



Barrie International Racquets Centre

in

Barrie, Ontario

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Premier Racquet Clubs

Premier Racquet Clubs, spearheaded by Karl Hale, stands at the forefront of racquet club management in Ontario. With a proud history spanning four facilities across Brampton (two sites-9 courts year round/3 courts winter only), Markham (6 courts winter only), and Mississauga (6 courts year round), engaging 6,000 players, we are committed to our mission and are advocates of community access with a no membership model and pay as you play: getting people onto the courts, ensuring their safety and well-being, and fostering a profound impact on our communities. Our programming includes all levels of play (parks and rec, high performance, after school junior programs, wheelchair, under served, pay as you play) and ensure very strong community participation.

Setting ourselves apart, we organize numerous tournaments, drawing visitors to our communities and positively influencing socio-economic dynamics. Our annual drives for shoes, racquets, and balls, along with support for local underprivileged groups, exemplify our dedication to community upliftment. Moreover, we integrate environmental consciousness by planting trees as part of our club championships. Notably, we are pioneers in hosting wheelchair tennis championships and clinics and no membership model.

Leading our accomplished management team is Karl Hale, the visionary founder of Premier Racquet Clubs. Renowned in the Canadian racquet club scene since 2006, Karl has served as Tournament Director for the esteemed National Bank Open, formerly known as the Rogers Cup, hosting tennis luminaries like Rafael Nadal, Roger Federer, and Serena Williams.

Karl's influence transcends the court, as evidenced by his philanthropic endeavors. He initiated the Daniel Nestor Charity Event, raising over \$1,000,000 for various causes. Additionally, through the Helping Hands Jamaica Foundation, he has significantly impacted education in his homeland, raising over \$4,000,000 and constructing 27 schools. Karl's altruism earned him the PTR Humanitarian of the Year award in 2017, underscoring his profound commitment to both tennis and social betterment.

Executive Summary

There are a mere 750 accessible covered courts in all of Canada, which results in only one court for every 50,000 Canadians. In Europe on the other hand, there is one court for every 15,000 people. With a number of rising Canadian stars on the ATP & WTA tours, the sport is continuing to grow nationwide, especially among youth and teens. Participation in tennis across the country grew by 14% from 2015- 2016 alone. There is a significant need, now more than ever before, for covered tennis courts in Canada.

We are proposing to establish the Barrie International Racquet Centre as a community based, self-sustaining, winterized year round tennis facility in Barrie by improving and utilizing the existing municipal-owned tennis facilities or a new site in Barrie, Ontario.

The Barrie International Racquet Centre will serve the needs of recreational and competitive players in the community and also provide opportunities for hosting provincial, national and international events that will bring visitors to showcase our talent and city of Barrie. All while benefitting the community through tree planting, shoe drive, racquet drive, energy conservation, charitable work, helping underprivileged all of which we do now at our Premier Racquet Clubs facilities.

The Barrie International Racquet Centre will be lead by internationally recognized tennis leader Karl Hale, Tournament Director National Bank Open largest one-week professional tennis event in the world, President of the PTR (23,000 coaches worldwide), former Davis Cup and Fed Cup coach.

Given that there is limited winter tennis courts in Barrie and a strong appetite for indoor tennis and pickleball. The city requires a new international 10 tennis court and 10 pickleball community based year round facility that can be covered with a bubble.

The Barrie International Racquet Centre will become the focal point of community-based tennis and pickleball in Barrie. In order to ensure that the facility is accessible and affordable, it is important that the Centre is built in partnership with the City of Barrie.

The project is a public/private endeavor with Karl Hale and the City of Barrie - to have a facility on municipal-owned land under a long term, low cost lease arrangement with the City of Barrie.

Environment

The City of Barrie currently has a shortage of indoor and outdoor tennis/pickleball facilities. The existing summer and one indoor facility are overcapacity and new facilities are required to fill the demand and showcase Barrie local, provincially, nationally and internationally.

New residents to Barrie are more inclined to participate in tennis vs. other sports such as hockey. This as well as the growth of our sport currently and our rising stars will see a tremendous need for tennis courts over the next 5 years.

Tennis players are forced to either battle for the rare available 7am or 10pm court time at one of the above-mentioned clubs.



