions of placing different line items in the estimate into these categories for the sake of comparisons (e.g., no interior walls in air structures). The reader should note that these are estimates only, and there may be additional costs (or less) in your location. There are no land costs in these estimates, and due to variable site conditions, an allowance only was included based on average conditions. Transportation costs may vary in different regions of Canada. Importantly, if your project is covering existing courts, these site costs listed below may be substantially reduced. Costs may vary region to region due to weather and snow loads. The building standards for a LEED rating, increased quality of finishings, exterior finishes, etc., may raise building costs. All construction budgets carry contingencies; there are no significant contingency budgets in these estimates.

Definitions

The estimates are sorted into similar sections as the *Sweet Spot Facility Cost Estimate Tool* (see previous page), but the submissions used different account headings. The account headings used in these estimates are:

Site Costs

Site work: site prep, grading, storm water work, site services hookup, lot and parking lighting, asphalt curbs and parking spaces (40 spaces used for 6 court costing – exact number municipal bylaw dependent), landscaping, garbage enclosure, fencing, pad mount transformer.

Court & Support Amenity Construction Costs

Building Foundation: Layout and survey, excavation and backfill, slab on grade and foundation walls, insulation and misc.

Building Envelope: Supplied construction building material (skin or steel, etc.), insulation, doors and windows, and assembly and erection costs.

Building Interior: Interior walls, ceilings, partitions, floor finishes, carpentry work, painting, interior doors and windows, kitchen/bar finishes.

Plumbing: Rough-in, fixtures, drainage.

HVAC: Heating system, air conditioning (amenity areas only), ventilation (court areas).

Fire Protection: Sprinkler system if applicable.

Electrical: Service and distribution, lighting, communication and security.

Tennis Speciality Items furnishings: speciality nets, curtains, etc.

Soft Costs – Permit, Misc., and Consultants

Design Phase: Building schematics, civil and topo survey, storm water mgt., site plan design, geotechnical analysis, alternative concepts review, budget analysis and approvals review, full architectural, civil, site services, structural, electrical, mechanical and landscaping drawings, drawings, tennis court speciality plans, misc. disbursements.

City Develop Charges and Permit Fees (4%)

General Conditions: Site supervision, insurance, general labour, site office, storage, etc. site telephone, contractor overhead and profit.

Construction Management Fees: 3%

1. Air Support Structure Estimates

Note:

1. An Air Support envelope does not include a support amenity. A 4,000 sq. ft. support amenity building option has been added at \$125 a sq.ft. to each of the court layouts to compare with the Sprung and Pre-fabricated Rigid structures. In reality, this amenity might be adjusted to the number of courts it supports.

2. No GST in prices

Note: Prices in \$ per sq.ft. except in totals (in bold)

Court Configuration	2 Court	4 Court	6 Court	8 Court
Square Foot of Facility for estimate	12,508	24,000	35,400	47,520
Site Prep				
Site Work	21.75	19.70	18.75	17.80
Court & Support Amenity Construction Costs				
Bldg. Foundation & Floor	7.50	6.55	6.25	5.95
Building Envelope (incl. Mechanical hardware)	16.00	13.00	12.00	11.00
Interior Finishes	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>
Court Finishes	1.75	2 .50	3.00	3.50
Interior Plumbing	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>
Heating & Ventilation Mechanical Hookups	.75	.75	.75	.75
Fire Protection (Sprinkler)	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>	<i>Not applic</i>
Electrical	6.00	5.00	4.50	4.00
Tennis Specialty Items	<i>Not applic. No curtains. Nets extra</i>			
Soft Costs – Permit, Misc., and Consultants				
Design Phase	11.50	10.50	10.00	8.40
Municipal Charges & Permits	6.25	5.25	5.00	4.20
General Conditions	8.70	7.90	7.50	6.50
Management fee	4.50	3.95	3.75	3.15
<i>Total \$ per Sq. Ft no amenity (Rounded)</i>	\$85.00	\$75.00	\$72.00	\$65.00
Estimated Total Cost (not including amenities)	\$1,064,000	\$1,800,000	\$2,550,000	\$3,100,000
Add 4,000 sq ft amenity at \$125 per ft.	\$500,000	\$500,000	\$500,000	\$500,000
Comparable cost with amenity building	\$1,564,000	\$2,300,000	\$2,950,000	\$3,600,000

**Jan. 2008 Envelope Estimate provided by Yeadon Fabric Domes Ltd.
Phone 1-800-493-2366**

Costs will vary depending on site and climatic conditions. It is recommended that you contact the above supplier or other air structure suppliers for the nearest contractor.

