

2018 Annual Report by the Capital Project Committee

Members: Paula Loh (Chair), Scott McNeely, Mark Nelligan, Dora Nomikos

EXECUTIVE SUMMARY

Work continues on the review of infrastructure and clubhouse design aspects towards the goal of receiving up-to-date project pricing and the presentation of the project to the membership to launch a fundraising campaign. The capital project, most recently approved by the general membership in November 2017 and approved by the Board in March 2018, is on schedule to begin construction in the Fall of 2019.

Designs for the capital project are included at the end of this document and may also be viewed on the KTC website by selecting Our Club/Capital Project Committee.

VISION FOR THE KTC

- Mandate for the Capital Project Committee

EXPLORING ALTERNATIVE PROJECTS

- Indoor Tennis
- Renovating/Rebuilding the Existing Clubhouse
 - Opinion On Renovating the Clubhouse, Scott McNeely, P.Eng

WHAT IS THE CAPITAL PROJECT?

- Rationale for the Capital Project
- When will construction begin and who are the professionals involved?
- What stage are we at?

PROJECT DETAILS

- Clubhouse
 - Features
 - Proposed Use of Club Space
- Infrastructure
 - Features
 - Site Drainage and Hill Street Sewer Connection
 - Court Specifications & Concrete Slabs
 - Site Safety & Maintenance
 - Courts 2 & 3 and LED Lighting
 - Courts 1, 7 & 8 and Court Dividers (Curtains)
 - Current Situation
 - Proposal for the Future

- Advantages of Building an 8th Court
- Rubber Cushion Surface for Courts

FINANCIAL ASPECTS

- Amount Spent to Date
- Trillium Grant Application
- Budget for 2019 KTC Capital Project - as of September 30, 2018
- Affordability - One Phase or Multiple Phases
- Costing of Major Project Components

CONCLUSION

APPENDIX

- INVOICES PAID FOR THE CAPITAL PROJECT
- BUDGET FOR 2019 KTC CAPITAL PROJECT
- CLUBHOUSE DESIGN DRAWINGS

VISION FOR THE KTC

The KTC has a mandate to promote the game of tennis. The club is fortunate to own its own property and that we have the opportunity to make our own decisions for the future.

We need a long-term vision for the club. Are we confident that tennis is here to stay in Kingston? Do we believe there will be future generations of tennis players at the KTC? If so, what do we want to accomplish through the capital project?

Our membership levels and income are stable, providing confidence in the future of the club. Updating our facilities is an investment in the future. Clean and modern facilities are attractive to new members; they also inspire trust and confidence in camp parents that their children are in safe hands – these are examples of aspects that contribute to the club's future health.

Key points to keep in mind as we review the capital project:

1. Tennis is growing as a sport, per Tennis Canada
2. The club's annual income is stable
3. Previous boards, treasurers, and finance committees have examined and supported the scope of the capital project and the level of financing
4. The 2017-2018 Board re-visited the process of selecting a capital project, received quotes to renovate or rebuild the current clubhouse, and in March, 2018 voted in favour of proceeding with the capital project as presented at the 2017 AGM
5. At the September 10, 2018 meeting, the Board voted to again explore the renovate/rebuild option and to suspend payments on the capital project for two months

Mandate for the Capital Project Committee

Past boards conducted a membership survey and took three votes to the membership on the capital project. They were prepared to follow through on membership results, while recognizing that the board is responsible for seeing the big picture for the club. Over the years, the essence of the project has not changed. Boards and committees have discussed finetuning the project, which is reasonable, but the underlying concept remains the same.

Alternate projects have recently been put forward and there are questions regarding the location of the clubhouse, among other aspects. The capital project committee has operated this past year in an environment lacking clear direction.

We believe that the project should proceed based on the original mandate of the 2012 membership vote. This mandate has been reinforced by subsequent votes and the membership survey, while the specifications of the project have been modified over the years to place a greater emphasis on site improvements.

EXPLORING ALTERNATIVE PROJECTS

Indoor Tennis

During January and February of 2018, the Board examined several alternate options for the capital project. One option was to propose a partnership with the City, sell the club and relocate to Belle Park. This option meets the club's mandate to support tennis in Kingston, especially the indoor component which enables year-round play and junior development.

Tennis Canada was contacted to explore what support might be available from this organization. Tennis Canada has a goal to see 30 new facilities established in Canada in the next 10 years - they can provide people support, but not monetary support.

Representatives at the City were contacted and VP Dave Stocks first met with then Belle Park project lead, and was subsequently in contact with Neal Unsworth, Manager of Parks Development. Neal informed him that Belle Park could be an option for the KTC but that first he would like us to participate in the update of the Parks & Recreation Master Plan with regard to tennis. He described a number of possibilities, one of which was establishing a community club in the west end at the Bayridge or Henderson courts (this was first suggested to board members at a previous meeting with Neal in 2016 – he gave a timeframe of ten years at that meeting). A community club operates on City courts with low fees but limited programs. Neal suggested those courts might then be bubbled for winter play. He felt the City is not ready to finance full indoor courts until the bubble option is tried first.

The Board realized that following through on an indoor tennis complex in partnership with the City (and other stakeholders) would be a lengthy and complex endeavour, beyond the scope of the current board.

A new KTC member, Dorette Pollard, provided information about a company she had heard of that runs winter tennis on municipal courts. Tennis Clubs of Canada sets up bubbles over municipal or other courts in the fall, hires staff and runs programming, then takes down the bubble in the spring. They prefer a complex with six courts in order to be economically viable. Tennis Canada has hired Tennis Clubs of Canada as consultants to facilitate indoor tennis projects, especially with municipalities. In late August, Paula met with Terry Redvers and Adam Seigel of Tennis Clubs of Canada and toured their new year-round operation at the Marilyn Redvers Tennis Centre. They were enthusiastic to pursue establishing a bubble here in Kingston and discussed possible locations while viewing Google Maps. They examined the location of the KTC to consider a bubble on our property, but acknowledged that the space is constricted and that a bubble would present issues for neighbours in our residential location.

Terry and Adam followed up on the meeting by contacting the president of Tennis Canada, who arranged a telephone meeting between Tennis Canada's Director of Facilities, Anita Comella, and Paula in early September. Tennis Canada remains interested in facilitating the building of indoor centres. The organization has recognized that in order for its regional training centres to

produce elite tennis players, it first needs grassroots tennis players learning and training year-round in communities across the country. Tennis Canada and Tennis Clubs of Canada are keen to talk to municipalities like Kingston to encourage the growth of winter tennis.

The question was asked about the option to sell-and-move the club in order to provide indoor tennis. Anita advised not to do this; that it is not necessary – the municipality should be providing indoor tennis and doing so without our funds – and to proceed on our present course. Even if we were to partner with the City, she said it would take many years for it to come to fruition and that we don't have that kind of time to wait and do nothing at our current site.

The Board is now focusing its efforts on maintaining a working relationship with the City to encourage the implementation of bubbled municipal courts. In early October, four board members attended the user group workshop hosted by the City of Kingston as part of the process to update its Parks & Recreation Master Plan.

Renovating/Rebuilding the Existing Clubhouse

Another option raised for examination by the Board during January and February of 2018 was to consider renovating or restoring the existing clubhouse. The Board had previously received a ballpark quote from a contractor in 2016 to renovate the clubhouse for \$450,000 plus a generous contingency, and decided at that time that it was not an economical option when compared to constructing a new building along with the option of building an eighth court on our site.

