



Northumberland Soccer Club Fieldhouse Feasibility Study

FINAL REPORT | May 2026

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Appendix. Sport Clubs Survey Results - Summary

1. Introduction

1.1 Project Background

Northumberland Soccer Club (NSC) retained Sierra Planning and Management to undertake a needs assessment for a new indoor multi-sport facility with artificial turf in the Town of Cobourg.

Northumberland Soccer Club data demonstrates that program participation and demand for indoor bookings have been on the rise over the past several years. However, the lack of access to modern indoor facilities with artificial turf in Northumberland County limits indoor programming offered by the NSC and other local sport clubs and growth of the sport clubs.

The Northumberland Soccer Club has advanced the project by outreach to the Town of Cobourg, other stakeholders and prospective external clubs and organizations that can readily be expected to maintain interest in renting space at the venue for a wide range of functions.

This project aims to develop both the feasibility of, and implementation plan for, a full-sized indoor field house capable of meeting FIFA field specifications, and capable of meeting the indoor needs of a number of other sports, as well as hosting tournaments and special events.

The feasibility study was designed to gain better understanding of demand for indoor soccer in Northumberland County as a basis for effective planning for the potential new facility.

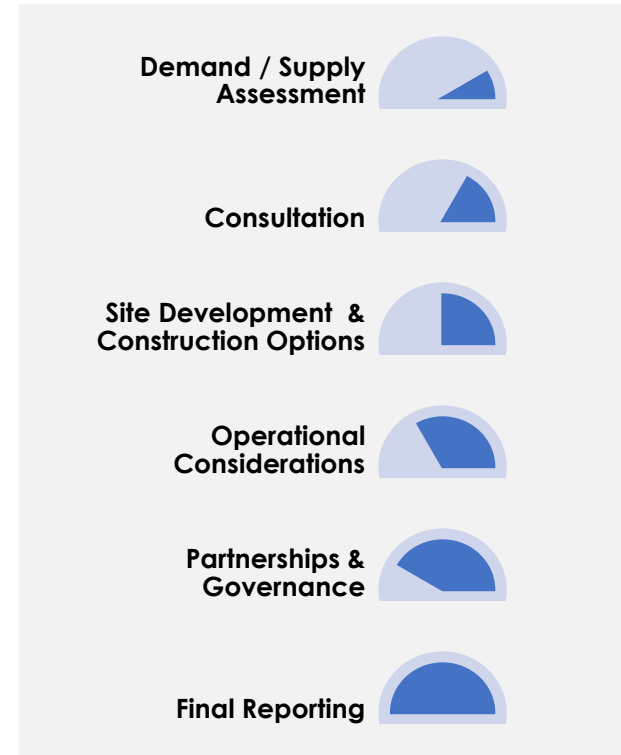


1.2 Project Scope

The project comprised several stages, including situational analysis and market assessment - identifying supply gaps (looking at existing and planned indoor facilities within an established service area) and analysis of current and future demand for indoor soccer and other sports in Northumberland County.

Stakeholder consultation process included stakeholder interviews and sport club survey and provided insights with regard to the current use and future needs for indoor facilities by a variety of user groups.

The study also included identification of potential location sites, exploration of construction options, operational considerations, governance and partnerships.



1.3 About Northumberland Soccer

Northumberland Soccer Club Inc. is a licensed and accredited organization under Ontario Soccer (OS), delivering a full range of recreational and competitive soccer opportunities for residents across Northumberland. In addition to league play, the Club offers camps, clinics, and indoor programming designed to support both athletic growth and personal development for participants of all ages.

The Club's approach to player and coach development is grounded in Ontario Soccer's Long-Term Player Development (LTPD) framework. This model provides a consistent, research-informed pathway that emphasizes age-appropriate growth in technical ability, physical literacy, tactical understanding, and emotional readiness. It ensures that athletes in both community-level and competitive streams follow a clear, supportive trajectory throughout their development.

Northumberland Soccer Club is the largest of the 14 clubs comprising the East Central Ontario Soccer Association (ECOSA). In 2024, the Club had 1,614 registered participants in its outdoor soccer programs and 615 in indoor programs (2024-2025 season).

Northumberland Soccer Club functions within a layered oversight system for organized soccer in Canada. At the regional level, the Club is affiliated with the East Central Ontario Soccer Association (ECOSA), which administers competitions and club governance across the area. ECOSA is part of Ontario Soccer, the provincial authority responsible for standards, regulations, and development pathways. Ontario Soccer operates under the umbrella of the Canadian Soccer Association (CSA), the national body that represents Canada in international soccer matters. The CSA is a member of FIFA, the global federation that sets the rules of the game and oversees soccer worldwide.

NSC recognizes the importance of removing barriers to participation and fostering a welcoming environment for all players and is dedicated to:

- Creating Inclusive Programming;
- Providing Financial Assistance;
- Encouraging Cultural Diversity; and
- Promoting Gender Equity.

The Club currently offers most of its indoor programs at the Baltimore Recreation Complex indoor turf facility and rents some time at the Hastings Field House.

1.4 Outline of Report

This report is structured into two parts:

Part A introduces the project and details the historic and current membership statistics of the Northumberland Soccer Club (Section 2), reviews the existing supply and estimating the future demand for participation in soccer (Section 3), and considers the range of needs for potential future indoor soccer facilities identified through engagement activities (Section 4).

Part B is focused on the future opportunity of developing an indoor soccer facility. This includes a review of potential sites for development within the Town of Cobourg (Section 5), the range of options for construction such a facility and cost implications of each (Section 6), considerations for the operation of an indoor soccer facility (Section 7), as well as opportunities around partnerships, governance and funding (Section 8). The report concludes with a summary of the recommended next steps (Section 9).



2. Situational Analysis

2.1 Club Organization and Services Provided

At present, the NSC offers House League programs as well as Developmental and Competitive (Rep) programs.

House League programs are community-based recreational leagues open to all players of all skill levels and abilities. House Leagues are typically designed to provide a fun exciting experience to players in a team format. House League programs are offered for all age groups.

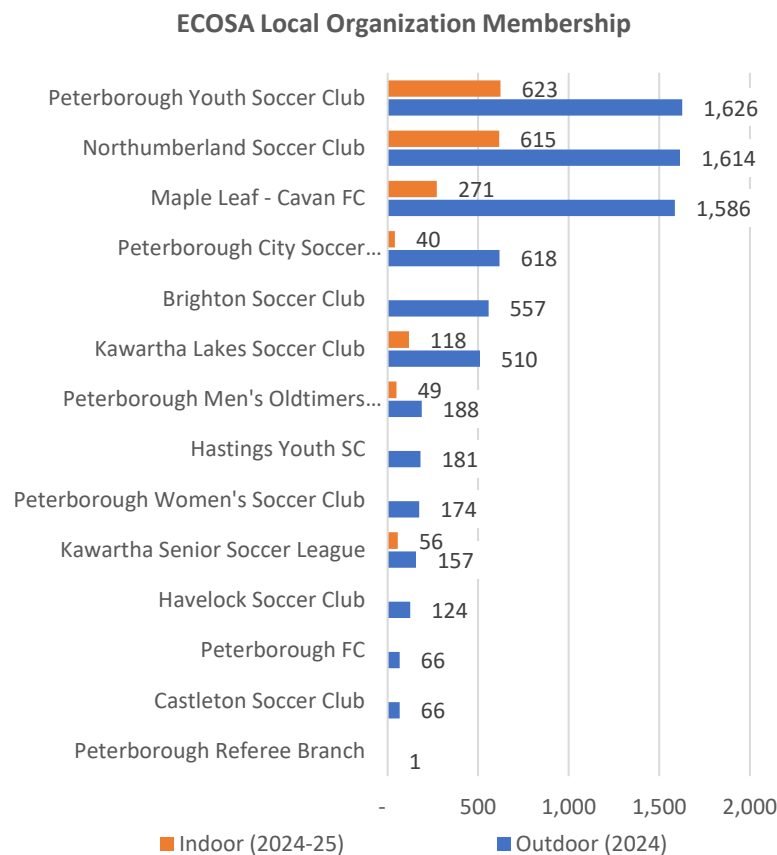
Developmental and Competitive programs are a level up from the House League program. These programs offer a higher level of training with a focus on skill development, game sense, and individual and team achievement. Developmental soccer covers the U8–U13 age groups, where players build foundational skills and gain experience in structured team play. Beginning at U14 and continuing through U18, athletes can enter the Competitive stream, which places greater emphasis on advancing technical abilities and introducing more sophisticated elements of team strategy, formation, and tactical decision-making.

These programs are offered throughout the year, with leagues established for use of both outdoor fields and indoor facilities.

At present, the NSC utilizes several outdoor fields in the Town of Cobourg and rents indoor time at the Baltimore Recreation Centre during the winter season. It is understood that the Baltimore facility is undersized (not a full-size pitch), limiting player development, and availability is constrained – the NSC would like to have more time than they are able to secure.

2.2 Membership Metrics

In 2024, NSC had a total of 1,614 players registered for outdoor soccer and 615 registered for indoor soccer (2024-2025 season). Of the clubs that comprise the East Central Ontario Soccer Association (ECOSA), NSC had the second highest number of registrants for outdoor leagues, while registrants for indoor leagues was closely aligned with registrants in the Peterborough Youth Soccer Club.



