

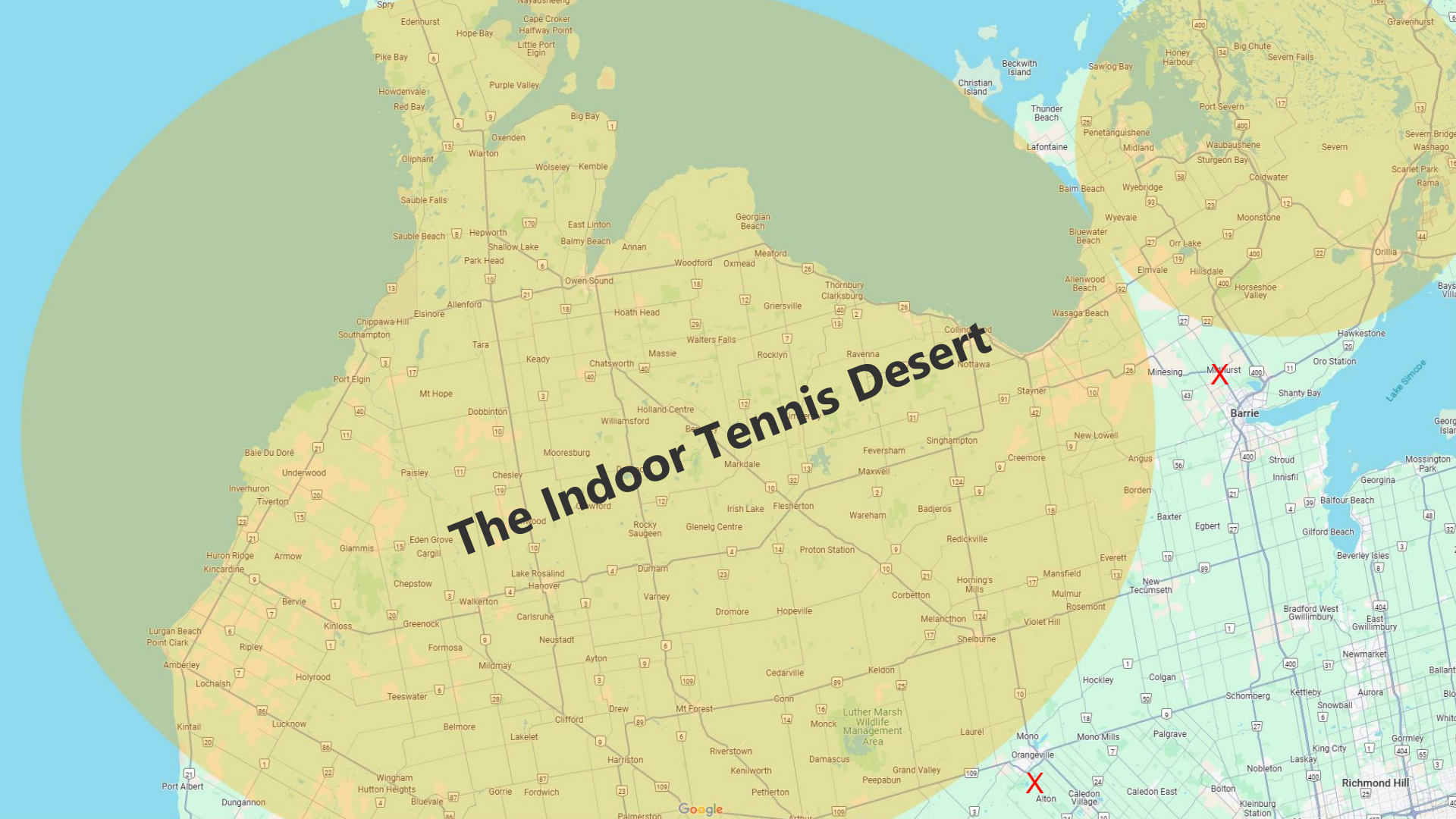


Georgian Bay Community Racquets Centre

A community-driven effort to create a year-round racquet facility that benefits all residents, ensuring accessibility and affordability

Presented by: Kev Rostami & Tom Kern, May 26, 2025

The Indoor Tennis Desert



Community Year-Round Tennis Locations

- **Ajax**
- **Aurora**
- **Chatham**
- **Kingston**
- **Milton**
- **Midhurst (Barrie)**
- **Niagara Falls**
- **Vaughan**
- **Ancaster**

- **Richmond Hill**
- **Newmarket**
- **Sudbury**
- **Thunder Bay**
- **Markham**
- **Mississauga**
- **Brampton**
- **Toronto**
- **Ottawa**

...And many more

Possible Bubble Operator



Voluntary board members (unpaid), local residents

The Town may wish to have a formal oversight role, ensuring community accountability

Any profit surplus reinvested into facility

Key Takeaway: Run by the Tennis Community for the Tennis Community. Profits reinvested.

Possible Bubble Operator



Example 1: 'Tennis Clubs of Canada'
- 8 locations

Example 2: 'Premier Racquet Clubs'
- 3 locations

These entities are for-profit but
user fees can be governed in
the lease between Town and
Operator

**Key Takeaway: Commercial operator may be deemed more
reputable, proven track record of excellence**

Note: For clarity, GBRI has no affiliation with any commercial operator

So which type of operator to go with?

- Council has choices, and the goal is to find the best fit for the community.
- Pros and cons to each model – there is no ‘right answer’ - Town should thoroughly review both types of operators and decide.
- There are precedents across various towns in Ontario that can be relied upon if needed.

Indoor Facility Access

We believe that:

- Facility should be open to everyone, membership not required, 'pay as you play' option must always be an option available to the public
- Discounted court fees / packages for residents of TBM (versus non-residents)

Remember: This is a Town-provisioned indoor facility for the benefit of the community, therefore key goals are affordability & accessibility.

Income streams

- Facility's fixed outgoing costs requires fixed income streams.
- Facility cannot / should not rely on 'pay as you play' fees income stream (variable).
- Other products that provide fixed income streams must therefore be offered for sustainability reasons.

Programming

Year-round programming provides predictable income, supporting long-term sustainability while meeting community needs.

- Juniors & Adult clinics
- Competitive play & tournaments
- Mixers / Social play
- High Performance academy training sessions
- School partnerships
- Special events e.g. senior wellness programs

Free court time for specific groups

- Structured free court programs could ensure accessibility for youth, schools, and players with special needs.
- Such arrangements could be included in the lease terms between Town and Bubble Operator

Bubble Finances – preface

- The 'Community Sport and Infrastructure Fund (Stream 2)' unexpectedly closed on May 16, with limited notice from the Ministry of Sport.
- While this funding cycle has passed, similar grants may become available, and preparation is key.
- Advancing site selection and feasibility now ensures the Town is ready if and when the next grant opportunity arises.

Bubble Finances

- Bubble lease (through bubble manufacturer) fully funded by facility's monthly revenue
- Expected operating revenue can be proven pre-build, if needed, through waitlist signups
- Town bears no costs for bubble purchase or operations
- All facility's monthly operating expenses covered by facility's monthly operating revenue
- Don't forget: Town receives rental income from leasing courts/land to bubble operator

Full Business Plan should be created once location identified and build cost estimates obtained

What's needed

- The Town to provide a bank of 4 - 6 courts (excluding bubble) in a suitable, serviced location.
- Town support for site selection is the crucial next step to move forward - allowing staff to proceed with further exploratory work, including obtaining cost estimates and site designs etc and then full Business Plan for review
- A continuing desire from Councillors to deliver on a Leisure Activities Plan 2021 objective