At the February 13 & February 25, 2018 board meetings, written estimates from a contractor to renovate or rebuild the existing clubhouse were presented and discussed. The Board learned that the clubhouse must first be either lifted or demolished to build a foundation prior to carrying out a renovation or rebuild. The estimate to renovate was calculated to be \$675,000 and the cost to tear down and rebuild was \$655,000. This includes an allowance of \$60,000 for an elevator to meet accessibility standards which are anticipated to apply to the two-storey building. The cost to renovate also includes lifting the existing building and constructing a foundation. There is no allowance for a contingency in these costings.

On September 10, 2018 the Board approved a motion to suspend payments for two months on the capital project and instead explore an alternate project to renovate/rebuild the clubhouse in place, with a budget of \$5,000. A renovation committee of four board members was formed and then commissioned a local firm to draft a design for a clubhouse in the current location. The one-hour presentation made to the board on October 23, 2018 was of a modern design for a rebuilt clubhouse. When asked to clarify that this was a rebuild and not a renovation that he was proposing, the designer said that a renovation is not worthwhile - that it would be too expensive. He continued to say that unless you absolutely love aspects of the old clubhouse and want to preserve them and are willing to pay the high price, then don't consider a renovation.

The firm provided a link to a six-minute video of the presentation for ongoing discussion with the membership.

The concept design requires much work to determine if it can meet the club's needs. The renovation committee reported that there has been no consultation with the City to request feedback on code requirements at this stage.

Opinion On Renovating the Clubhouse, Scott McNeely, P.Eng.

Scott McNeely is a member of the capital project committee and is a structural engineer. The committee asked him to provide his professional opinion on the viability of renovating the old clubhouse. His response is below. He concludes that if the existing clubhouse location is to be utilized, "In my opinion it would be more economical to demolish the existing structure to provide good access to install new foundations and then build a new clubhouse".

I have crawled around under the existing clubhouse to review the structure. There is a floor hatch in the utility room in the men's change room. The existing structure sits on concrete pads on grade. The foundation does not extend down below grade to provide frost protection, so has the potential to move slightly over the seasons. There is a significant sag in the floor in the men's change room. Additional "props" have been added under the floor over the years.

The storage room at the back of the clubhouse has a severe sag in the roof and floor. There must be considerable decay in the wood. Some rotted wood can be seen from the clubhouse crawlspace. Regardless of any future work, the storage room cannot be saved and needs to be demolished. If the existing clubhouse were to be "renovated" it will still shift and settle and any work done will crack in the near future. To preserve a renovation the clubhouse would need a proper foundation.

Foundations have been installed below existing buildings in the past. Numerous steel beams are slid under the floor joists to pick up key locations so that the beams can be jacked up. This is done slowly, such as one inch at a time sequentially over the jacking points. The existing space under the clubhouse is very shallow so the access will be difficult. The existing masonry chimney would have to be demolished. The clubhouse would have to be jacked up quite high to be able to install new foundations. The front balcony and part of the deck would have to be jacked as well or temporarily detached from the main structure. The rear storage room would be demolished.

Typically, the building is left higher to have more space below, but could be lowered back down to its original level. Once the new foundation is in place the building should not move anymore over time. The building would be renovated after the lifting operation since there would be movement and new cracks in the existing finishes.

A building would typically be jacked up and a new foundation installed to preserve existing components that have some value. In this case the windows, siding and finishes are all very old. There is nothing to preserve in the existing change rooms.

The jacking operation will be difficult because the building is very close to the ground. Installing new foundations while working under the building will be very costly.

In my opinion it would be more economical to demolish the existing structure to provide good access to install new foundations and then build a new clubhouse.

Scott McNeely, P.Eng.

WHAT IS THE CAPITAL PROJECT?

The current estimate of the entire project, with all options included and an allowance for a 12% contingency, is \$1.6 million. This estimate includes construction of a new one-storey clubhouse fronting on Napier Street, one additional court, lighting on two courts, and substantial site improvements.

Rationale for the Capital Project

Our club was established in 1924 and the existing wooden clubhouse was built in 1927-28. It is time to update the clubhouse – it is uninsulated, does not meet accessibility standards, has ancient wiring and plumbing, is supported by pilings on dirt, some floor joists are rotting, it is difficult to keep clean, and, overall, is unappealing to new members. Due to plans since 2012 to build a new clubhouse, major repairs such as replacing the roof have been postponed in recent years.

The clubhouse was originally the entrance to the club and had an Earl Street address - the club's Earl Street land was sold off in the 1940s. The concept of having the clubhouse in its present landlocked state was not envisioned by the club's founders when it was designed and built in the late 1920s.

We believe that relocating the clubhouse adjacent to Napier Street to again serve as the entrance to the club is both beneficial to the club's operations as well as enabling an additional court to be built to serve members for decades into the future. The scope of this option is flexible – there are many aspects that can/cannot be included over time, funds permitting. While other capital project components are flexible, there is a feeling of urgency within the membership to build the new clubhouse 'now'.

The ideal for the long-term includes removal of the concrete slabs and installing site drainage. Doing this also permits Courts 2 & 3 to be widened and lighting to be installed without concern for accelerating the decomposition of the concrete slabs, while establishing a drainage plan for the entire site. Should we choose to upgrade the courts with a rubber cushion surface, this material works best on a stable base to minimize expensive cracking.

All infrastructure improvements and the timing for implementation are open for assessment, pending financing ability. This is independent of whether a new clubhouse is built on the lawn or elsewhere.

The cost of clubhouse construction will be similar, regardless of the location on site. It is not necessary to install a sub-drainage system or a link to the Hill Street sewer due to constructing the clubhouse on the lawn. For example, the 2015 project included a swale (ditch) parallel to Napier Street. It did not include removing the concrete slabs, installing sub-drainage, or rebuilding Courts 2 & 3. The current project proposal includes a far greater emphasis on site improvements, which we consider to be a wise investment in the future of the club.

When will construction begin and who are the professionals involved?

We have a goal of Fall 2019 to begin construction. Demolition of the old clubhouse, construction of the new clubhouse, court rebuilding and other infrastructure work will be done in the fall and winter, with completion the following spring. The Board agreed in July 2017 to hire Bill Anglin of the Anglin Group as project manager. Other professionals already involved with the project are Doug Prinsen of Forefront Engineering (civil engineer) and Mike Preston of Michael Preston Design (architectural technologist). Sandy Wilson, architect, to review and stamp the final drawings.

What stage are we at?

There was a 57% support voiced by membership vote in the 2017 AGM for building a new clubhouse adjacent to Napier Street and constructing an eighth court. When the new Board convened after the AGM, there was a motion passed at the first meeting of the 2017-18 Board in November, 2017 as follows:

“That the AGM vote does not show a sufficiently clear approval of the project and therefore the board will work to obtain a clearer level membership support before committing to a final project. Improvement in the club can be carried out while this work is in progress.”

Board efforts were then directed to exploring the following options for a capital project:

- Renovate the existing clubhouse
- Rebuild the existing clubhouse
- Build a new clubhouse adjacent to Napier Street
- Sell the club and relocate to build an indoor/outdoor facility

Following assessment of the above options, the following motion was carried at the March 13, 2018 board meeting:

“That the Board proceed with the Capital Project as voted on at the 2017 AGM.”