Source: SPM based on data provided by NSC

2.3 Observed Growth and Change Over Time

Northumberland Soccer Club

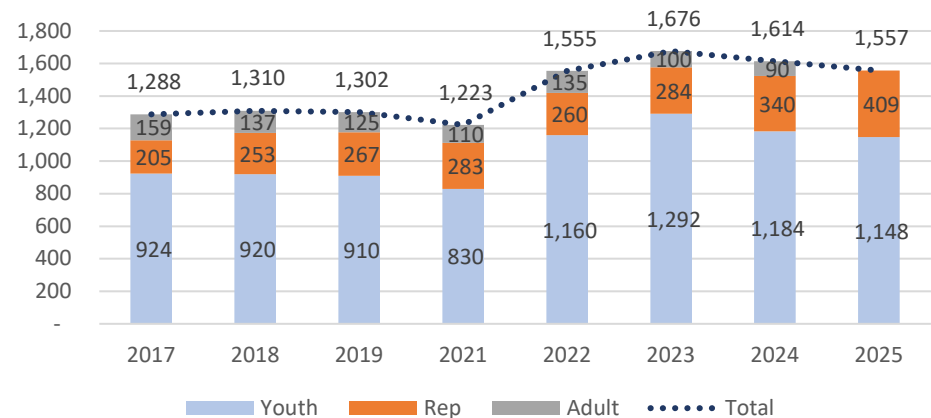
The NSC tracks registrations based on three categories: Youth, Rep, and Adult.

Data provided by NSC shows that since 2017 registrations for outdoor soccer has increased by 12% overall. The Rep category has seen significant growth in registrations, with a 40% increase between 2017 and 2025, Youth registrants has increased by 13%, while the number of Adult registrants has decreased by 23% over the same period (but has increased post Pandemic).

Registrations in indoor soccer has also increased since the 2016-17 season (by 48% overall). Youth registrations have increased by 72%, while Adult registrations have decreased by 18%. Rep leagues are not currently offered for indoor soccer by NSC, as the availability of indoor space is limiting the program offer.

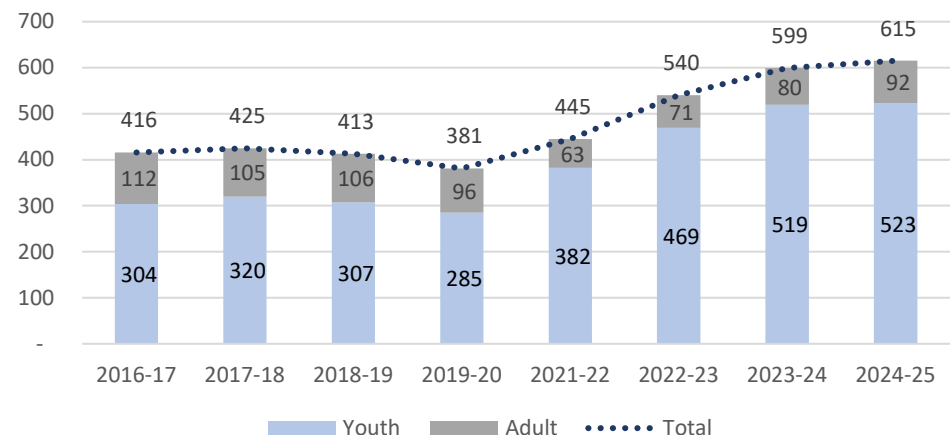
It is assumed that the 'Youth' category generally equates to the 'Mini' and 'Youth' (non-competitive) categories combined as identified by ECOSA.

NSC Outdoor Player Registrations, by Category



Note: 2025 data for outdoor player registrations combined the totals for rep and adults.
Source: SPM based on data provided by NSC

NSC Indoor Player Registrations, by Category



Source: SPM based on data provided by NSC

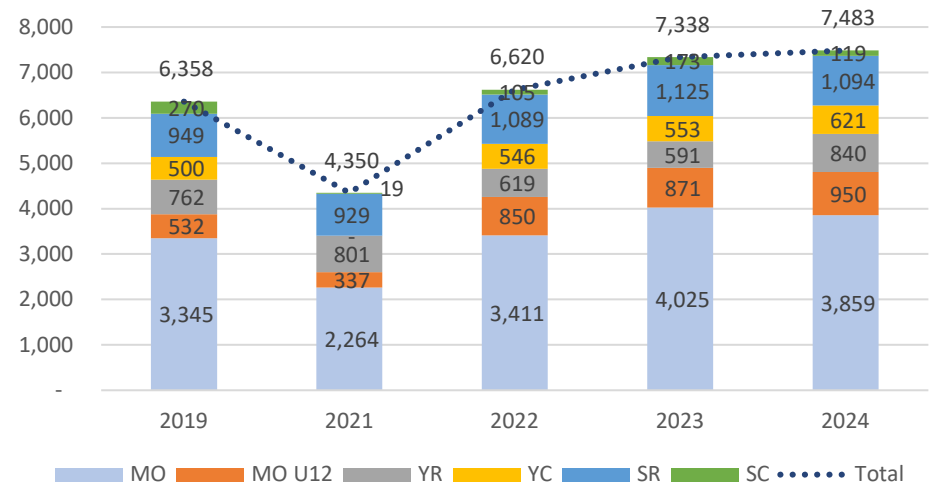
2.3 Observed Growth and Change Over Time

East Central Ontario Soccer Association

The ECOSA tracks registrations for outdoor soccer based on six categories: Mini Outdoor (MO), Mini Outdoor U12 (MO U12), Youth Recreational (YR), Youth Competitive (YC), Senior Recreational (SR), and Senior Competitive (SC). With an 18% increase in total registrations, the largest increases in over the past five years were within the MO U12 category (79% increase, or 418 more players), then the YC category which saw an increase of 15% more registrations (roughly 150 more players). Adult participation in the SC category decreased by 56%.

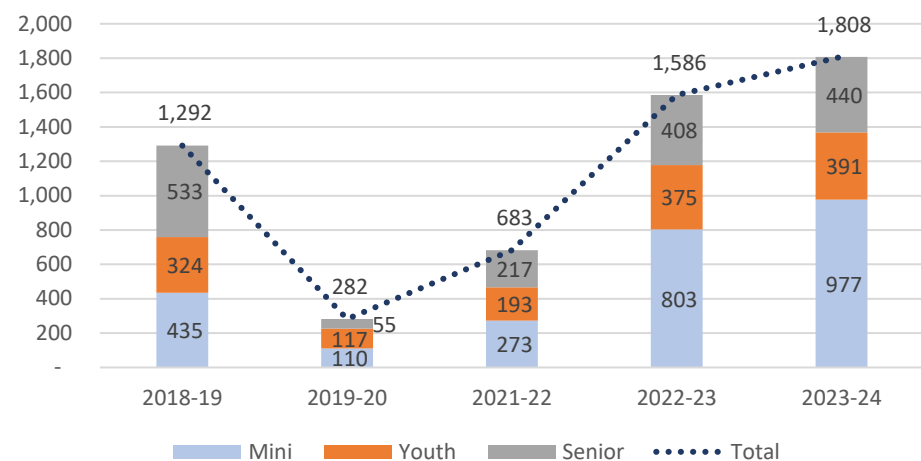
The categories for indoor soccer are structured similarly to outdoor, with six categories with Indoor and Futsal subcategories across the Mini, Youth, and Senior groups. Data provided for ECOSA includes several gaps in data, where programming likely was not offered in certain categories. For this reason, registrations have been totaled based on the age breakdowns, per the adjacent exhibit. Registrations at the Mini level have more than doubled (108% increase) since the 2018-19 season, Youth players have increased by 21%, while registrations in the Senior category have decreased by 17%.

ECOSA Outdoor Player Registrations, by Category



Source: SPM based on data provided by NSC

ECOSA Indoor Player Registrations, by Category



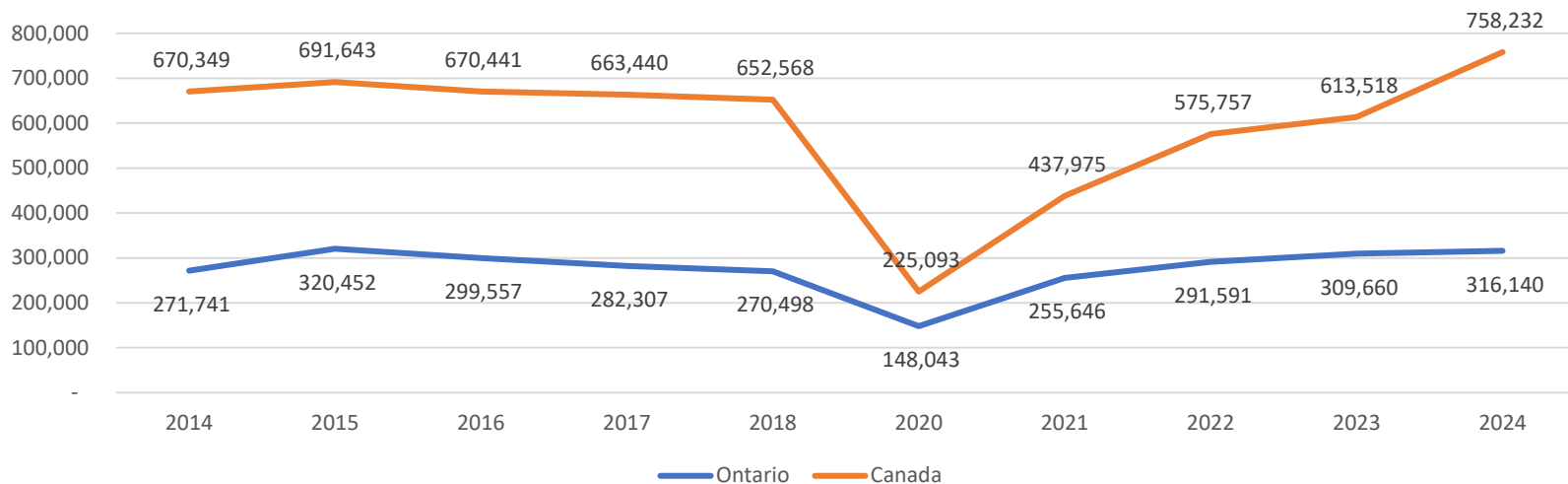
Source: SPM based on data provided by NSC

2.3 Observed Growth and Change Over Time

Provincial and National Growth in Soccer

Participation in soccer across Ontario and Canada is growing with higher numbers of total youth registrations today than prior to the Pandemic. Ontario has experienced 16% growth in total youth registrations in soccer between 2014 and 2024, while Canada has experienced an increase of 13% over the same period.