Tennis Canada

Tennis Canada is the national sport governing body for tennis. Tennis Canada is the owner of the National Bank Open, and the Women's and Men's professional tour events, which are two of the largest and most successful professional tournaments in the world. As well, Tennis Canada has overall responsibility for the development of the sport all across the country.

Tennis Canada has had significant experience with facilities. Over the last 15 years, Tennis Canada has constructed two major tennis stadiums and training facilities in Montreal and Toronto. These facilities house professional tournaments and provide training opportunities for high performance athletes. The facilities in Barrie and Montreal cost more than \$80 million and were built by Tennis Canada with the support of the federal, provincial and municipal governments. In 2004, Tennis Canada embarked on an ambitious new agenda to be a "leading tennis nation" in the world.

One of the key components to reaching this goal is to increase participation in the sport in all parts of the country. In order to increase participation, it is necessary to ensure that accessible, affordable facilities are available in every major city. Tennis Canada is working with community groups in virtually every province of Canada to develop these not-for-profit facilities. Tennis Canada also believes that Canada is capable of developing training programs that can consistently produce world-class players. However, this vision requires both national and regional training centres. Tennis Canada believes that Barrie requires more indoor facilities to support the growth of the sport. Tennis Canada endorses this proposal.

Industry Background

Tennis/Pickleball Growth and Popularity

Tennis is experiencing its greatest period of growth since the 1970s. Tennis is a sport of a lifetime played equally by male and female participants with a high participation from different ethnic groups. A participation survey conducted by the Sports Manufacturers Association of Canada in March 2009, showed that tennis has grown by 43% from 2000 to 2008, making it the highest growth sport in Canada.

One of the greatest challenges that tennis faces in keeping up with the growth and popularity of the sport is providing accessible, affordable facilities. The vast majority of participants play on public courts on a seasonable basis. Accessible year round facilities will help to ensure that people interested in tennis stay active and engage with the sport year round. In addition to being one of the fastest growing sports in Canada, tennis is among the top sports in terms of general participation. In a survey conducted by the Charlton Strategic Research Inc. in 2010, tennis was the fourth highest participation sport in Canada after golf, soccer and hockey.

Tennis is also one of the most popular sports worldwide. The International Tennis Federation has over 200 member countries that actively participate in this game. In Europe, tennis only ranks behind soccer in terms of participation. In addition, tennis is one of the fastest growing sports in all of Asia.

Pickleball Canada once again commissioned the same national research company as we had done in recent years, to survey more than 2,000 Canadian households on household participation in various sports, including pickleball, soccer, hockey, tennis and golf.

The survey, conducted in January 2023, asked each household questions regarding:

- How often they play pickleball
- Why they play pickleball
- Where they play pickleball

The survey results illustrate the continuous growth and changing face of pickleball in Canada. 11% of Canadian households now report at least one household member plays pickleball at least once per month. By extrapolating the data, this indicates that more than 1.37 million individual Canadians now play pickleball at least once per month, with more than half playing four or more times per month. In January of 2022, it was estimated that there were just over 1 million Canadians playing pickleball.

While the results showed a modest increase in the participation of men over that twelve-month period, it showed almost a 50% increase in the number of Canadian women playing pickleball. Pickleball remains popular among older adults, but the growth in numbers is coming from younger adults – particularly those aged 18 to 34.

While participation by university and other post-secondary graduates remains steady on Canadian pickleball courts, the survey results show a nearly 50% increase in participation among high school graduates, and nearly a 70% increase among those with less than a high school education. Although the survey did not explicitly ask the ages of household members playing pickleball, we can surmise that many of those new players hitting the pickleball courts are under the age of 18. This surmised

makes sense given the growing number of youth pickleball initiatives popping up nationwide in schools, sports clubs, and in summer camps.

Overall, Canadians say they are still playing pickleball because its fun, its social, and for its health and fitness benefits. Interestingly though, there was a significant increase in the number of Canadians playing pickleball for the competition within the game (27% in January 2023, compared to just 18% in January 2022). That growth in competitive spirit on the courts was all attributable to women, for whom there was a 170% increase in competition being a key driver for playing pickleball.