The capital project committee was subsequently formed and met over a four-month window from early May to late August. Committee members prepared for and attended a pre-consultation meeting with the City, assessed site drainage and court building methods, decided on the inclusion of a basement, consulted with Trillium staff and finalized the Trillium grant application. Based on progress at that time, a tentative timeline was proposed to present final drawings to the membership in late-September and launch fundraising, aim for site plan approval by the City in December, and send specs to the general contractors by March/April of 2019 for pricing.

On September 10, 2018 the Board approved a motion to suspend payments for two months on the capital project and form a renovation/rebuild committee to explore alternative designs with a budget of \$5,000. A motion was subsequently presented and approved at the September 26, 2018 board meeting that designer Mike Preston be paid a retainer of \$5,000 so that work on the capital project could proceed in a timely manner.

Committee members met with Mike the next day on September 27 to outline initial suggestions for enhancements to the functionality of the one-storey design. Mike met with the full committee on October 23. Further suggestions were made and an updated version of the drawings was issued to the committee on October 26. These drawings were presented to the Board on October 30, 2018.

Depending on the outcome of the AGM and board elections, it is hoped that committee work will resume on the review of infrastructure and clubhouse design aspects towards the goal of receiving up-to-date project pricing and a formal presentation of the project to the membership to launch a fundraising campaign.

PROJECT DETAILS

Clubhouse

The committee reviewed preliminary drawings of the one-storey clubhouse to assess functionality and met with designer Mike Preston to propose several revisions. A presentation of the current iteration was made by Mike Preston and the committee to the board on October 30, 2018.

The current design features a 2,146 sq.ft. clubhouse which includes a patio of 1,300 sq.ft. on the east and south sides of the clubhouse. The open patio area to the east is 734 sq.ft. and the covered patio area to the south is 566 sq.ft. In comparison, the deck of the existing clubhouse is 608 sq.ft. for the open area and 360 sq.ft. for the covered porch, totalling 973 sq.ft. The proposed patio is 34% larger than the existing deck.

Features

- Location on west side of property provides natural windbreak for prevailing westerly winds
- Street presence is welcoming and accessible for people unfamiliar with the club
- Entrance/exit to the club through clubhouse directs traffic flow and maximizes opportunities for interaction with staff and other members on the patio and inside the clubhouse
- Service counter and office beside Napier Street entrance to clubhouse
- Service counter easily secured by metal gate when staff member is elsewhere
- Donor wall and trophy case along interior wall leading from main entrance to east door
- Flatscreen TV mounted high in south-east corner of lounge
- Open patio along east side
- Covered patio at south end extends eastwards to full width of building
- Two 12-seater picnic tables fit on approximately half of covered patio for use by junior camps and social events
- Wall of cubbies for junior campers installed outside Office wall near south exit door
- Multi-purpose room for “Camp Office & Kitchen”
- Storage room for Court Supplies located at north-east corner
- Exterior staircase for basement access at north-east corner
- Utility Room and storage located in basement
- Additional storage in attic
- After-hours access to property via gate at south end of clubhouse
- After-hours access to showers/changerooms and universal washroom
- Bicycle rack installed outside window of service counter
- Oversized water supply line to clubhouse to include two exterior water taps at each of north & south ends of building (for court powerwashing)

Security - a clubhouse at the point of entry to the property provides security. The service counter is visible and lockable, as is the office. Lockers are available in the changerooms for personal effects (we have experienced equipment thefts from the quiet storage area currently located behind the clubhouse).

Spacious Patio – 1/3 larger than the existing deck and covered porch, it provides a large shady area to serve as junior camp ‘headquarters’ in addition to hosting social events and viewing matches. Located between the entrance/exit to the club and the courts, this location provides a natural meeting point for members to socialize informally.

Junior Camps – the summer camps are important to the club for the immediate revenues that they provide and the long-term investment to nurture future members for our club. Campers will have a short walk from the courts to the covered patio of the clubhouse to have snacks, lunch, and bathroom breaks. They no longer have to weave through members sitting on the deck or be confined to a place that is indoors and upstairs.

Viewing Play on Courts – the south end of the covered patio faces Court 6 in which at least two 12-seater picnic benches fit. People will now be able to sit there to watch play on Court 6 in the shade. The east side of the patio faces Courts 2 & 3 and provides comfortable viewing of these courts.

After-Hours Access to Showers/Changerooms - a corridor provides access only to the universal washroom (a lockable door separates it from the showers/changerooms) or access to both areas. A sliding door secures the major areas of the clubhouse (lounge, service counter, office) whenever after-hours access to the showers/changerooms is provided.

Choice of Construction Materials - *Concrete patio*: long life of material minimizes maintenance and replacement costs when compared to wooden decking. *Metal roof*: long life of material minimizes maintenance and replacement costs when compared to shingles

Proposed Use of Club Space

Entry to the club to be through the clubhouse main entrance during hours when a staff member is on duty, with all doors propped open for air circulation. After-hours entry is via the gate to the south of the clubhouse, accessed by members via keypad/keycard. Bicycle racks will be available outside the clubhouse beside the window of the service counter. Clubhouse and courts are fully accessible to wheelchairs and strollers.

The service counter will be secured by a metal gate/curtain that easily and quickly rolls down or across the counter to enable the staff member to work elsewhere on the property as required. Valuable items to be contained within the secure service counter/office area.

Junior tennis camps operate for 8-9 weeks during the summer. Parents drop off children starting at 8:00am, with the majority arriving between 9:00-9:30am. Foot traffic to flow from the main entrance to the south door, with the covered patio area to the south serving as camp headquarters. The covered patio extends eastwards to the full depth of the clubhouse, making it larger than the current lounge area upstairs in the clubhouse.

A wall of cubbies installed outside the Office wall near south exit door area will store backpacks/lunch bags for 40 campers. Versatile seating will accommodate campers for snacks (up to 40), lunch (up to 24), and rainy day activities.

There will be some noise between 9:00-9:30am, which will impact players on Court 3 prior to campers moving onto Courts 2 & 3 at 9:30am. Members are able to gather during camp hours either inside the lounge or on the 12'-wide section of the patio that runs along the full length of the east side of the clubhouse. Generally one camp instructor arrives early for pre-camp supervision, with the majority of staff on duty by 9:00am. At this time, a camp instructor could monitor the controlled gate to the south of the clubhouse and provide a direct access point to

the covered patio for campers/camp parents to arrive and check in. This redirects traffic flow away from the service counter and lounge area.

Feedback from the 2018 camp director is that he loves the shaded patio location for the camps. He prefers to keep the kids outside but sheltered from the sun/rain, features that they do not currently have. The kids will no longer have to walk back and forth to the old clubhouse between members sitting on the current deck, as they will always be next to the courts. After a rainfall, they can conveniently play some games on the lawn while waiting for the courts to dry. The camp director is aware that the lawn will be 32' x 47', which is 1/4 of the current lawn, but a size equal to the area currently utilized for camp activities.

Social events occur twice a month during the outdoor tennis season (round robins, tournament BBQs). Dining will occur primarily in the covered patio area, using rectangular/square tables that can be joined together as desired. Attendance ranges from 20 to 60 people. Two BBQs will be set up on the lawn adjacent to this area and returned to the storage area when not in use. BBQs can be set up within the covered patio area on rainy days. Overflow seating is available on the lawn or on the east patio.