2. Sprung Instant Structure Estimates

Notes:

1. Sprung estimate includes amenity cluster.
2. Smaller amenity cluster for 4 and 6 court when compared to Pre-engineered rigid.
3. No GST in prices.

Note: Prices in \$ per sq.ft. except in totals (in bold)

Court Configuration	2 Court	4 Court	6 Court	8 Court
Square Foot of Facility	14,400	32,400	41,400	50,400
Site Prep				
Site Work	21.75	19.70	18.75	17.80
Court & Support Amenity Construction Costs				
Bldg. Foundation & Floor	7.50	6.55	6.25	5.95
Building Envelope	40.25	39.35	39.15	38.70
Interior Finishes	16.00	15.15	14.40	14.70
Court Finishes	.75	.75	.60	.60
Interior Plumbing	4.25	3.95	3.75	3.75
Heating & Ventilation	16.25	15.75	15.00	14.25
Fire Protection (Sprinkler)	3.00	2.75	2.50	2.38
Electrical	11.00	10.50	10.00	9.50
Tennis Specialty Items	3.95	3.95	3.75	3.55
Soft Costs - Permit, Misc., and Consultants				
Design Phase	11.00	10.50	10.00	8.40
Municipal Charges & Permits	6.25	5.25	5.00	4.20
General Conditions	8.70	7.90	7.50	6.50
Management fee	4.50	3.95	3.75	3.15
<i>Total \$ per Sq. Ft</i>	<i>\$155.15</i>	<i>\$146.00</i>	<i>\$140.40</i>	<i>\$133.43</i>
Estimated Total Cost	\$2,234,160	\$4,730,400	\$5,812,560	\$6,724,872

**Jan. 2008 Envelope Estimate provided by Sprung Instant Structures Ltd.
Phone 1-800-528-9899**

Costs will vary depending on site and climatic conditions. It is recommended that you contact the above supplier or other skin membrane suppliers for the nearest contractor.

Pre-engineered Rigid Structure

Notes:

1. Support amenity cluster area included in design.
2. The 4 court and 6 court are larger than comparable Sprung.
3. The supplier did not supply a 2 court structure estimate as it was judged by the supplier to be considered economically unviable.
4. No GST in prices

Note: Prices in \$ per sq.ft. except in totals (in bold)

Court Configuration	2 Court	4 Court	6 Court	8 Court
Square Foot of Facility		36,400	42,000	50,400
Site Prep				
Site Work		19.70	18.75	17.20
Court & Support Amenity Construction Costs				
Bldg. Foundation & Floor		6.55	6.25	5.95
Building Envelope		19.70	18.75	17.80
Interior Finishes		15.15	14.40	13.70
Court Finishes		.75	.60	.60
Interior Plumbing		3.95	3.75	3.75
Heating & Ventilation		15.75	15.00	14.25
Fire Protection (Sprinkler)		2.75	2.50	2.38
Electrical		10.50	10.00	9.50
Tennis Specialty Items		3.95	3.75	3.55
Soft Costs - Permit, Misc., and Consultants				
Design Phase		10.50	10.00	8.40
Municipal Charges & Permits		5.25	5.00	4.20
General Conditions		7.90	7.50	6.50
Management fee		3.95	3.75	3.15
<i>Total \$ per Sq. Ft</i>		\$126.00	\$120.00	\$112.00
Estimated Total Cost		\$4,586,000	\$5,040,000	\$5,621,000

**Jan 2008 Estimate provided by Pri-Tec Construction Ltd.
Phone 1-613-839-3462**

Costs will vary depending on site and climatic conditions. It is recommended that you contact the above supplier or other pre-fab suppliers for the nearest contractor.

H: The Sweet Spot Scorecard for *Your Group*

What is Your Progress?