Given the growing number of tournaments each year (including those sanctioned by Pickleball Canada), this desire for competition is not a surprise to Canada's national governing body for the sport.

The number of Canadians with a Pickleball Canada membership rose by 60% between the end of 2021 (28,000) and the end of 2022 (46,000), due in part to the strong affiliation model between local pickleball clubs, their provincial/territorial association, and the national organization.

Through the power of numbers, individual Canadians and affiliated organizations, through Pickleball Canada, receive benefit from access to:

- A comprehensive package of insurance products;
- a National Coaching Certification Program;
- a national program for accreditation of officials;
- preferred pricing for software tools (for tournaments, pickleball programs, etc.); and
- Canadian Tournament Player Ratings (CTPR).

The trends we see in the recent survey and in Canadian communities in all provinces and territories tell us that pickleball is truly taking its place in the mainstream of Canadian life, with many households fully integrating into their regular fitness activities.

Tennis Growth in Numbers

<i>Participation Numbers - U12 Canadians ONLY</i>				
	2015	2016	2018	Growth Rate (2015 to 2018)
Played in the Past Year	436,000	486,000	514,000	18%
Tennis Player	304,000	348,000	366,000	20%
Frequent Player	165,000	162,000	198,000	20%
<i>Participation Numbers - All Canadians</i>				
	2015	2016	2018	Growth Rate (2015 to 2018)
Played in the Past Year	5,736,000	6,532,000	6,547,000	14%
Tennis Player	3,944,000	4,354,000	4,522,000	15%
Frequent Player	2,151,000	2,177,000	2,936,000	36%

Played in the Past year: played tennis at least once in the past year^[L]_[SEP]

Tennis Player: played tennis at least four times in the past year^[L]_[SEP]

Frequent Player: played 1+ times per week during their most active 8 consecutive weeks (i.e. played at least once a week during the tennis season).

There is momentum for Canadian tennis, which will continue to drive demand. We have international stars for the next ten years that will become household names and propel the sport:

Canadian Tennis Stars



Milos Raonic
Wimbledon Finalist
World #3 Career High
33 years old



Denis Shapovalov
National Bank Open Semi
Finalist
World #25 ATP
24 years old



Felix Auger-Aliassime
Challenger Champion
World #100 ATP
24 years old



Bianca Andreescu
WTA New Zealand F
#75 World Ranking
24 years old



Genie Bouchard
Wimbledon Finalist
World #5 Career High
29 years old



Francoise Abanda
Challenger Winner
World #111 Career High
29 years old

The following statistics were provided by Tennis Canada and compiled from a third party research report they commissioned with Charleton Strategic Research Inc. in 2011:

Tennis participation in Canada continues to grow with the number of Canadians who play tennis at least once per year – 4,900,000 in 2011, up 3% in 2011 (versus 2010)

1,795,000 (6%) are Tennis Players (play at least 4+ times/year). Also, 1,196,000 (4%) are Frequent Players (2+ times/month from May-October) - a 26% increase in frequent play in 2011

Since 2008, the growth in tennis participation is 22.5% in terms of actual players (played in the past year)

Frequent tennis play (2+ times/ month) has increased significantly (1,196,000 in 2011 from 951,000 in 2010) an impressive 26% increase

One half of Tennis Players rate “increasing the number of children playing tennis” as very important

“Increasing the number of children playing tennis” (18%) and “developing world-class players” (15%) are also considered important initiatives.

Winterized Facilities

There is significant support for bubbled facilities – 82% of Tennis Players say they would play more often with access to an indoor tennis facility and 55% say they would be very supportive of a bubbled facility in their community. Additionally, 28% of Tennis Players rank “advocating for new indoor tennis facilities” as the most important Tennis Canada initiative.

Competition and Market Analysis

We believe firmly that an opportunity exists to better serve Barrie and the community with affordable international winter tennis. Below you can see a summary of fees (based on 2015) for existing GTA clubs and locations of clubs based on their fee / membership profiles.

Affordable winter tennis annual dues run an average of \$350 / year and there are only 13 locations across the GTA available, when you add in Commercial Club facilities annual dues increase to \$2000 / year, but only for those who can afford the steep initiation fees which average more than \$1,000 per person. Private clubs are even fewer in number and out of financial reach for the average resident of Barrie.