Total Youth Registrations in Soccer (Ontario and Canada), 2014-2024



Notes: 2019 data was not available and therefore excluded; 2020 data was removed due to low registrations resulting from the Pandemic.

Source: SPM based on Canada Soccer and Ontario Soccer Annual Reports

2.4 Upcoming Changes to Player Pathways (Ontario Soccer)

Ontario Soccer oversees a suite of development pathways that support players pursuing competitive opportunities as well as those participating through the Soccer for Life stream. This includes:

1. Long-Term Player Development / Soccer 4 Life
2. I-Model (in implementation stage)
3. Ontario Player Development League

Together, these pathways (further description follows), form the foundation of the province's long-term development and participation framework. Understanding how each stream operates, from community-based recreational programming to high-performance competitive leagues, helps to anticipate facility and scheduling needs, including year-round indoor training, accessible recreational space, and flexible programming options. This broader system shapes the progression and participation opportunities available to local organizations such as the Northumberland Soccer Club.

1. Long-Term Player Development (LTPD) /“Soccer for Life” (S4L)

Ages: U13 to Adult

Level: Recreational to Competitive (District - Regional - Provincial)

Purpose:

Provides broad-based participation and competitive opportunities for players who are not in the high-performance pathway.

Emphasizes enjoyment, skill development, and long-term retention, consistent with Canada Soccer's Long-Term Player Development (LTPD) model.

Structures competition through district and regional leagues, with travel varying by league tier.

Relevance to Northumberland: S4L typically accounts for the largest number of competitive teams within community clubs. These teams require reliable winter training access to maintain development standards, especially as they progress from 9v9 formats toward full-field 11v11 play.

2.4 Upcoming Changes to Player Pathways (Ontario Soccer)

2. Integrated Model (I-Model)

Ages: U13–U18

Level: Competitive tier below OPDL

Purpose:

Ontario Soccer’s province-wide initiative to modernize the competitive stream below high-performance.

Uses a Qualification Phase at the start of each season to tier teams into Competitive-1 (C1) and Competitive-2 (C2), ensuring right-sized competition.

Focuses on affordability, seasonal periodization, reduced travel, and modernized scheduling.

Being implemented region-by-region (Central, South, West active; East in planning), with full provincial rollout planned for 2027.

Relevance to Northumberland: As the Central Region progresses toward full implementation, the I-Model is expected to become the primary competitive pathway for U13–U18 teams in Ontario. Its structured calendar and need for consistent training windows underscore the importance of accessible year-round indoor turf capacity.

3. Ontario Player Development League (OPDL)

Ages: U13–U17

Level: Highest youth competitive level in Ontario (high-performance)

Purpose:

Ontario Soccer’s standards-based, high-performance program aligned with Canada Soccer’s LTPD “Train-to-Train” and “Train-to-Compete” stages.

Clubs must be provincially licensed; players are selected through trials and identification processes.

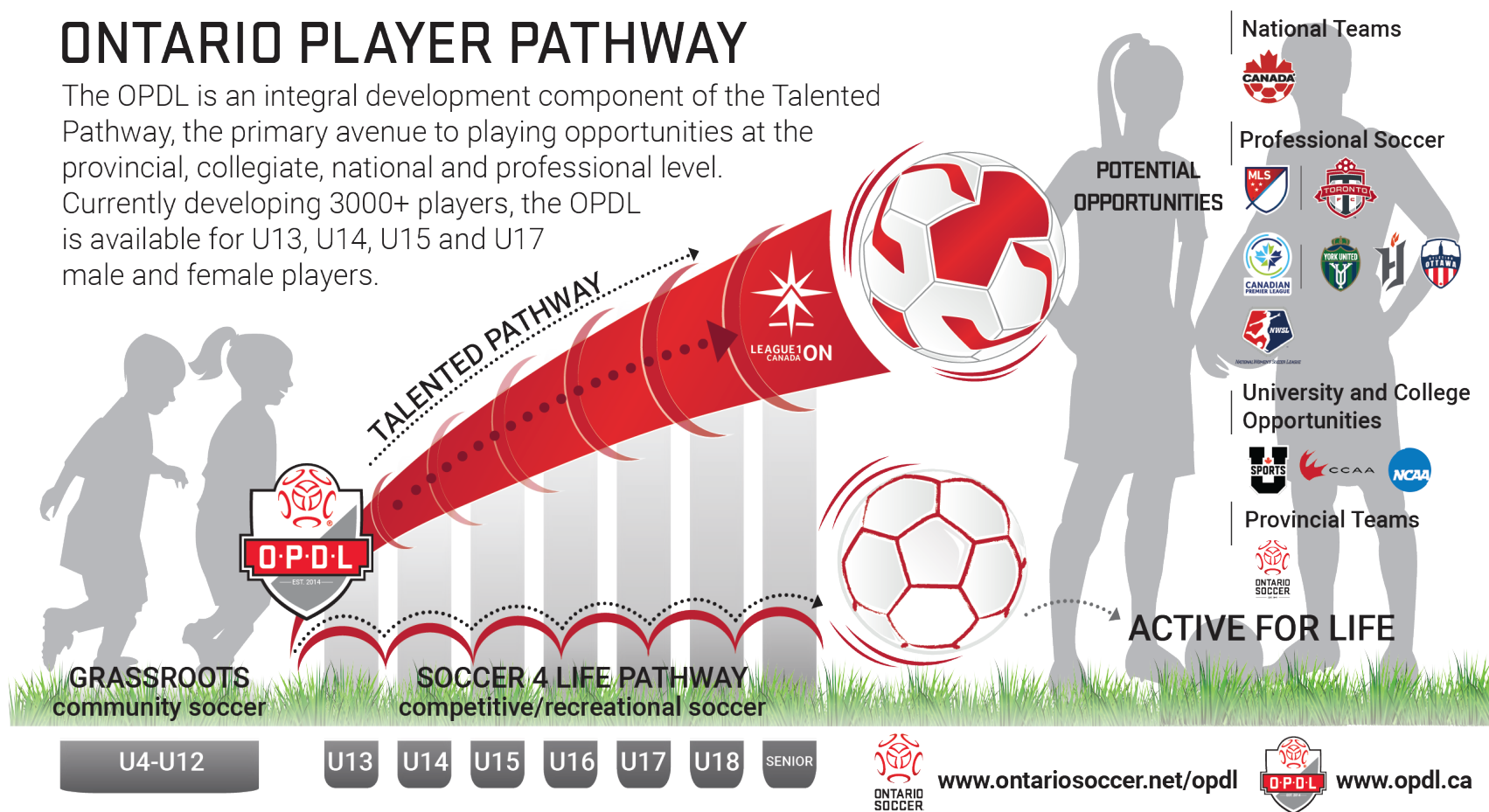
Operates as a training-integrated league with elevated requirements for coaching, facilities, and sports science supports.

Provides pathways to provincial programs, national youth teams, and post-secondary recruitment.

Relevance to Northumberland: NSC currently does not include OPDL-level teams. However, indoor facility availability can influence long-term development pathways, create partnerships with licensed OPDL clubs, and support identification opportunities for high-potential athletes.

ONTARIO PLAYER PATHWAY

The OPDL is an integral development component of the Talented Pathway, the primary avenue to playing opportunities at the provincial, collegiate, national and professional level. Currently developing 3000+ players, the OPDL is available for U13, U14, U15 and U17 male and female players.



2.5 The Importance of Winter Play/Training Capability

Access to winter play and training opportunities is essential for sustaining player development, club programming, and year-round engagement. Some of the key benefits are summarized below:

Ensuring Continuity in Player Development

In Ontario's climate, where outdoor fields are unusable for four to six months, indoor or winter-capable spaces prevent long interruptions in training cycles. Without indoor access, athletes experience significant disruptions that affect technical progression, fitness levels, and readiness for the spring season.

Supporting Long-Term Player Development (LTPD)

Winter training aligns directly with long-term player development principles by maintaining consistent weekly touchpoints in the skill acquisition and train-to-train stages. Technical abilities, such as ball control, passing, receiving, and tactical decision-making, require repetition and deliberate practice that cannot be paused during winter months. For older youth and adults, winter fitness maintenance is vital for preserving aerobic capacity, strength, and mobility.

Strengthening Club Sustainability and Retention

Reliable winter programming is increasingly expected by families across both competitive and recreational levels. Clubs that cannot offer winter training may risk losing members to organizations with year-round programming. Winter fees often provide an essential revenue stream, helping clubs maintain operations, coaching quality, and equipment investment. Indoor capability therefore contributes meaningfully to organizational stability and long-term viability.

Reducing Developmental Inequities

Winter training capacity helps level the playing field between communities. Players who have access to consistent indoor opportunities are better positioned to advance into higher-performance pathways such as OPDL, I-Model, or regional competitive teams. Ensuring broad, equitable access to winter training supports inclusive participation and helps community clubs develop players at all stages.

Enhancing Community Health and Facility Utilization

The benefits extend beyond sport development. Winter soccer programs promote physical activity during the most sedentary months, support mental and social well-being, and offer structured, supervised environments for youth.