Phase & Step	Tasks and Milestones	Apply to Us?	Who is doing it?	Done
<p><i>Getting Ready Phase</i> Step 1:</p> <p>Develop a Community Tennis Organization</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A unique and representative group name? <input checked="" type="checkbox"/> Documented roles for each member? <input checked="" type="checkbox"/> If new or a coalition, spent some meeting time getting to know one another? <input checked="" type="checkbox"/> Recruited professionals with needed skills? <input checked="" type="checkbox"/> Collecting names and contact info for a project mailing d-base? 			
<p><i>Getting Ready Phase</i> Step 2:</p> <p>Preparing for the Journey: Researching</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identified what type of partnership you might want? <input checked="" type="checkbox"/> Researched your community's past and future public recreation facility funding? <input checked="" type="checkbox"/> Understand the concept of public good? <input checked="" type="checkbox"/> Identified a recreation/City staff contact person as an informal resource? <input checked="" type="checkbox"/> Clarified your group and project goals? <input checked="" type="checkbox"/> Completed an inventory and analysis of tennis courts in your community? <input checked="" type="checkbox"/> Completed an estimate of your tennis market? 			
<p><i>Conceptual Planning Phase</i> Step 3:</p> <p>Develop a Statement of Need</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed a written case for tennis delivery public good in your community? <input checked="" type="checkbox"/> Made a list of tennis playing facts that would resonate in your community? 			
<p><i>Conceptual Planning Phase</i> Step 4</p> <p>Characterise the Facility</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Prepared a Project Scope statement that the Group agrees with? <input checked="" type="checkbox"/> A one sentence description of your project/proposal? 			
<p><i>Conceptual Planning Phase</i> Step 5</p> <p>Assessing Your Funding Capacity</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Listed all the sources of funding, and assessed your potential with each source? <input checked="" type="checkbox"/> Decided what this analysis of your funding capacity implies for your project/proposal? 			
<p><i>Conceptual Planning Phase</i> Step 6</p> <p>Select an Appropriate Operating Model</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Researched the impacts of each type of operating model? <input checked="" type="checkbox"/> Assessed your capacity to be a non-profit operating partner? <input checked="" type="checkbox"/> Informally determined the level of interest in your local government has in building and operating the facility? <input checked="" type="checkbox"/> Determined your preferred choice of operating the facility? Is it a realistic option? 			
<p><i>Detailed Planning Phase</i> Step 7</p> <p>Understanding Facility Site Assessment, Design and Construction</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Your preferred construction management method? <input checked="" type="checkbox"/> Your preferred facility type? <input checked="" type="checkbox"/> A list of soft costs that will apply in your jurisdiction? 			

Phase & Step	Tasks and Milestones	Apply to Us?	Who is doing it?	Done
<p><i>Detailed Planning Phase</i> Step 8 Select a Site and Facility Type</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A working relationship with your public partner? <input checked="" type="checkbox"/> Identified potential sites using the site assessment tool? What is your preferred site(s)? <input checked="" type="checkbox"/> Requirement to build support amenities for this site? <input checked="" type="checkbox"/> Your preferred construction material and method for this site? 			
<p><i>Detailed Planning Phase</i> Step 9 Estimate Capital Costs</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A rough estimate of costs and soft costs for presentations to get funding? <input checked="" type="checkbox"/> Identified the green building standards in your community? <input checked="" type="checkbox"/> If pre-engineered building option is being explored, have you contacted suppliers? <input checked="" type="checkbox"/> Do you have a rough estimate capital costs, including soft costs from suppliers? 			
<p><i>Detailed Planning Phase</i> Step 10 Prepare an Operating/Programming Plan</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identified facility costs in an annual facility budget? <input checked="" type="checkbox"/> Developed a 3 yr programming plan based on sound principles of accessibility and market development? <input checked="" type="checkbox"/> Set pricing formulas and projected program and booking revenue over three years? 			
<p><i>Detailed Planning Phase</i> Step 11 Develop a Business Plan or Project Proposal</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed a Business Plan? <input checked="" type="checkbox"/> Prepared a project proposal flip book? <input checked="" type="checkbox"/> Prepared a proposal for your local decision-makers? 			
<p><i>Detailed Planning Phase</i> Step 12 Implement an Advocacy Plan</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> A check-list of decision-makers to approach informally before a key vote? <input checked="" type="checkbox"/> Rehearsed your presentation? <input checked="" type="checkbox"/> Picked the best people to give presentation? <input checked="" type="checkbox"/> Have polished written materials to hand out with any presentation? 			
<p><i>Implementation Phase</i> Step 13 Managing Facility Construction</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Chosen your construction management method? <input checked="" type="checkbox"/> Obtained design/development permit? <input checked="" type="checkbox"/> Obtained your building permit? <input checked="" type="checkbox"/> Defined a process for approving change-orders? <input checked="" type="checkbox"/> Identified a treasurer tracking all costs, grant applications, cash flow? <input checked="" type="checkbox"/> Defined <i>Your Group's</i> role in this phase? <input checked="" type="checkbox"/> Is Your Group insured? <input checked="" type="checkbox"/> Did you invite media to the sod-turning? 			
<p><i>Implementation Phase</i> Step 14 Preparing to Open and Play</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Applied a solid search and hiring process for your senior staff? <input checked="" type="checkbox"/> Sticking to your programming plan for market generation? <input checked="" type="checkbox"/> Engineered a revised budget and accounting method to track actual costs and revenue? <input checked="" type="checkbox"/> Purchased a reliable customer friendly registration and booking system? <input checked="" type="checkbox"/> Defined a marketing plan? <input checked="" type="checkbox"/> Implemented a staff training plan? <input checked="" type="checkbox"/> Implemented a recovery technique program? 			