Infrastructure

Features

- Construction of an eighth court
- Installation of site sub-drainage
- Known consistency of court foundation that includes sub-drainage
- Improved surface drainage
- Installation of LED lighting on Courts 2 & 3
- Widening of space between/alongside Courts 2 & 3
- Removal of trees growing against & through perimeter fencing and below courts (to be replaced along Napier Street with shrubs that do not encroach upon the courts)
- Replacement of perimeter fences with fences 14' high (east fence is currently 10' high)
- Install court benches that include awnings for shade from the sun
- Electrical outlets at each set of courts

Site Drainage and Hill Street Sewer Connection

The club's property is located on a high water table and water is slow to drain from the club's and neighbouring properties. To our knowledge, no drainage system has been installed on the property. The current plan under consideration is to remove the concrete slabs and install site drainage, both above and below the courts. It is expected that there will be a slight raise in grade of the new courts to provide an improved base. Surface drains (swales) would run along the base of the fences between the courts to minimize drainage across courts (drainage for all courts currently runs to the south-east corner of the property).

It is more economical to remove the concrete slabs and install proper drainage connected to the Hill Street sewer than to keep the slabs that we have and instead install concrete slabs for Courts 7 & 8, which do not have existing slabs. Asphalt courts cannot be successfully constructed or rebuilt without an underground drainage system in place.

Advantages to installing site drainage include court construction with known consistency, a lawn that no longer contains pools of water following heavy rainfall, increased peace of mind to be able to construct a basement, and improved surface drainage for courts.

Court Specifications & Concrete Slabs

Our existing courts do not meet the ITF minimum recommendation for recreational tennis. The only opportunity for widening the spacing is to extend the court areas westwards towards Napier Street.

We would like to expand our inventory of lit courts by installing LED lighting on Courts 2 & 3. This involves running electrical conduit and installing seven poles in this area. It is an investment in the long-term to rebuild the courts prior to installing lighting, rather than waiting a few years to see how quickly the existing concrete base deteriorates.

Courts 1 to 6 were constructed from concrete circa 1930, with each court consisting of four concrete slabs. By the early 1970s, frost heave had lifted one slab more than its neighbour, creating a hazard for players, and all the concrete courts had developed deepening cracks. It is estimated that a quick fix was taken to cover the concrete with asphalt in 1972-73 instead of removing the concrete and rebuilding the courts.

Several court contractors have been consulted on contemporary court building techniques. They all say that they would not plan to build courts from different materials (ie. concrete and asphalt) since they react differently to frost heave. The recommended approach is to ensure you have the right slope, drainage systems, and compaction – install drainage, build a proper base of granular stone for the court to sit on and compact it well, testing each layer as it is laid to ensure that compaction is uniform across all the courts.

Concrete of that era has an estimated life of 100 years. Concrete with rebar (which is what the KTC has) has a shorter lifespan, as water infiltrates multiple fissures in the concrete and rusts the rebar leading to larger cracks in the concrete. If we leave in the concrete slabs, there is always the chance that whatever is applied on top of them (asphalt) will crack. The advice of several professionals – court contractors and engineers - is to remove them since we plan to do major infrastructure work.

Removing the concrete enables us to elevate the courts and improve surface drainage. Removal of concrete is quick and easy at this point in time, whereas it is difficult to quantify the additional cost to remove it in the future – at that point, we would have to work around light poles, electrical conduit, and net posts/anchors.

According to civil engineer, Doug Prinsen, if we keep the concrete slabs and there is no connection to the Hill Street sewer:

- we would have only surface drainage and would be trying to improve a little bit on what is already there. May not be able to capture all the water off the lawn.
- would need to install a pumping system to provide sub-drainage for the courts that do not have concrete slabs (Courts 7 & 8)
- the City will still require stormwater control (ie. a swale)
- we would be unable to raise Courts 2 & 3, which minimizes what can be done for surface drainage
- we could save approximately \$50,000 off the quote, however this figure would be substantially reduced by the increased costs to work around the concrete pads to install lighting. Even the fencing would be slower to do. It would be difficult to get quotes on this cost differential. In the end, there would be small savings.

Comments by committee member and structural engineer, Scott McNeely include:

- you can't tell much about the slabs with Ground Penetrating Radar (GPR), but the rebar at 30cm spacing and down 20cm is pretty good (ie. not a poor 10 cm slab with little rebar). You cannot tell how much life is left in the slabs.
- a swale is not a good idea. The best is to drain to a catch basin, even if it is on Hill St.
- the savings of not removing the concrete pads will be offset by the difficulty of working around them with possibly smaller equipment and hand digging.
- getting better drainage on Courts 2 & 3 is always going to be good. It will help the other existing concrete slabs last longer (Courts 1, 4, 5, 6).

Site Safety & Maintenance

Maintaining the courts will be simplified after the courts are rebuilt since the areas where weeds currently grow between and beside the courts will be removed and either paved over or replaced with drains below the fences. It is suggested that we pave beyond the fence line by 6" (our property extends 10-12" beyond the fence) to prevent the weeds from re-establishing. This also provides a straight edge for neighbours to mow their lawn, as applicable.

Over the decades, trees have been allowed to establish and grow adjacent to the courts. This has resulted in roots disrupting the surface of the courts, tree trunks growing through fences, and leaves and nuts falling onto the courts in prolific quantities. Leaf litter contributes to the breakdown of the court surface and makes it dirty and slippery. Slipping on a slimy surface is a recurring safety concern for players. This is an ongoing problem at the south end of Court 4 - all the courts currently drain down to it since it is the lowest point in the club. Additionally, this area is shaded from the sun and slow to dry.

The extreme tree growth surrounding Court 7 can provide relief from the sun for some, but for many it provides dappled light and shadows that make it difficult to clearly see the ball in play. Outdoor court conditions are maximized when free of encroaching tree cover. Shade is appreciated by players when sitting down to rest while changing ends, and shade will be incorporated into the seating areas wherever possible.

Courts 2 & 3 and LED Lighting

Removing concrete slabs and rebuilding Courts 2 & 3 provides the opportunity to widen the space beside and between these courts by nine feet. ie. there is currently 8.5' to the east of Court 2 - would be expanded to 12'. There is currently 11' between Court 2 & 3 - would be expanded to 14'. There is currently 9' to the west of Court 3 - would be expanded to 12'.

We have planned for 12' between the court side lines and the fence/sidestop, and for 14' between the two courts. This meets the ITF 'minimum' standard for tournament play (which is 12' on the sides and 12' between the courts). However, the ITF 'recommended' size is 12' on the sides and 18' between the courts, which we will never be able to meet at our location.

The cost for court lighting has increased substantially in the past year, as seen by comparing identical specs quoted by the same company. In December 12, 2017, the total for 7 light poles with concrete bases and 16 LED 555 watt light heads was \$49,160 plus HST. Their quote dated August 2, 2018 now totals \$58,590 plus HST. This represents an increase of \$9,430 (19.2%), primarily due to increased costs of steel.

Courts 1, 7 & 8 and Court Dividers (Curtains)

Current Situation

Courts 1 & 7 are separated by the existing clubhouse.