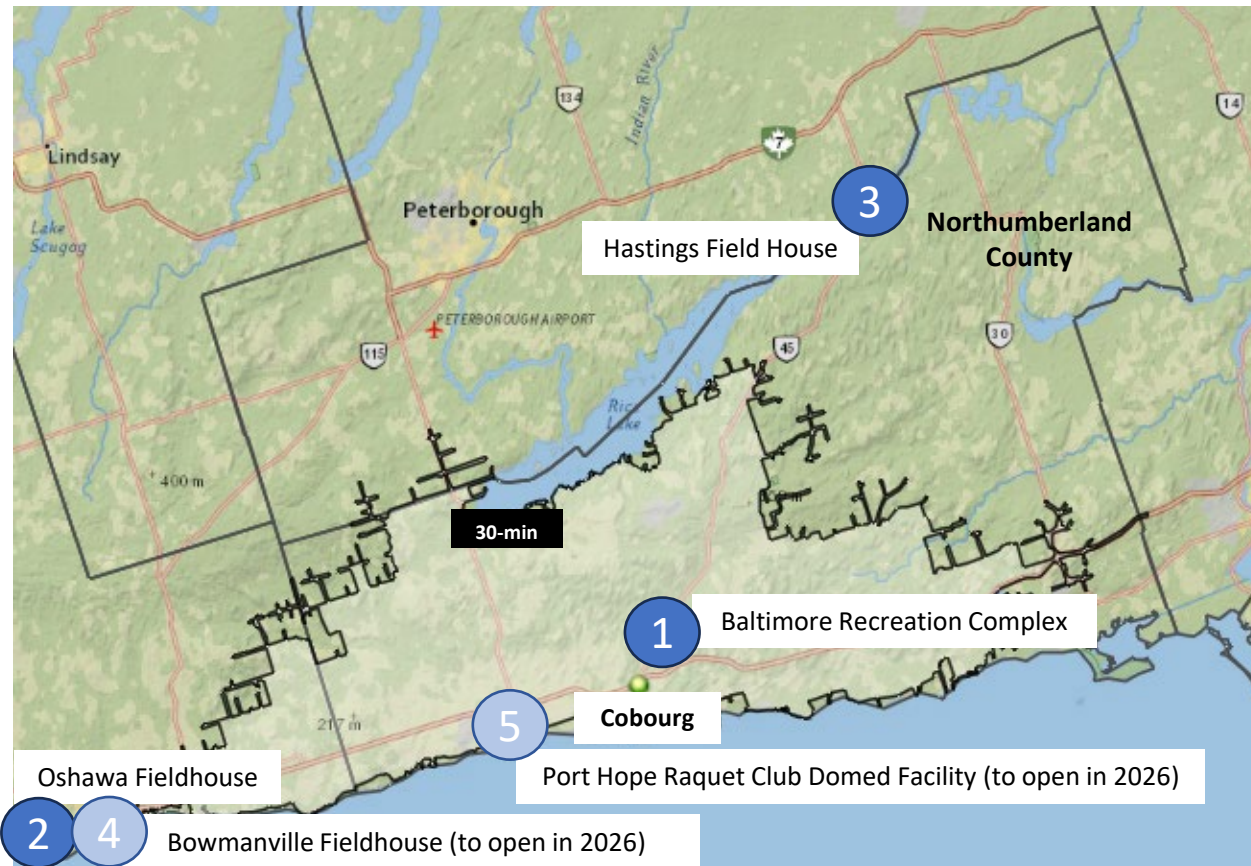
3. Metrics Based Supply and Demand Analysis

3.1 Current Supply within Service Area

Defining a Service Area

The Service Area for a potential indoor turf facility in Cobourg is defined as a 30-minute drive area from the centre of Town. At present, there is only one (1) operational indoor turf facility within the service area – at the Baltimore Recreation Complex. Just beyond the Service Area, there is an indoor turf facility in Oshawa and further away is the Hastings Field House. In addition, a new fieldhouse is currently under construction in Bowmanville, expected to open in 2026, and it is understood that Port Hope received Provincial funding in 2025 to develop a seasonal domed facility for racquet sports.

Service Area and Existing Facilities in the Context of Northumberland County



Note: Until 2023, Millbrook Arena in Cavan Monaghan - offered indoor turf, but the facility was permanently closed due to mold issues. The facility was home to Cavan Football Club.

3.1 Current Supply within Service Area

	Facility Name	Municipality	Description/Facility Specifications
1	Baltimore Recreation Complex Indoor Turf	Municipality of Hamilton	• Within the 30-minute Service Area • Owned and operated by the Municipality of Hamilton • Indoor Turf - 61m x 26m (former NHL size arena with boards)
2	Oshawa Civic Fieldhouse	City of Oshawa	• Just beyond the 30-minute Service Area • Full soccer field 95.66 m x 68.17 m • The field can be setup as a quarter field, half field or full field. • From May to September the Fieldhouse can be booked as a full field only.
3	Hastings Field House	Municipality of Trent Hills	• Beyond the 30-minute Service Area, but still relevant to supply of indoor turf facilities (used by local groups). • Owned and operated by the Municipality of Trent Hills. • 30m x 90m AstroTurf field. • 4 bleachers along with players' benches. • A 200-metre walking track, golf driving range (for up to 10 golfers). • One full-sized Tennis/Basketball/Volleyball court or 4 Pickleball/Badminton courts. • Indoor golf range – capacity 10 golfers. • Cardio and resistance equipment.



Hastings Field House – Court



Hastings Field House – Turf Field

3.2 Future Supply within Service Area

Two new facilities are currently being planned / developed. This includes a year-round indoor turf facility (under construction) in Bowmanville, and a seasonal tennis dome in Port Hope (proposed).

	Facility Name Municipality	Description/Facility Specifications
4	Bowmanville Field House Municipality of Clarington	- Currently under construction – to open in 2026. - FIFA-sized multi-sport dome with a three-lane indoor walking track. - Two FIBA-sized basketball courts (also for pickleball, tennis and volleyball). - Perimeter bench seating for spectators and athletes. - Multi-purpose rooms for fitness and recreation. - Change area.
5	Port Hope Raquet Club Domed Facility Town of Port Hope	- Existing Port Hope Raquet Club facility currently houses 3 tennis courts which are to be resurfaced. - A fourth court will be added to the facility, and a seasonal dome will be constructed to allow year-round access to the courts.



Bowmanville Field House



Port Hope Raquet Club Dome

3.3 Other Relevant Facilities

There are several other indoor turf facilities that lie well beyond the identified Service Area but have been considered for use by local clubs. This includes but is not limited to a dome in Belleville at Loyalist College.

Facility Name Municipality		Description/Facility Specifications
Loyalist Sports Dome	City of Belleville	- The Sports Dome is located near the residences at Loyalist College. - Since 2019, the facility is managed by a Toronto-based company Field Recreation Inc. - A 39,600 sq. ft. air-supported structure featuring: - An indoor soccer pitch (180' x 98') 2 regulation-sized tennis courts (78' x 36') with 20' spacing between 3 regulation-sized volleyball courts (59' x 29'6") 7 regulation-sized Pickleball courts (22' x 44') - Golf driving range open Monday to Friday, 8 AM to 3 PM. - Loyalist College Students have exclusive daytime access to the Dome for both individual workouts and student-led leagues. - The Dome is home to the Quinte Sports and Social Club, the region's largest co-ed sports league, offering recreational leagues for adults.



Loyalist Sports Dome



Loyalist Sports Dome - Courts



Loyalist Sports Dome – Turf Field

3.3 Anticipated Population Growth Locally and in the County

Historic Population Growth

Between 2011 and 2021, both Town and County population increased. The population growth in Cobourg (13%) was higher than the Province of Ontario's average growth (11%).

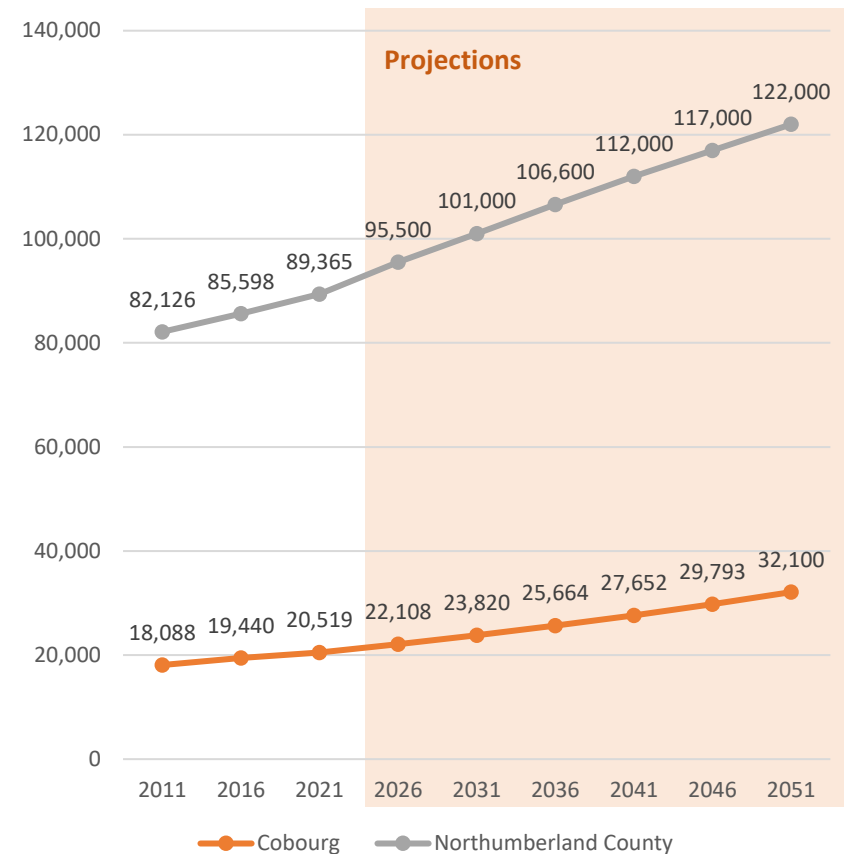
	2011	2021	% Change 10 years	Net Change 10 years
Cobourg	18,088	20,519	13%	2,431
Northumberland County	82,126	89,365	9%	7,239
Ontario	12,851,821	14,223,942	11%	1,372,121

Projected Growth

Both the Town and the County population are forecasted to continue growing in the next 30 years. The 2025 Northumberland County Municipal Review estimates are as follows:

- Northumberland County – 122,000 residents by 2051.
- Town of Cobourg – 32,100 residents by 2051.