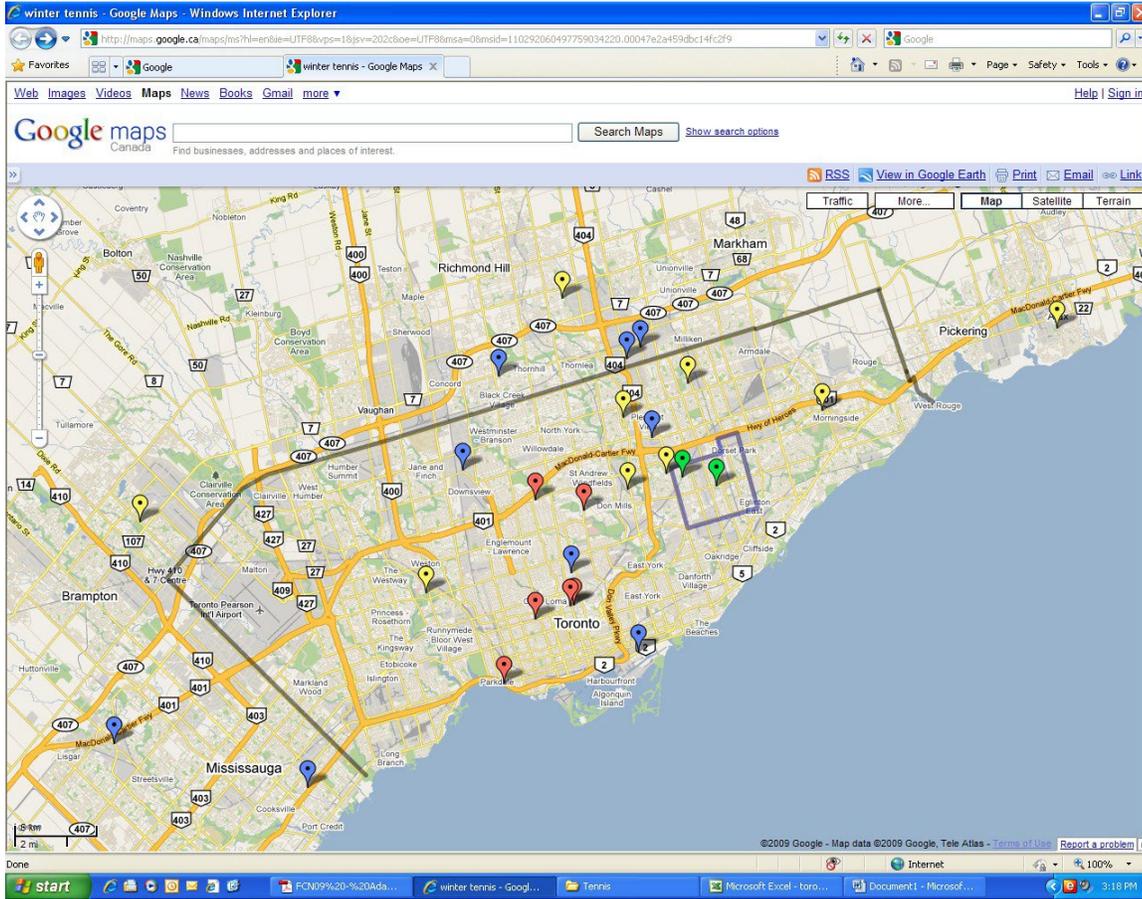
GTA Winter Tennis Club Costs

Tennis Club	Address	Adult Initiation	Annual Dues	Court Fees
Affordable and Accessible Clubs		\$	\$	\$/hour
Ajax Winter Tennis Club	75 Centennial Road, Ajax	0	220	14-17
Blackmore Tennis Club	114 Blackmore Avenue, Richmond Hill	0	380	18-24
Chinguacousy Winter Tennis Centre (CWTC).	9050 Bramalea Road, Brampton	0	194	11-13.50
Eglinton Flats	3601 Eglinton Avenue West	0	299	8-20
Newmarket Winter Tennis Club	252 Main Street South, Newmarket	0	300	18-24
NYTC East (Cassandra)	230 Cassandra Boulevard	36.75	173.25	10-15
NYTC North (Peanut Plaza)	2975 Don Mills	36.75	173.25	10-15
NYTC South (Bond Park)	120 Bond Avenue	36.75	173.25	10-15
Oshawa TC / Campus TC	50 Conlin Road West, Oshawa	0	240	12-18
Scarborough Winter Tennis Club (L'Amoreaux)	300 Silver Springs Blvd	0	194	8-13
Tam Heather	730 Military Trail	0	200	9-14.50
Tennis Canada, Rexall Centre	1 Shoreham Dr	0	150	8-23
Veneto Tennis Club Inc	7465 Kipling Avenue	100	500	24