Court 7 is the only court that does not have concrete slabs underneath the asphalt surface and currently has dips throughout and cracks and lifting around the perimeter. This court was rebuilt in 2004. Water was pooling in areas around Court 7 by 2011 and it was determined that the water line running underneath the court had broken and was steadily leaking. A new water service line was installed by horizontal drilling underneath Court 7 from the clubhouse to the curb in April 2012 and the leaking water service line capped off. We do not know if any drainage was incorporated as part of this court's construction, although it appears unlikely.

Our court contractor, Canada Court Supply, has speculated that Court 7 may have pockets due to the granular sub-base being washed out by the water leak. This condition could cause the asphalt to fall and create bird baths/dips (bird baths are normally due to settling if compaction of the sub-base is not thoroughly done).

Proposal for the Future

The area at the north end of the property will be widened to 167' to enable construction of an eighth court and provide a comfortable space between each of the three courts.

Court dividers (curtains) are used to separate courts when multiple balls are in use due to lessons or a ball machine. It is proposed that two of the three north courts, Courts 1, 7 & 8, will serve as teaching courts. The courts will be separated by court dividers (curtains) which can be drawn closed during lessons to prevent balls leaving the lesson court.

Members may choose to play with the dividers open or closed when there is no adjacent lesson in progress. The advantage of playing with them closed is that they stop the ball from rolling away and having to go across up to three courts to retrieve it; it also minimizes disruptions by balls from neighbouring courts.

The distance between the side lines of each of the courts will be 17', with 12' between the sides and the fence. When the divider is pulled closed, there will be 8'6" on each side of the curtain to the court side line. For comparison, the three south courts currently have 10'6" between the side lines of each pair of courts. If this area were to be divided in half, each player would have 5'3" as their share of the court space.

Three poles are required for the installation of the dividers. Installation is best done when courts are being rebuilt, since the poles are buried 4' into the ground for each run of dividers (fence poles may also be used).

Advantages of Building an 8th Court

By building the new clubhouse on the lawn, we have the option to build an 8th court at some point. If we build another clubhouse in the existing location, this will never be an option since we would first have to demolish a new clubhouse (not a wise financial option). An 8th court positively impacts our ability to provide expanded facilities to our existing membership (we have a generous advance booking policy), and to also accommodate more members in the future. If we were to expand our membership base at any point, this provides an increased revenue stream with no direct increase in costs. For example, there is a rule-of-thumb that each court can accommodate 75 members. This year, membership revenue was \$120,205 with 511 members, an average of \$235/member. By adding one more court, revenues have the potential to increase by $\$235 \times 75 = \$17,625/\text{year}$, based on the 2017 & 2018 rate structure.

Rubber Cushion Surface for Courts

The option of installing and maintaining clay courts was discussed with Chris Smith of Canada Court Supply. He discourages the installation of clay courts at the KTC, calling them the "Cadillac" of tennis courts as they are expensive to maintain. He recommends a rubber cushion surface as a viable alternative to provide some cushioning underfoot in combination with the easy upkeep and maintenance/utility savings of hard courts. A rubber surface is applied on top

of an asphalt base, the same base as that for conventional hard courts, which is then painted. The paint lasts 7-10 years and the cushion lasts 20 years before it needs substantial repair.

There is an additional cost of \$13,400 per court to apply the rubber cushion surface. This surface should be applied to level courts to avoid premature cracking.

FINANCIAL ASPECTS

Former KTC treasurer Tom Thayer (retired Director of Finance, Queen's University) was invited by the Board to meet with the finance committee. He then submitted his thoughts in writing to the Board [document attached to the September 10, 2018 minutes].

According to Tom, "the most important thing in determining how much debt the Club can afford is the size and sustainability of our annual net cash flow. Net cash flow is the money the Club earns which is available to pay principal and interest on debt AND to build up savings to cover future costs and contingencies".

He notes that the 2017 Treasurer's Report by Jim Martin estimated future sustainable cash flow at \$74,100. The July 2018 Finance Committee report (page 4) **reduced that estimate to \$35,000** by deducting additional amounts for property taxes, increased wages (as a result of the Provincial minimum wage increase) and anticipated costs related to court, grounds, and building maintenance. To an outsider, it appears that the Board has accepted these increases without a response. This erodes our cash flow and our ability to undertake a reasonable capital project.

Tom continues that:

"I think we should think twice about the operating reserve. If we need emergency funds, why not a stand-by line of credit? I understand Jim Martin brow beat Infrastructure Ontario into accepting the idea of sharing debt security with another institution. That IS an accomplishment.

Strong annual cash flow would provide \$ to meet future needs. For example, \$90,000 annual cash flow would be enough to cover the annual cost of \$900,000+ debt AND add \$30,000 to our accumulated surplus each year. This could be used to resurface courts, reroof clubhouse, retire debt early, etc"

He concludes that, "Of course, if you have no confidence in the future of the Club, of its ability to attract new members, raise money, control costs, then don't consider a capital project".

Our membership levels and income are stable, providing confidence in the future of the club.

Amount Spent To Date

\$55,644 of club funds has been spent on the capital project from 2012 to August, 2018. An additional \$9,200 was donated for civil engineering fees by Eric Davies and John Armitage. Refer to document in Appendix.

Trillium Grant Application

We have applied for a \$150,000 Trillium Capital Grant to expand the accessibility of our infrastructure by installing lighting on Courts 2 & 3 to increase the number of available court hours. The project includes lighting and rebuilding the two courts at a total cost of \$297,550 plus HST.

The quote includes: purchase of 7 poles & 16 LED light heads (luminaires), contractor work to install poles, light heads, electrical conduit, remove concrete slabs, remove trees and roots, install site drainage with sewer connection, rebuild two courts, replace fences & gates.

The application was submitted on September 19, 2018 and results are expected to be available after three to four months.

Note: The total cost submitted for grant purposes does not include options for court benches and rubber cushion surface, nor does it include an allowance for a 12% contingency (not permitted) or project management fees (September 2018 quote does not include them).

Budget for 2019 KTC Capital Project - as of September 30, 2018

Pre-development studies and soft costs	\$ 72,815
Clubhouse construction costs	592,600
Infrastructure costs	<u>867,693</u>
TOTAL	\$1,596,780

Costing includes project management and a 12% contingency on costs. Costs for *all* major options have been included: site drainage, removal of concrete pads, installation of rubber cushion surface.

The budget was calculated by combining a budget quote supplied by Bill Anglin in October, 2017 (which was based on four competitive quotes received in October, 2015 and then adjusted for inflation and a margin of error) and the recent September, 2018 budget quote received from a different general contractor for the Trillium grant application for the Courts 2 & 3 project component [Bill Anglin was unavailable to do the quote due to prior commitments].

Bill Anglin, civil engineer Doug Prinsen, and Paula met last year to discuss the specs for Bill's 2017 budget quote. He then contacted contractors in an attempt to update the 2015 figures,

but met with some resistance. He wrote that it appears they have been asked to look at this project a few times or have already quoted on different aspects of the project. He then prepared budget pricing based on the club's 2015 project quotes and his own experience. He believes that the numbers supplied were accurate but conservative, following the philosophy that it is easier to decrease a budget once established than to increase it.