Town of Cobourg & Northumberland County Historic Population Change (2011-2021) and Projections (2021-2051)



Source: SPM, Data: Statistics Canada Census (2016, 2021).
Projections - 2025 Municipal Review - Northumberland County

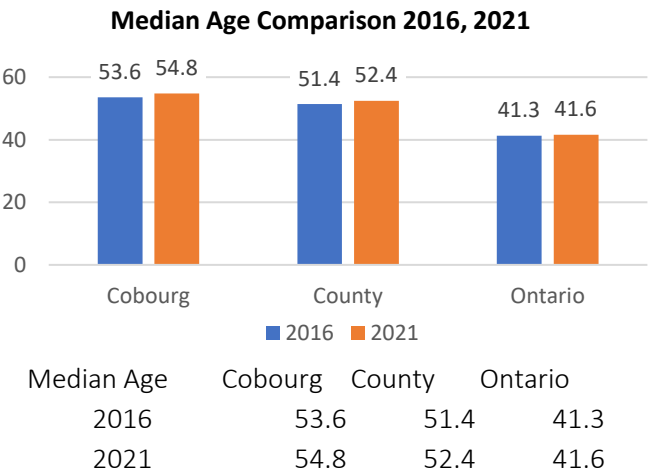
Historic Population Change by Age Group

Looking at the age groups, Town of Cobourg has a higher share of senior adult population (34% in 2021), compared to the County's 29%.

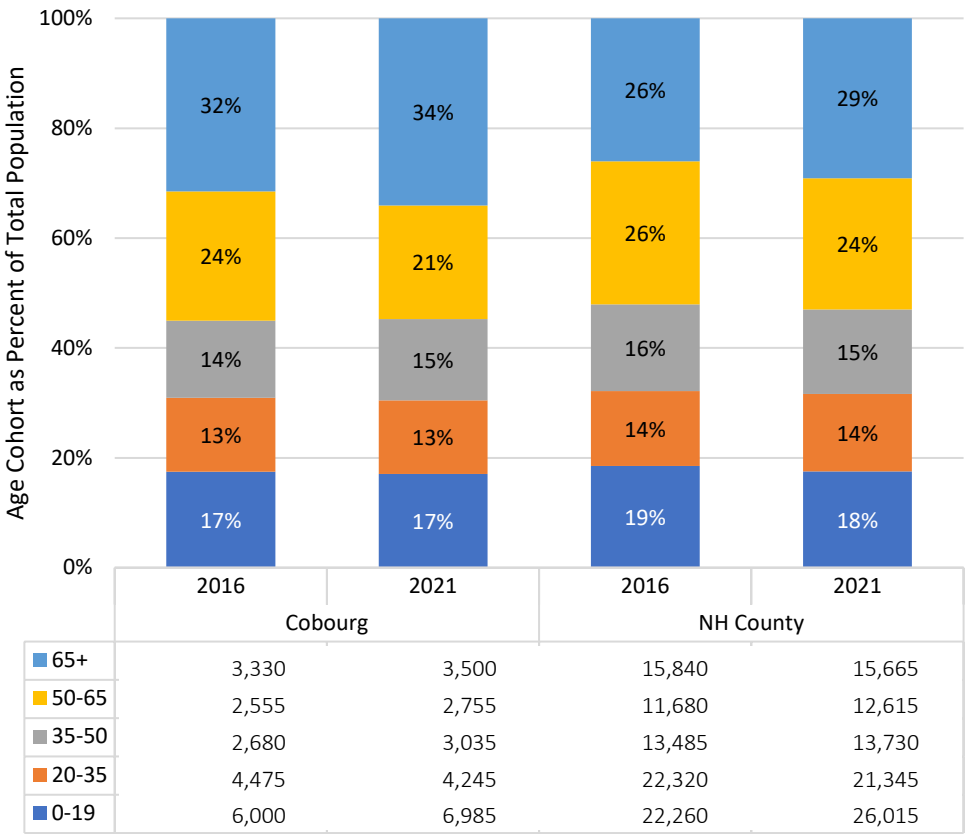
Cobourg's 0-19 population has been at 17% both in 2016 and 2021.

The County 0-19 population has decreased from 19% to 18% over the same period.

Median age in both Cobourg and County is higher than in Ontario.



Age Cohorts Change (2016-2021), Town of Cobourg and Northumberland County



Source: SPM, Data: Statistics Canada Census (2016, 2021)

Projected Population Change by Age Group

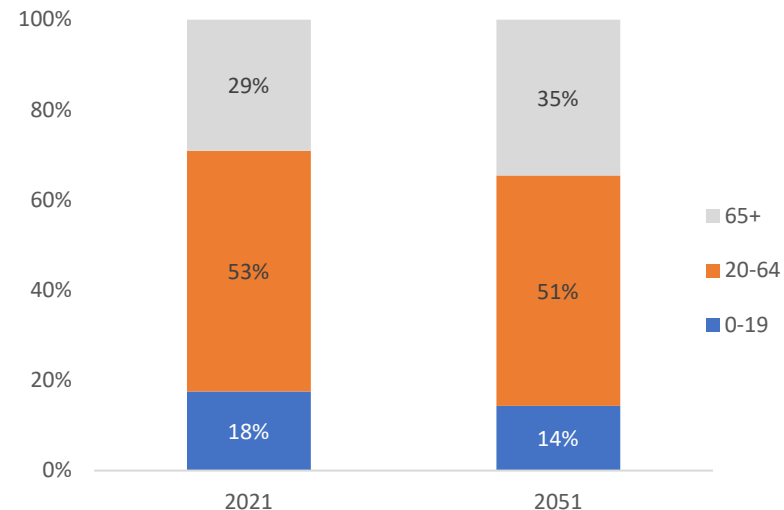
Projected population change by age group in Northumberland County demonstrates that children and youth cohort will grow slower than adults and senior adults.

The children and youth (0-19 years) population is projected to increase by just under 1,600 persons, while the share of children and youth, as a percentage of total population, is expected to shrink from 18% in 2021 to 14% by 2051.

Similarly, the adult population (20-64 years) is expected to increase by over 13,500 person, while the overall share of adults is projected to decrease from 53% to 51%.

The share of the senior adult population (65+) is expected to continue increasing, growing from 29% in 2021 to 35% by 2051. The overall number of senior adults will increase by over 15,450 persons.

Projected Population Change by Age Group, Northumberland County, 2021-2051



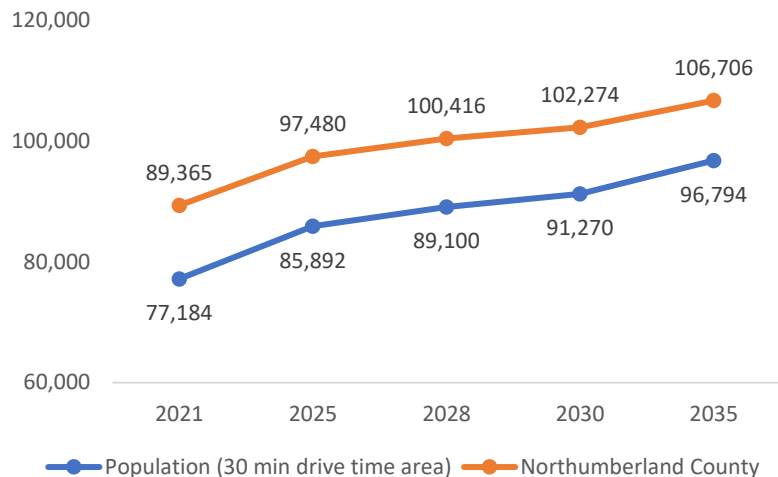
	2021	2051	Change
0-19	15,665	17,263	+ 1,598
20-64	47,690	61,268	+ 13,578
65+	26,015	41,472	+ 15,457
Total Population	89,370	120,003	+30,633

Source: SPM, Data: Projections - Ontario Ministry of Finance, 2021 Statistics Canada Census

Service Area Population

The Service Area for a new indoor soccer facility, defined as 30-minute drive time from Cobourg, has population of 77,184 (2021), and comprises 86% of the Northumberland County population (89,365). By 2035, the Service Area is projected to grow somewhat faster than the County (20% and 16% respectively). By 2035, the Service Area is expected to include 91% of the County population.