GTA Winter Tennis Club Costs				
Multi-sport clubs (mostly)				
Tennis Club	Address	Adult Initiation	Annual Dues	Court Fees
Club Meadowvale	6750 Mississauga Road, Mississauga	349	960	20
Fitness Institute Mississauga	2021 Cliff Road	250	1549	0
Fitness Institute North York	2235 Sheppard Avenue East	250	1549	0
Glenway Country Club	470 Crossland Gate Newmarket	0	828	0
Greenwin Tennis Club	185 Balliol	750	1499	14-28
Mayfair East	140 Esna Park Drive	300	1068	16-24
Mayfair Lakeshore	810 Lakeshore Blvd. East	900	1272	16-22
Mayfair Parkway	50 Steelcase Road East, Markham	300	1068	16-24
Mayfair West	3855 Chesswod Dr.	300	1068	16-24
Ontario Racquets Club (ORC)	884 Southdown Road, Mississauga	750	1141	16-25
Tennis School	3091 Ninth Line Road, Mississauga	0	599	20-25
Timberlane	155 Vandorf Sideroad, Aurora	1150	2268	0

GTA Winter Tennis Club Costs				
Private / country clubs				
Tennis Club	Address	Adult Initiation	Annual Dues	Court Fees
Badminton and Racket Club	25 St.Clair West, Toronto			
Boulevard Club	1491 Lake Shore Boulevard West	8500	2274	0
Cricket Club	141 Wilson Avenue, Toronto			
Donalda Club	12 Bushbury Drive, North York			
Granite Club	2350 Bayview Ave. Toronto			
Queen's Club	568 Dupont Street			
Richmond Hill Country Club	8905 Bathurst Street, Richmond Hill	2250	3180	0
Toronto Lawn TC	44 Price Street, Toronto			
York Racquets	50 Marlborough Avenue			

There is only one indoor facility in Barrie region with a total of 4 indoor courts.



Red Country Club-Very High Fees

Blue Permanent Facility-Very Expensive

Yellow Bubble on Municipal Courts-Inexpensive

Marketing Outline

We will be investing most heavily in marketing and PR activities. We expect in kind support with our partners will drive a significant amount of our ongoing marketing efforts.

Paid Marketing to include:

- Ads in Parks and Recreation Guides for both Adult and Children programs
- Ads in the Ontario Tennis Association Magazine for both programs and tournaments
- Ads in local community paper and
- Website
- Social Media-Facebook, Instagram, Twitter

In kind Support with partners to include:

- Printed material and posters in local summer clubs in the area
- Registration material at local tennis shops in the area
- Posters at Ontario Tennis Association website, tournaments
- Tennis Canada website
- Ontario Tennis Association website
- TPA (Tennis Professionals Association) coaches organization inserts
- Penn/Head Tennis Ball Distribution across Ontario
- Merchant of Tennis (Canada's largest tennis retailer) email

PR Support:

- Daniel Nestor Exhibition
- Exhibitions year round with top Canadian players and some international players
- The Barrie International Racquet Centre opening launch event with players from National Bank Open.
- Hosting International Tennis Federation events
- Hosting Tennis Canada events
- Hosting Ontario Tennis Association events



ITF TENNIS.com
International Tennis Federation



Operations

Our Vision

We are proposing to establish the Barrie International Racquet Centre here in Barrie as a self-sustaining facility with no additional ongoing maintenance or operational costs to the city. There will be no membership and only pay as you go to ensure access for the entire community.