It has been a complicated process to obtain the current project costing. The quote that was received for the Trillium grant was done by one of the four general contractors who quoted on the project in 2015. A lot of effort was put in by the general contractors in 2015 and this company would have had information readily on hand to draw upon to give a current quote.

We will not have an accurate project cost until the clubhouse design is finalized, infrastructure specs are finalized, and the project is put out to general contractors for tender.

For the purpose of those who would like to compare the cost of building the clubhouse on the lawn to building one in the old clubhouse location, three line items may be reallocated from Infrastructure costs to Clubhouse construction costs: \$5,000 Sub Drainage for Clubhouse & Lawn area; \$54,000 Concrete (exterior slab for patio and walkways); \$25,000 Thermal (Hardie Panel storage enclosures). Increasing the value of the 12% contingency results in a total of \$750,352 for the clubhouse.

Materials have been selected for ease of maintenance and durability. Initial costs will be higher but represent long-term savings since maintenance and replacement costs will be lower over the years. ex. concrete patio vs wooden deck; metal roof vs asphalt shingles

Affordability - One Phase or Multiple Phases

Economies of scale demonstrate that it is cheaper to complete the entire project at once rather than completing it in phases. However, we may not have the finances required to complete the entire project in one phase – we must raise funds from alternate sources to supplement our savings. We will establish a go/no go date with Bill Anglin as to when he needs a commitment for the scope of work for a Fall 2019 start date. Using current budget estimates, we require financial resources up to \$1.6 million (depending on decisions made on which options to include in the final project).

The club has generated a healthy surplus of \$90,000-100,000 per year for the past four years. We project a capital fund totalling \$550,000 by Fall 2019. Recent club treasurers, Tom Thayer and Jim Martin, have demonstrated that the club is capable of supporting the \$800,000 loan endorsed by the membership at the 2017 AGM.

Combining \$550,000 with \$800,000 totals \$1,350,000. This is the maximum project cost we can currently afford, exclusive of fundraising and grants.

Using the figures, below, Phase One can include the Clubhouse and Courts 2 & 3:
 $\$72,815 + \$750,352 + \$378,976 = \$1,202,143$

This would leave the rebuilding of Courts 1 & 7 and the construction of Court 8 for Phase Two, at a date dependent on future savings and fundraising efforts. In the meantime, land formerly occupied by the old clubhouse would lay fallow.

Costing of Major Project Components

Pre-Development Studies & Soft Costs \$ 72,815
Includes 5% contingency

Clubhouse \$750,352
Includes 12% contingency and project management fees

Courts 2 & 3 \$378,976
Includes 12% contingency and project management fees
Includes all options except rubber cushion surface

Courts 1, 7 & 8 \$270,284
Includes 12% contingency and project management fees
Includes all options except rubber cushion surface

TOTAL = \$1,503,667

Note: In order to break out the major components, figures were calculated using an alternate approach to that used to compile the Project Budget dated September 30, 2018. However, the total obtained through this method (\$1,503,667 + 67,000 rubber cushion surface = \$1,570,667) is similar to the total derived through the first approach (\$1,596,780).

CONCLUSION

Presenting effective ideas requires extensive time and effort. The capital project has been discussed and developed since 2012, with multiple project options considered during this period. The process is challenging, as each iteration requires research, designs, and quotes, while working within a reasonable timeline. Suspending work on an approved option while exploring an alternative is detrimental to this process.

The extended period over the years has been valuable, though, and has resulted in an enhanced emphasis placed on infrastructure upgrades. This process is now six years old and the capital project has passed the test of careful scrutiny - it is time to move forward. There is a general feeling amongst the membership that time is running out and that action is needed

'now' to replace the aging clubhouse. We need to move on to the next stage of the project - launching a fundraising campaign and receiving firm quotes in order to progress. Further delay is likely to increase costs, as interest rates and construction costs rise.

The committee is confident that the proposed capital project is the best option for the club: construction of a new one-storey clubhouse fronting on Napier Street, one additional court, lighting on two courts, and extensive site improvements. While the specifications of each of these aspects are subject to change and can be phased in over time for financial reasons, the essence of the project to serve the future of the club will remain.

APPENDIX

- INVOICES PAID FOR THE CAPITAL PROJECT
- BUDGET FOR 2019 KTC CAPITAL PROJECT
- CLUBHOUSE DESIGN DRAWINGS

**Invoices Paid for the Capital Project (net of HST)
As of August 31, 2018**

Supplier	Description	Date	Net
Sue Bazeley	Stage 1 Archaeological Assessment	Oct 15 2013	\$ 2,857.00
Les Higginson	Property Survey	Apr 23 2014	3,000.00 *
Mike Preston	KTC Design Presentation Retainer	Apr 29 2014	1,250.00
Mike Preston	KTC Design Presentation Final Payment	May 26 2014	1,250.00
Shahriar Izadi	KTC Design Presentation Retainer	Apr 29 2014	1,250.00
Shahriar Izadi	KTC Design Presentation Final Payment	May 26 2014	1,250.00
Mike Preston	Design - Initial Retainer	Oct 21 2014	5,000.00
ASC Environmental	Phase 1 Environmental Site Assessment	Mar 12 2015	1,800.00
Mike Preston	Design - Concept Approval	Jun 26 2015	10,000.00
Mike Preston	Design - Interim Payment	Oct 25 2015	5,000.00
Mike Preston	Design - Fee + disbursements	Oct 25 2015	606.78
Fotenn	Planning Consultant for Minor Variance	Nov 17 2015	2,171.26
City of Kingston	Minor Variance Application	Nov 2015	2,034.90
Ken Dantzer	Architectural Renderings for Presentation	Nov 13 2015	2,000.00
ASC Environmental	Designated Substance Survey Report	Nov 19 2015	3,000.00
Forefront Engineering	Doug Prinsen, Civil Engineer	2013-2015	9,238.39 #
Mike Preston	Design - Final Payment for 2015 Design	Apr 24 2016	3,500.00
Forefront Engineering	Site Plan revision for Ontario150 grant	Aug 27 2016	295.75
Forefront Engineering	Site Plan revision for Ontario150 grant	Sep 30 2016	422.50
Mike Preston	Design - One-Storey Initial Design	Jun 26 2017	2,400.00
Forefront Engineering	Site Plan update, Bill Anglin meetings	Oct 28 2017	1,287.50
Forefront Engineering	Drainage plan; pre-consultation with City	Jul 28 2018	5,268.68
TOTAL, including contra/donation values			\$ 64,882.76
Less: Corporate donation by Eric Davies & John Armitage			<u>9,238.39</u>
TOTAL SPENT BY THE CLUB			<u>\$ 55,644.37</u>

* Les Higginson survey contra payment of 6 years' Couples membership, 2014 to 2019

Forefront Engineering fees donated by Eric Davies' & John Armitage's company, 2013-2015

PENDING EXPENSES

Mike Preston	2018 Contract Retainer	5,000.00
HDR Architects	Preliminary Design for Renovation/Rebuild option	5,000.00