Projected Population Growth Comparison: Service Area & County (2021-2035)



Source: SPM, Data: 2021 Census, County - Ontario Ministry of Finance, ESRI Business Analyst



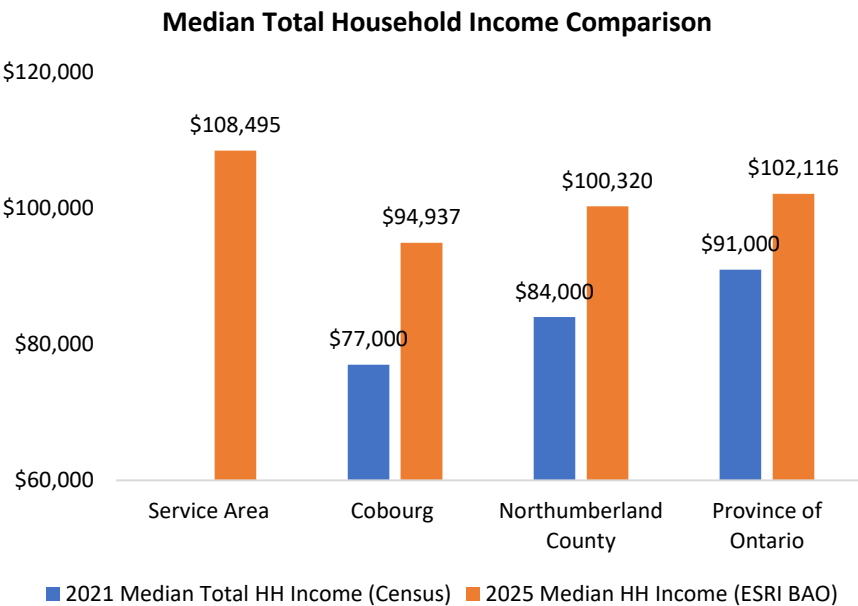
Image Credits: Northumberland Soccer Club

Household Income Comparison, 2021 and 2025

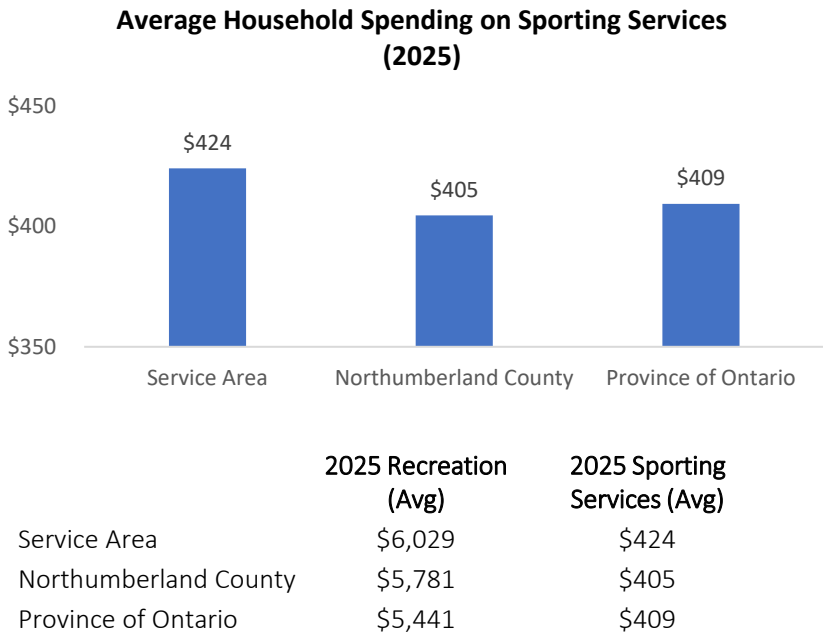
Comparing Total Household Income within the service area, to the Town of Cobourg, Northumberland County and Ontario shows that the service area total household income is higher.

Household Spending on Recreation and Sporting Services, 2025

A comparison of average household spending on recreation and sporting services shows that spending by households within the service area is somewhat higher than the County's and provincial average.



Source: SPM, Data: 2021 Census and ESRI Business Analyst.



Source: SPM, Data: ESRI Business Analyst.

3.4 Current Standard of Provision

Within the Service Area there is only one indoor turf facility that is not a full-size field. Having been converted from an ice arena, the Baltimore Recreation Centre turf can be considered as a 1/3 field equivalent (0.33). With an existing population of 77,184 residents in the Service Area, this equates to a current population-based standard of 1 indoor turf facility per 257,280 residents. Based on the projected population growth of the Service Area, this standard will decrease to 1 per 322,647 residents by 2035 if there is no change to the current supply.

Based on research, it is understood that medium sized municipalities, of a comparable size to Northumberland County, typically have one full-size indoor turf facility, per below.

Larger cities, such as Toronto, Vaughan and Hamilton, often have higher standards of provision of facilities due to club concentration and high winter demand.

Therefore, for a county-level or Service Area catchment of 80,000–120,000 residents, it is reasonable to provide one full-size indoor turf facility.

Municipality	Facility Name	Facility Type	Population	Standard of Provision
Milton	Milton Sports Dome	1 full-size indoor turf dome (seasonal)	132,979	1 facility per 132,979 residents
Pickering	Pickering Soccer Centre	1 full indoor turf centre	99,186	1 facility per 99,186 residents
Whitby	Telus Dome	Indoor turf dome	138,501	1 facility per 138,501 residents

3.5 Future Demand for Participation in Soccer

To understand the potential future demand for indoor turf facilities, it is assumed that the percentage of Northumberland County residents (0.6% in 2024) that are registered participants in indoor soccer remains consistent. Applying this percentage forward based on the projected population would result in 779 registered participants in indoor soccer by 2051. This increase is solely based on the growth of the population and does not consider the possibilities of program expansion that would be expected with the development of an indoor facility.

Total player registrations in indoor programs with NSC have increased an average of 13% per annum since the 2021-2022 season. Applying a more moderate rate of increase forward (e.g., 3% per annum), which would likely depend on the development of an indoor facility, it would be reasonable to anticipate that indoor player registrations could reach around 1,400 participants by 2051.

The table on the following page summarizes the ratio of indoor players as a proportion of outdoor players for regional soccer associations across the province, per data provided by NSC. Several conclusions can be made:

- It is apparent that, apart from Soccer Northwest Ontario, it is the larger metropolitan areas, where there are more indoor facilities, that there is a greater capacity to capture demand for indoor facilities.
- Where indoor facilities do exist, groups are accommodating a good portion of their outdoor participants.
- There is a need to determine what the appropriate balance should be in smaller municipalities and rural counties. In 2024, the number of indoor players with NSC represented 38.1% of the Club’s outdoor players.

The following table shows the numbers and ratio of indoor players as a proportion of outdoor players for regional soccer associations across the province in 2024 and 2023, per data provided by NSC.

District	2024 Outdoor	2024 Indoor	Indoor % vs Outdoor	2023 Outdoor	2023 Indoor	Indoor % vs Outdoor
Soccer Northwest Ontario	1,737	1,486	85.5%	1,831	1,221	66.7%
Peel Halton Soccer Association	37,463	23,621	63.1%	38,564	20,745	53.8%
York Region Soccer Association	29,619	14,525	49.0%	30,166	13,853	45.9%
North York Soccer Association	3,900	1,899	48.7%	3,450	4,672	135.4%
Durham Region Soccer Association	20,024	9,494	47.4%	19,162	7,752	40.5%
Toronto Soccer Association	16,088	7,362	45.8%	16,374	5,826	35.6%
Northumberland Soccer Club	1,614	615	38.1%	1,676	599	35.7%
Elgin Middlesex Soccer Association	20,852	7,768	37.3%	21,199	5,786	27.3%
Scarborough Soccer Association	3,842	1,387	36.1%	3,429	1,509	44.0%
Southwest Soccer	25,705	8,489	33.0%	25,238	7,716	30.6%
Eastern Ontario Soccer	40,897	11,641	28.5%	39,336	10,214	26.0%
Niagara Soccer Association	14,160	3,579	25.3%	13,932	2,202	15.8%
East Central Ontario Soccer Association	7,483	1,808	24.2%	7,338	1,586	21.6%
Hamilton and District Soccer Association	14,234	3,055	21.5%	15,465	2,847	18.4%
Essex County Soccer Association	9,389	910	9.7%	8,604	818	9.5%
Southeast Ontario Soccer Association	12,075	1,166	9.7%	11,701	1,366	11.7%
Huronia District Soccer Association	13,083	1,230	9.4%	10,941	837	7.7%
Lambton Kent Soccer Association	5,317	333	6.3%	5,015	378	7.5%

3.6 Conclusions on Supply and Demand

- With such limited availability at indoor sports facilities locally and farther abroad, once there is a supply of indoor facilities in an area, demand will be generated. This has been demonstrated in places where there is a supply.
- It would be reasonable for NSC to be able to increase the number of youth players upwards of 700 indoor players on an annual basis within a few years of developing an indoor facility.
- The facility must not only meet the needs of soccer groups but must also meet the needs of a variety of other groups. With the development of such a facility, there is an opportunity for use by other groups during prime-time hours.



Image Credits: Northumberland Soccer Club

4. Range of Needs for Indoor Facilities Considerations

4.1 Engagement with Local Sports Clubs and Groups

Method of Engagement

15 sport clubs and user groups from Cobourg and the service area were contacted via email with the invitation to participate in an online survey. These groups were identified by NSC and the consulting team as potential future users of an indoor sports facility.

An additional 4 clubs were contacted via their website “Contact Us” forms or by phone.

We heard from **10** groups

- **8** sport clubs,
- St. Mary Catholic Secondary School, and
- Cobourg Collegiate Institute (via email, not included in table).

Collectively, survey participants represented **over 3,000 members / participants**.

Sports Clubs and Groups: Membership Overview

	Membership in 2023-2025				
Club/Organization	2023	2024	2025	Change in the membership	Which Cohorts are Growing
Maple Leaf Cavan FC	1,000	1,100	1,250	Significant increase	Children (5-9 & 10-14), youth, women/girls
Cobourg Saxons Rugby Football Club	349	414	375	Increase	Children (10-14), youth, women/girls
Cobourg Legion Minor Softball Organization			125	Significant increase	Children (5-9 & 10-14)
St. Mary Catholic Secondary School	870	890	920	Significant increase	Children (10-14), youth, women/girls
Port Hope Racquet Club	100	100	100	Sustaining	No Answer
Coverdale Tennis Club	58	74	111	Significant increase	Children (10-14), adults (40+), women / girls
Cobourg Pickleball Club	180	240	200	Increase	Adults (20-39 & 40+)
Cobourg Badminton Club	100	120	100	Sustaining	Youth / adults (20-39)
Cobourg Lawn Bowling Club	150	152	144	Sustaining	Adults

4.2 Winter/Indoor Programming Needs

The survey included questions about indoor practice/play time requirements.