In so doing we would not only increase accessibility and participation, but also deliver on a bigger vision – a vision that sees ordinary citizens of Barrie, from all walks of life, all communities and all ages, having access to this sport of a lifetime. The spin-off benefits from the facility are significant: in addition to enhancing sport infrastructure in our community, the events that could be hosted by the proposed facility will increase tourism and visibility of this sport and provide a world class facility and management to a local Barrie community. This facility will serve the needs of recreational and competitive players in the community and also provide opportunities for hosting provincial, national and international events that will bring visitors to showcase our talent and city.

The Barrie International Racquet Centre would maximize the utility of existing infrastructure, given the municipal facilities that have already been constructed in the City, and provide a winterized tennis facility which would allow for year round play on existing municipal tennis courts.

Our organization will foster the following values in both our staff and our members:

Inclusiveness

We believe all Barrie residence, regardless of age, location, financial means, or physical ability should be given an opportunity to participate in, and enjoy the game of tennis.



Teamwork

We believe in the notion of teamwork and its importance for both the development of tennis players and enthusiasts and the advancement of the sport in general in our communities.

Integrity

We believe that all of our activities and related events should be carried out with the utmost integrity.

Personal Development

We believe in instilling positive personal values through competition and training. We will encourage the highest possible level of sportsmanship in our programs and activities.

Scope of the Project

Site location

Barrie has been selected as the ideal location for the following reasons:

- Growing Community
- Lack of tennis facilities
- Proximity to schools
- Proximity to residential area that would be greatly enhanced by a new public tennis facility.
- Accessibility to public transit
- Parking is available free of charge.

Facility Operation and Programs

Barrie International Racquet Centre will be operated as a indoor tennis center with covered courts in the winter. The goal of this facility is to provide members of our community access to this lifelong sport. The new facility will offer a variety of affordable, competitive and recreational programs that will serve tennis enthusiasts and attract new players from all social and economic backgrounds. As such, it is very important to offer programming in the form of lessons, leagues and tournaments at an accessible

rate. This will also allow us to offer accessible programs to schools. It is expected that this facility would service 800 to 1,000 frequent players, as well as thousands of other participants through schools' programs, tournaments, clinics and special events.



No membership!, This is a user pay model and with coaching/programming fees there will be no requirement for annual City provided subsidies

and no additional cost to taxpayers.

Currently there are many active tennis players in Barrie who are seeking a facility for their recreational enjoyment and for competitive play. Therefore, this facility will directly benefit those who currently play tennis and will accommodate many new players who wish to be introduced to the game or play tennis year round. The Barrie International Racquet Centre would offer a variety of programs for all ages and abilities.

Some of these programs include:

- Junior and senior team tennis
- Under 8, under 10, under 12 and under 14 provincial programs
- Recreational grass roots programs
- Elementary school programs
- Sanctioned tournaments and organized leagues

Community

The Barrie International Racquet Centre will be

committed to serving the community and the city of Barrie.

Karl Hale has demonstrated his passion and ability to give back in many ways and has succeeded in raising over \$1,000,000 for charity via the Daniel Nestor Charity Event and Helping Hands Jamaica Foundation (www.helpinghandsjamaica.com) building 27 schools. These two charities that he is founder of, respectively, support the sport of tennis in Canada and provide funds for improving education in his birth country, Jamaica.

Schools

This facility would also provide an opportunity to expand school-based programs.



Seniors

When the first of the baby boomers turn 65 in the year 2012, have seen a change in demographic in Barrie. Tennis can be played at almost any age. Tennis Canada organizes regional and national competitions for seniors throughout the country. We want to build a partnership with seniors to cater to this growing demographic and to encourage healthy, active lifestyles. Unlike most other major sports, tennis is played from age five to 85. We think that

We can target new players in the over 50-age group. This facility can provide an opportunity for active lifestyles and social gatherings for seniors. Currently only 12 per cent of our seniors over age 65 are considered to be physically active. Making tennis programs available to more people will improve the health and quality of life for seniors.