BUDGET FOR 2019 KTC CAPITAL PROJECT - as of September 30, 2018			
<i>Note: All figures exclude HST All Funds in Cdn. \$</i>			
	BUDGETED AMOUNT	ACTUAL COST TO DATE	COST TO COMPLETE
PRE-DEVELOPMENT STUDIES & SOFT COSTS			
Designer & Architect - Preston & Wilson	\$19,000	\$0	\$19,000
Structural/Mechanical/Electrical Drawings	6,000	0	6,000
Civil Engineering - Forefront Engineering	15,000	6,556	8,444
Geo-Technical Study - ASC Environmental (2015 quote)	6,200	0	6,200
City of Kingston - Site Plan Application Fee	4,801	0	4,801
City of Kingston - Development Charges & Impost Fees	4,695	0	4,695
City of Kingston - Building Permit Fees	5,462	0	5,462
City of Kingston - Fees to Relocate/Connect Utility Services (Sewer, Water, Gas, Electrical)	689	0	689
Independent Quantity Surveyor (required by Lender)	5,000	0	5,000
Legal Fees incl. Registration of Mortgage for Loan	1,500	0	1,500
Interior Designer (flooring & colour selections)	1,000	0	1,000
Sub-Total	\$69,347	\$6,556	\$62,791
5% Contingency	\$3,467	\$0	\$3,467
Sub-Total Soft Costs	\$72,815	\$6,556	\$66,259
CLUBHOUSE CONSTRUCTION COSTS			
Project Management Overhead & Fees	\$62,000		
General Costs (Consultants, Inspection, Rentals)	15,400		
Site Work (Site Servicing, Landscaping, Asphalt Reinstatement)	62,000		
Demolition & Disposal of Existing Clubhouse	27,000		
Concrete (footings, frost walls, interior slab)	66,300		
Masonry (stone front elevation)	14,000		
Metals	2,200		
Carpentry	92,500		
Thermal	100,000		
Doors/Windows	33,500		
Finishes	47,400		
Specialties	4,300		
Mechanical (Plumbing & HVAC)	30,000		
Electrical	36,000		
Furniture - Indoor & Outdoor			
Equipment (Food & Beverage, TV, Sound System)			
Sub-Total	\$592,600		
12% Contingency applied to all costs except project management	63,672		
Sub-Total Clubhouse Hard Costs	\$656,272		

INFRASTRUCTURE COSTS			
Project Management Overhead & Fees	\$71,000		
General Costs (Inspection, Surveying, Rentals)	14,300		
Site Work (Excavation & Landfill, Fencing, Build/Rebuild 5 Courts, Remove Concrete Slabs)	272,540		
Sub & Surface Drainage for Courts 2 & 3 and Hill Street Sewer Connection	95,750		
Sub & Surface Drainage for Courts 1, 7 & 8 - estimate	40,000		
Sub Drainage for Clubhouse & Lawn area - estimate	5,000		
Seal & Paint 5 Courts	45,000		
Additional cost to apply Rubber Cushion Surface to 5 Courts	67,000		
Net Posts & Nets for 5 Courts	6,000		
Back Board on Court 7 - Rally Master 10' x 24'	10,262		
Court Dividers (Netting) for Courts 1, 7 & 8	2,406		
3 Court Benches with Canopy/Shade Cover	3,750		
2 Court Benches without Canopy	1,400		
Portable Bleacher - 3 rows x 15' long	1,625		
Concrete (exterior slab for patio)	54,000		
Thermal (Hardie Panel storage enclosures)	25,000		
Electrical - Lighting for Courts 2 & 3	79,300		
Sub-Total	\$794,333		
12% Contingency applied to all costs except project management & court sealing/surfacing	73,360		
Sub-Total Infrastructure Costs	\$867,693		
TOTAL: Soft Costs / Clubhouse / Infrastructure (A)	\$1,596,780		
FINANCING			
(20% Minimum Contribution to Project Cost Required by Lender)			
20% of Project Cost Cash Contribution Required	\$319,356		
Less: Contribution To Date	6,556		
Balance of 20% Contribution Remaining (B)	\$312,800		
Capital Funds			
Cash Balance as of Sep 30, 2017	\$383,497		
Plus: Projected Surplus from 2018 & 2019 Seasons	170,000		
Projected Cash Balance as of Sep 30, 2019 (C)	\$553,497		
Projected Cash Surplus in excess of lender's required 20% Contribution (C) - (B)	\$240,697		
Balance Required through Loan + Fundraising (A) - (C)	\$1,043,283		

NOTES

1. Refundable Security Deposit to City to be posted prior to starting construction - amount TBC (previous estimate was \$30,000)
2. Budget is based on 2017 preliminary design for 2,175 square foot one-storey clubhouse
3. Major features include: site drainage, removal of concrete slabs, construction of eighth court, installation of lights on Courts 2 & 3, application of rubber cushion surface
4. Costs are estimates for budget purposes and not firm quotes
5. Referencing the 2017 AGM, a budget total of \$1,366,593 was presented at that time and a maximum loan of \$800,000 was approved by the membership. After combining the loan with projected savings, a balance of \$183,099 remained to be funded and was dependent upon the success of a fundraising campaign.
6. If all current work proposed is incorporated into the final project, based on projections of capital funds to September 30, 2019 and a loan of \$800,000, a balance of \$243,283 remains to be funded and is dependent upon the success of a fundraising campaign.

1/16"=1'

KINGSTON TENNIS CLUB - SITE PLAN

NAPIER STREET

Expand width of this area from 160' to 167' to maximize space between Courts 7 & 8 and between 8 & 1.

12'

17'

17'

12'

65'-6"

31'-9 1/2"

20'-3 1/2"

12'

18'

31'-6"

47'

12'

14'

12'

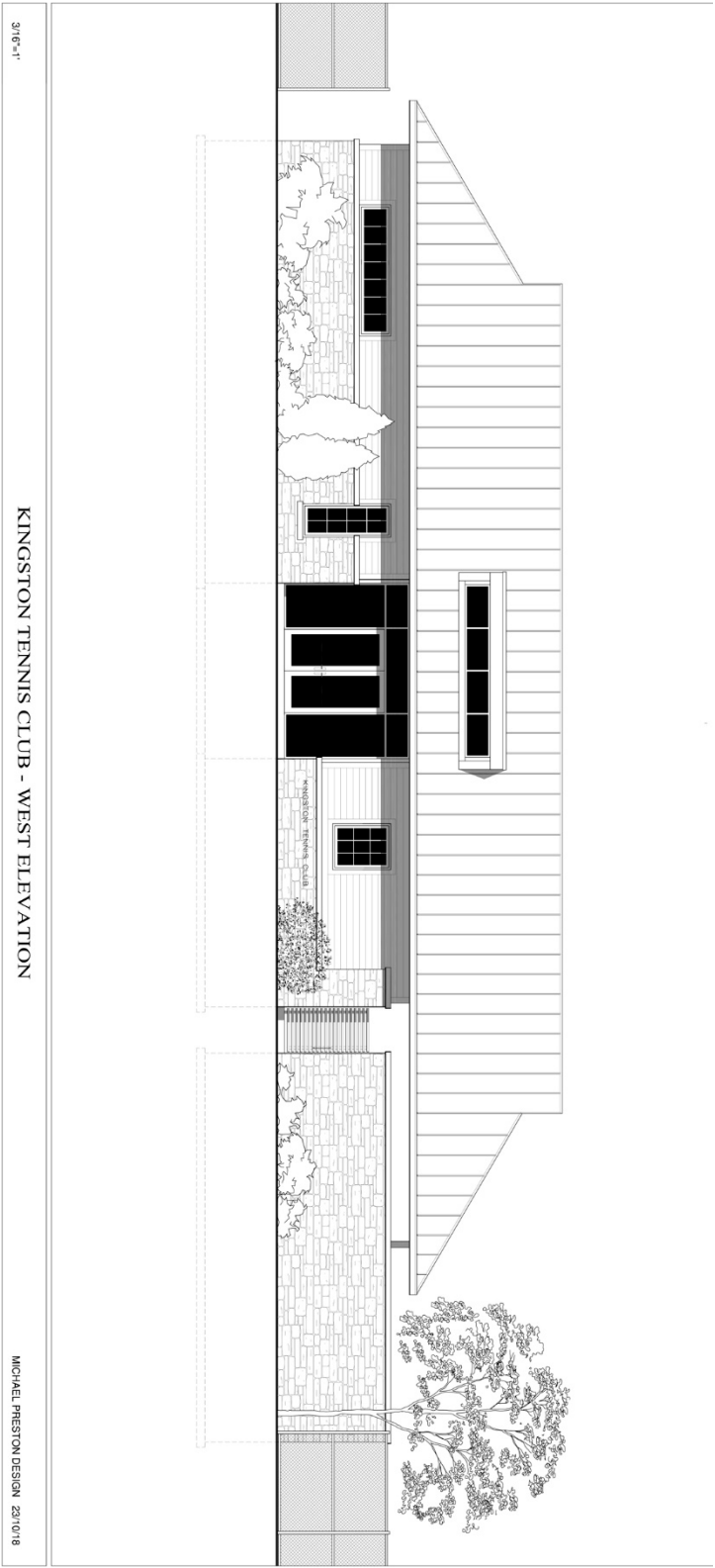
9'