- Out of nine groups, six groups currently run winter indoor programs and require time at indoor facilities. The number of participants in the current programs ranges from 30 to 500. One group has not been able to book indoor facilities to be able to offer winter programming.
- The six sport clubs and the school that require indoor turf time run winter programs for a total of about 800 participants. The majority are in programs run by Maple Leaf Cavan FC (500 participants) and St. Mary Catholic Secondary School (100 participants).
- The sport clubs also report that the potential exists to increase winter program participation by 600+ participants, if additional indoor turf facilities were available.

Sports Clubs and Groups: Indoor Programming Needs

Club/Organization	Q10. Does your club use or need indoor artificial turf venues to train and play?	Q11. Tell us about your winter programs and other programs that require indoor practice time.	Q12. How many participants are currently registered in your winter/indoor programs?
Maple Leaf Cavan FC	Yes	An indoor technical training program targeting players 4-18 as well as individual team sessions, and an indoor house league program.	500
Cobourg Saxons Rugby Football Club	Yes	Youth touch league for ages 10-14 (boys & girls). Pre-season training for ages 15 & up.	40 youth, 35 age 16 & up
Cobourg Legion Minor Softball Organization	Yes	Spring workouts and indoor practice sessions for our house league teams. We would need a winter facility for practices of any rep teams.	50
St. Mary Catholic Secondary School	Yes	Rugby, baseball, and soccer teams book indoor training sessions at Baltimore Turf.	90-100
Port Hope Racquet Club	Yes	Port Hope is in the process of building a 4 court Dome for the 26/27 winter season.	None. Currently travelling to other centres
Coverdale Tennis Club	Yes	An indoor facility would allow a condensed programming and structured play schedule. Increasing our 23 weekly court hours, to just under 40 hours in 2026.	N/A
Cobourg Pickleball Club		30 hours	
Cobourg Badminton Club	No, but renewing an agreement annually and concerned about getting indoor space.		
Cobourg Lawn Bowling Club	Yes	With a proper indoor facility, we would be able to offer full length bowling (as is the case outdoors) throughout the winter. We would also be able to offer new bowler lessons and coaching facilities through the winter.	82 short mat bowlers

4.3 Current Use of Indoor Facilities

- Three sport clubs and St. Mary Catholic Secondary School use Baltimore and/or Hastings turf facilities.
- The Minor Softball Organization uses a school gymnasium.
- Racquet sports typically use gymnasiums at schools and the Cobourg Community Centre, as well as dedicated facilities (e.g., Coverdale Tennis Facility).
- The number of hours currently used in indoor facilities was the largest for Maple Leaf Cavan FC that currently use gymnasiums for 50 hours per week (they previously booked indoor turf facility for 35 hours weekly). The Cobourg Rugby Club indicated they use 60-70 hours, Minor Softball Organization uses 8-10 hours, and St. Mary Catholic Secondary School uses 50-75 hours.
- The current per hour rate the clubs pay is in the range from \$80-\$100, except a smaller racquet club that pays \$30 per hour.
- Regarding the ability to book indoor facilities, clubs with the larger membership base (incl. Maple Leaf Cavan FC, Cobourg Saxons Rugby Football Club and Coverdale Tennis Club) have not been able to book indoor time they require, largely due to the lack of available time in the local facilities.

Sports Clubs and Groups: Current Use of Indoor Facilities

Club/Organization	Q14. Where do your teams train and play - please include all indoor artificial turf venues that your club uses?	Q15. How many indoor hours (approx.) do you typically use each year?	Q17. Are you generally able to book an indoor facility of choice?
Maple Leaf Cavan FC	Hastings	Former: Turf Facility -35hrs/week; Now: Gyms – 50hrs/week	No, lack of turf in the area
Cobourg Saxons Rugby Football Club	Baltimore Arena turf field, Hastings	60-70	No, we get what is available
Cobourg Legion Minor Softball Organization	Terry Fox Public school gymnasium	8-10 with house league	Yes
St. Mary Catholic Secondary School	Baltimore Turf	50-75	Yes
Port Hope Racquet Club	Oshawa Civic - Ran by Matchpoint Tennis	N/A	Yes
Coverdale Tennis Club	Coverdale Tennis Facility	N/A	No
Cobourg Pickleball Club	Cobourg Community Centre	40	Yes
Cobourg Badminton Club	School gymnasium	N/A	N/A
Cobourg Lawn Bowling Club	Cobourg Community Centre	200	Yes

4.4 Future Indoor Needs

- Six out of nine clubs reported that they would benefit from an indoor facility in Cobourg. They could increase programming and/or add more games for existing teams and grow their membership.
- Two clubs that do not require additional indoor time either are able to book time at the existing or new facilities under development.
- The total number of additional hours required by the groups is anywhere from 1 or 2 hours per week, up to 20 or 25 hours per week for some groups.
- If additional indoor time was available, the number of new participants that the clubs indicated they could each add range from 20 up to 400, with the estimated additional participants for these clubs totaling over 770. This does not include the St. Mary Catholic Secondary School and CCI, which indicate that additional indoor time would enable them to support additional programs and participants.
- In summary, a new indoor facility would mean there is significant opportunity to increase programming and grow membership among many of the survey participant groups.

Sports Clubs and Groups: Future Indoor Needs

	Q 19. Do you need any additional indoor hours? How many?	Q13. How many participants would you add to your winter / indoor programs, if additional indoor time was available?	Q21. How would a new indoor artificial turf facility in Cobourg impact your club?
Maple Leaf Cavan FC	We may be interested in 5-10 hours / week	400	Increase programming/ add new members
Cobourg Saxons Rugby Football Club	2-3 hours / week	60-70	Increase programming/ add new members
Cobourg Legion Minor Softball Organization	50-60 hours	50	Increase programming/ add new members
St. Mary Catholic Secondary School	20-30 hours	Depends on proximity and cost	Increase programming/ add new members
Port Hope Racquet Club	No, once the Port Hope Dome is up and running		Do not require more time
Coverdale Tennis Club	25 hours weekly, conservatively	50-70 individual members	Increase programming/ add new members
Cobourg Pickleball Club	Yes, proper indoor facility for pickleball courts.	160	Add new members
Cobourg Badminton Club	No Answer	Not growing	Do not require more time
Cobourg Lawn Bowling Club	18 hours per week	20+	Add new members

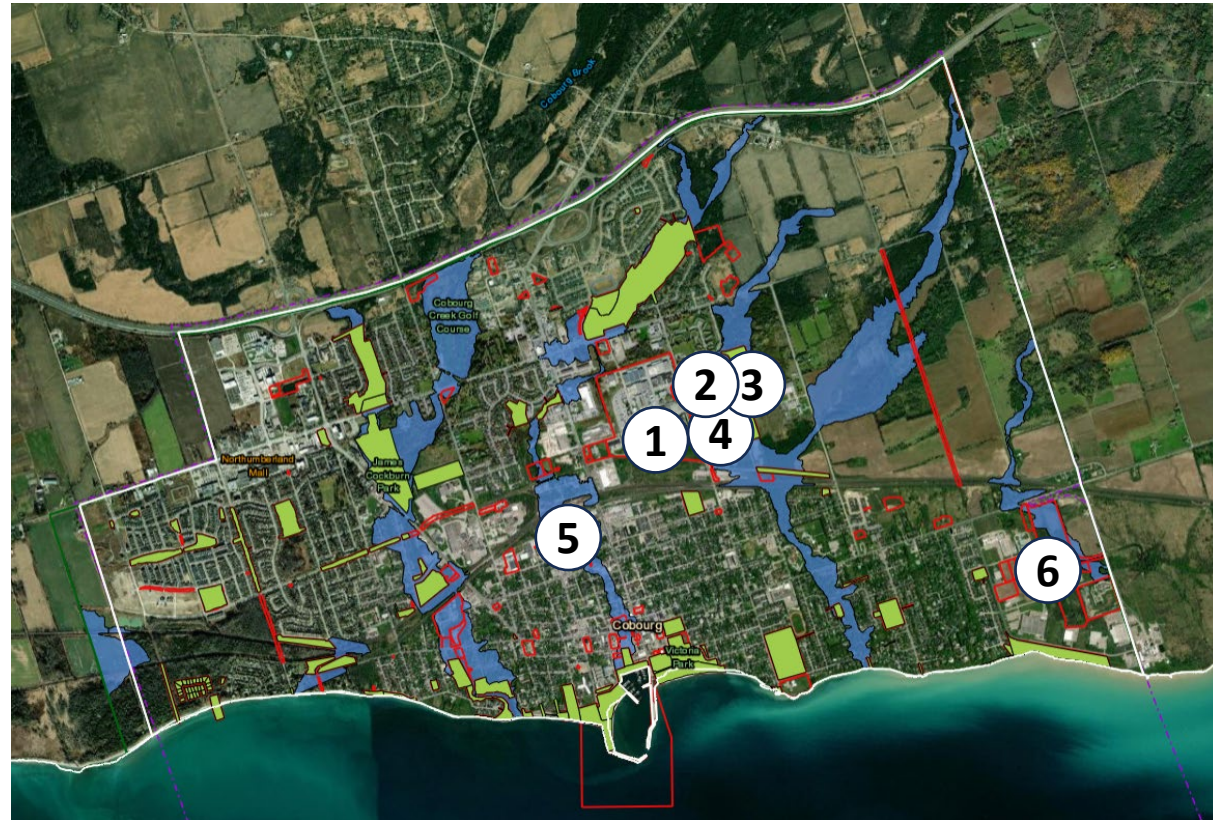
5. Site Development Opportunities

5.1 Identifying Potential Sites

The NSC and Town of Cobourg identified six potential sites as possibilities for developing an indoor soccer facility. Several site planning considerations were assessed including ownership, site constraints, and other considerations.