Persons with disabilities

Unlike the majority of existing courts around Ontario, the proposed facility would address the needs of physically disabled players by providing accessible training and recreational play opportunities. Wheelchair tennis programs will become one of the priorities of the facility. We feel that wheelchair tennis is an underserved part of our sport in this region. Now that tennis is a Paralympic sport, we think that we can provide a program that will facilitate this participation. Tennis Canada has a world-class program for wheelchair athletes that this facility will utilize. Also Karl Hale has worked with wheelchair athletes and is a strong proponent of creating accessible facilities and programs for all interested players.

Barrie City Request

We would be requesting a partnership with the city such as:

1. Construction of building costs
2. Capital upkeep support of facility and court surfaces.
3. Parks and Rec programming at facility.
4. 5-10 tennis/10 Pickleball courts
5. Indoor facility
6. Open October 2026
7. 30 year lease

Costing

We propose a no membership model. People pay as you go, great coaching and programming with fees estimated to be:

Court Fees; \$40-\$50 per hour

Programming: \$30-\$35 per hour

Coaching:\$80-\$120 per hour

Management Summary

Karl Hale

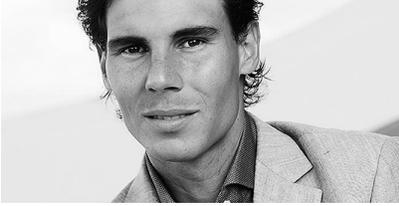
Karl will use his 35 years in the tennis business to make the center a tremendous success.

Karl has an accomplished tennis history:

- Tournament Director of the National Bank Open Toronto (14 years) 150,000 attendees and 6 million viewers. World largest one-week tennis event.
- Founder of Premier Racquet Clubs- Tennis/Pickleball clubs in Markham, Mississauga and Brampton.
- President PTR (Professional Tennis Registry) 20,000 tennis coaches' worldwide. Largest tennis coaching association in the world.
- Head Racquets Professional Donalda Club-One of Canada's most prestigious country clubs.
- Former Fed Cup and Davis Cup Coach Canada
- Former Davis Cup Player and top ranked Canadian
- Charities founded-Daniel Nestor Charity Event over \$1,000,000 raised/Helping Hands Jamaica Foundation \$2,000,000 raised and 20 schools built.
- Awards include: Pro of the Year PTR 2006, Humanitarian of the Year 2017 PTR, City of Toronto Award 2005 contribution to tennis, Distinguished Service Award Tennis Canada 2008.

Testimonials

World #1 Rafael Nadal



Karl is a good friend and one of the best tournament directors in the world. I also golf at his club when I play the National Bank Open.

World #1 Serena Williams



Karl has taken me 4 times to Jamaica and we built a school together in Jamaica. He's the best."

CEO ATP Tour Chris Kermode



Karl is National Bank Open Tournament Director highly respected and one of the best in the business.

President WTA Tour Micky Lawler



our industry, trustworthy, hardworking and a leader in our sport.

n Tennis Star

Lease Agreement

Barrie International Racquet Centre would like to propose a 40-year lease agreement. Terms of the agreement are to be negotiated. The courts will require resurfacing every 5-7 years.

Socio Economic Impact

We estimate the socio economic impact to be approximately \$3,000,000 per year. This is a result of our international events; Drawing tennis tourists to the center and building the international profile of Barrie.

Conclusion

The Barrie International Racquet Centre will be providing a new 1st class Racquets Centre in Barrie. The 5 key areas we focused on are:

1. Bringing the right team together. Karl Hale, Canada's racquets industry leading visionary and Tournament Director of the National Bank Open, will lead an experienced management team.
2. A tremendous community year round facility. This facility will encourage juniors, adults, seniors and wheelchair by having another healthy activity for them to participate in. tennis and pickleball. Additionally, Karl will put forward an annual community charity event to raise funds for a community initiative. Very similar to their Daniel Nestor Charity Event which has raised over \$1,000,000 for North York General Hospital and Tennis Canada Go for Gold.
3. Sole source facility. Due to the expertise and the fact the PRC is the only facility that does community enhancement programs and no membership fees.
4. Improving a facility for winter/summer use. The residents will have the more access than they currently have with improved world-class facility..
5. A long term lease 30 years to establish a world class International Tennis Facility. Open October 2027.

This is a facility that the community will be proud of.

Sincerely,



Karl Hale
President
Premier Racquet Clubs
www.premierracquetclubs.com
416 662 8869 cell