10'-6"

10'-6"

8'

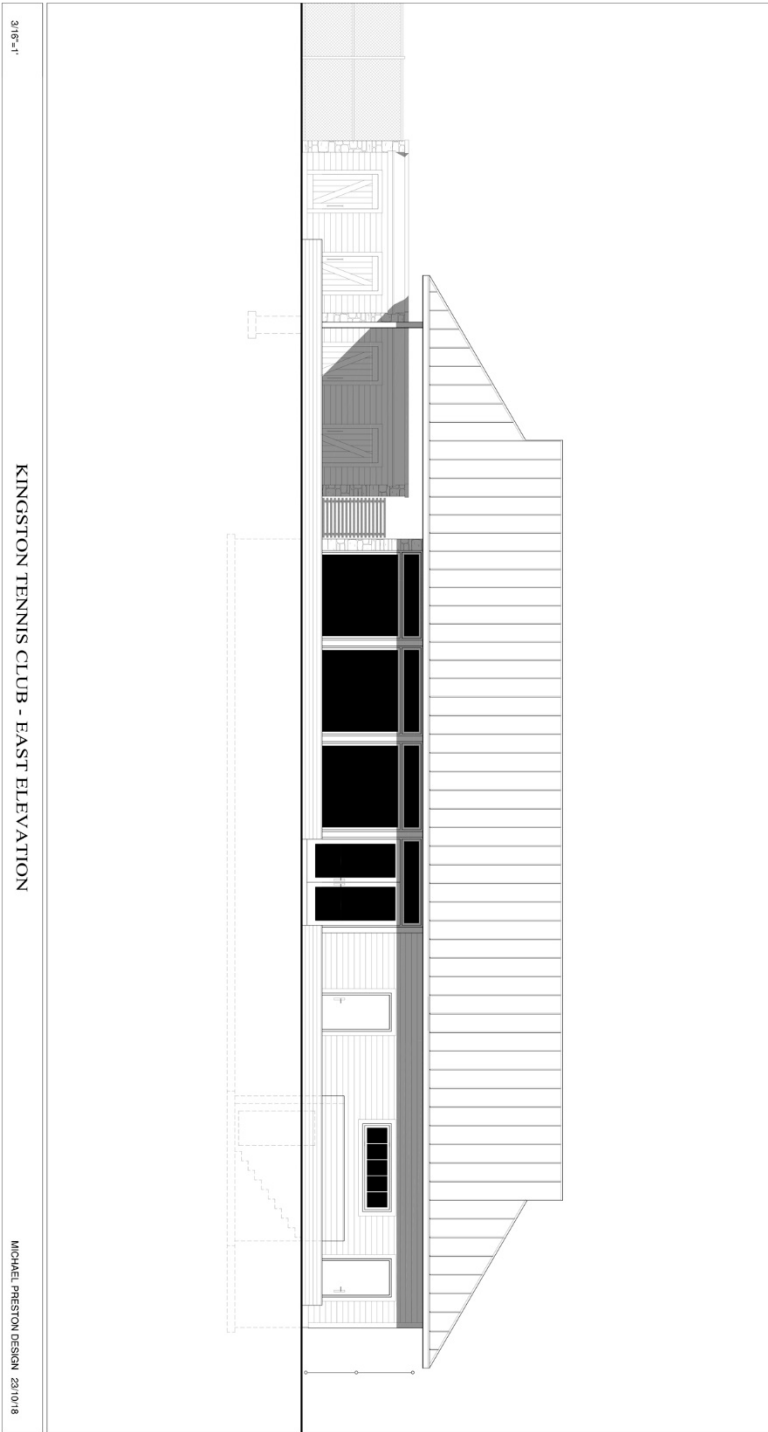
North arrow pointing towards the top right.

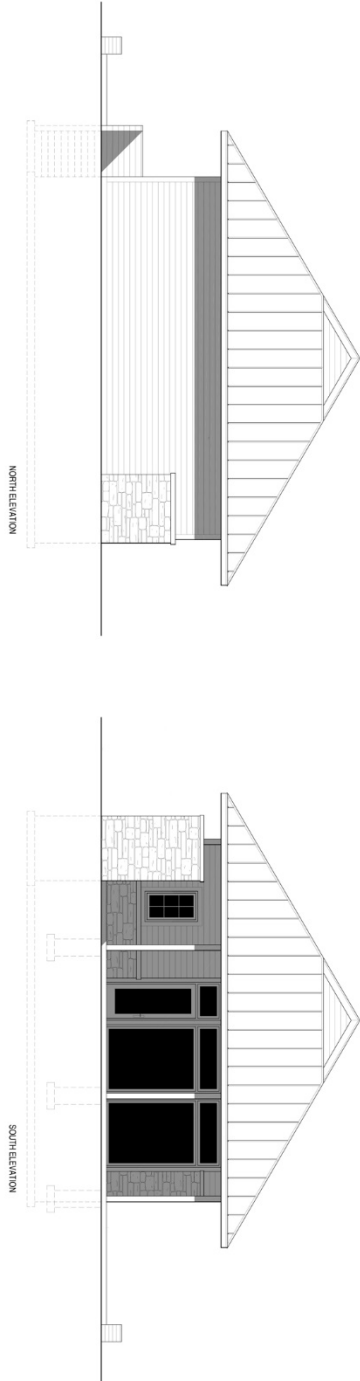


3/16-17

KINGSTON TENNIS CLUB - WEST ELEVATION

MICHAEL PRESTON DESIGN 23/10/18





3/16"=1'

KINGSTON TENNIS CLUB - NORTH AND SOUTH ELEVATIONS

MICHAEL PRESTON DESIGN 23/10/18