The criteria used to evaluate and select potential sites include the following:

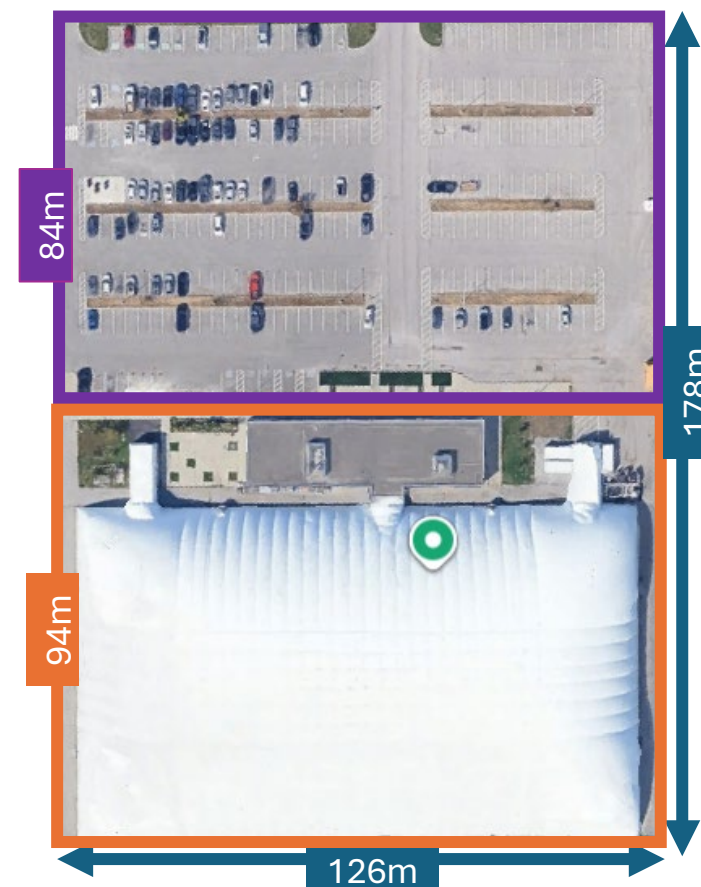
- Municipal ownership
- Area: At least 1.2 Hectares (3 Acres)
- Environmental constraints (e.g., flood line, 15m buffer from watercourses, significant wetlands, topography, etc.)
- Current uses



5.2 Site Fit Exercise

A site fit exercise was completed using the footprint of the Pickering Soccer Centre property, including the parking lot. This facility includes:

- An 8,300 square metre FIFA 1 Star full-size soccer pitch (that can be split into half or quarter fields);
- A 9,000 square metre air-supported dome attached to
- A 700 square metre clubhouse with change rooms, meeting rooms and the PFC administrative offices; and
- A walking track.



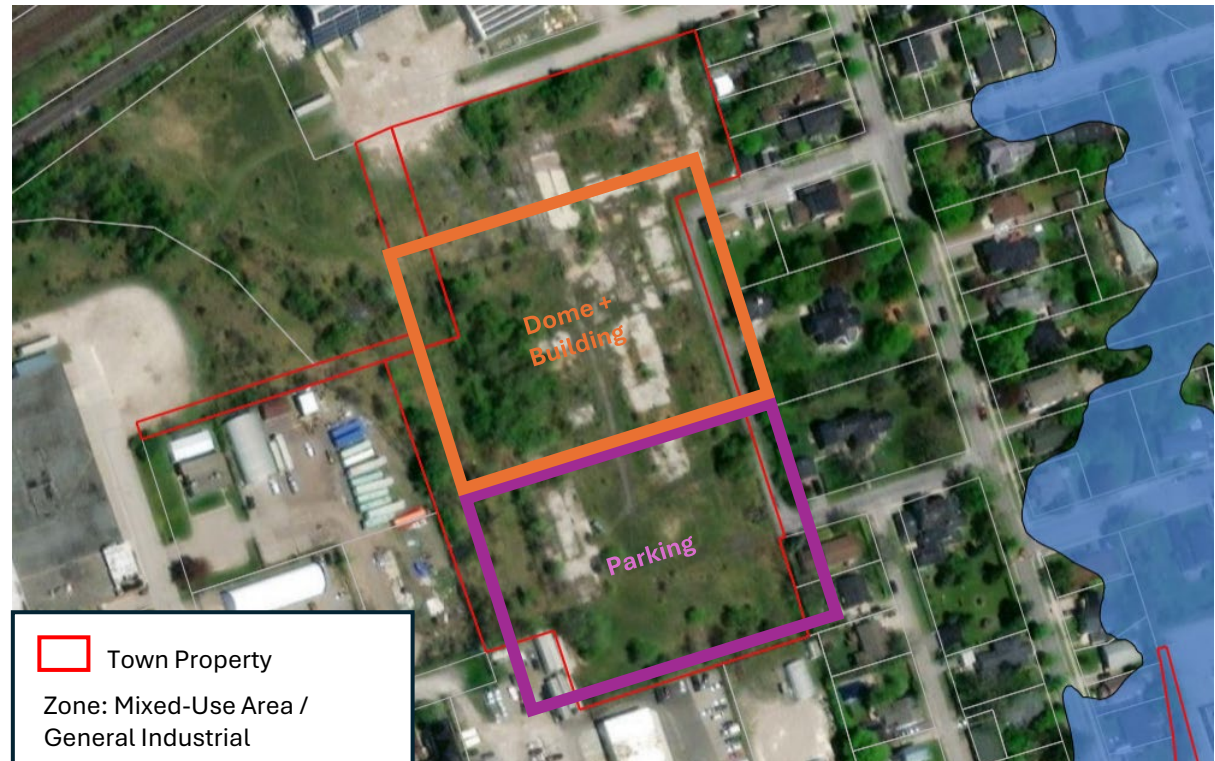
5.3 Sites Screened Out

Based on the criteria identified and the site fit exercise, sites 5 and 6 were removed from consideration due to the following:

Site 5: 96 Alice Street (2.7 ha), former Tannery Property

The site's configuration is less than ideal to accommodate a facility of this size (it is a tight site) and there are access limitations (via established residential streets).

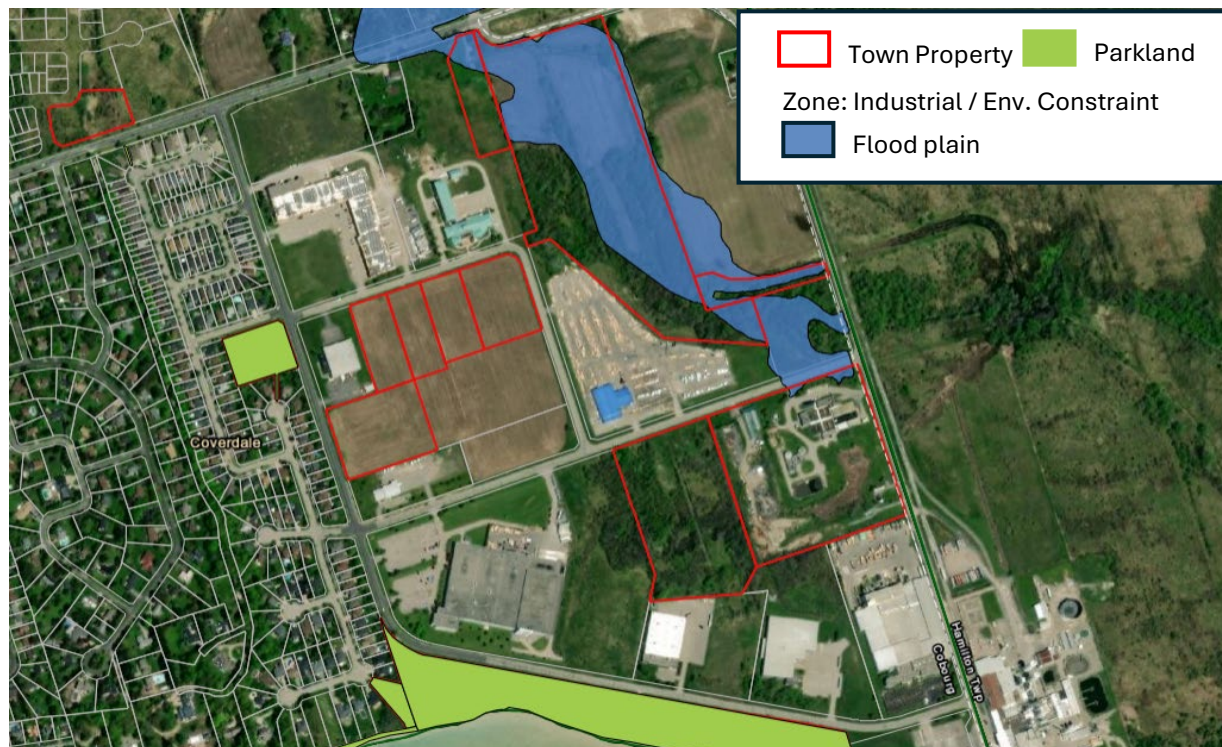
It is understood that the site is contaminated and there are plans for higher order development.



5.3 Sites Screened Out

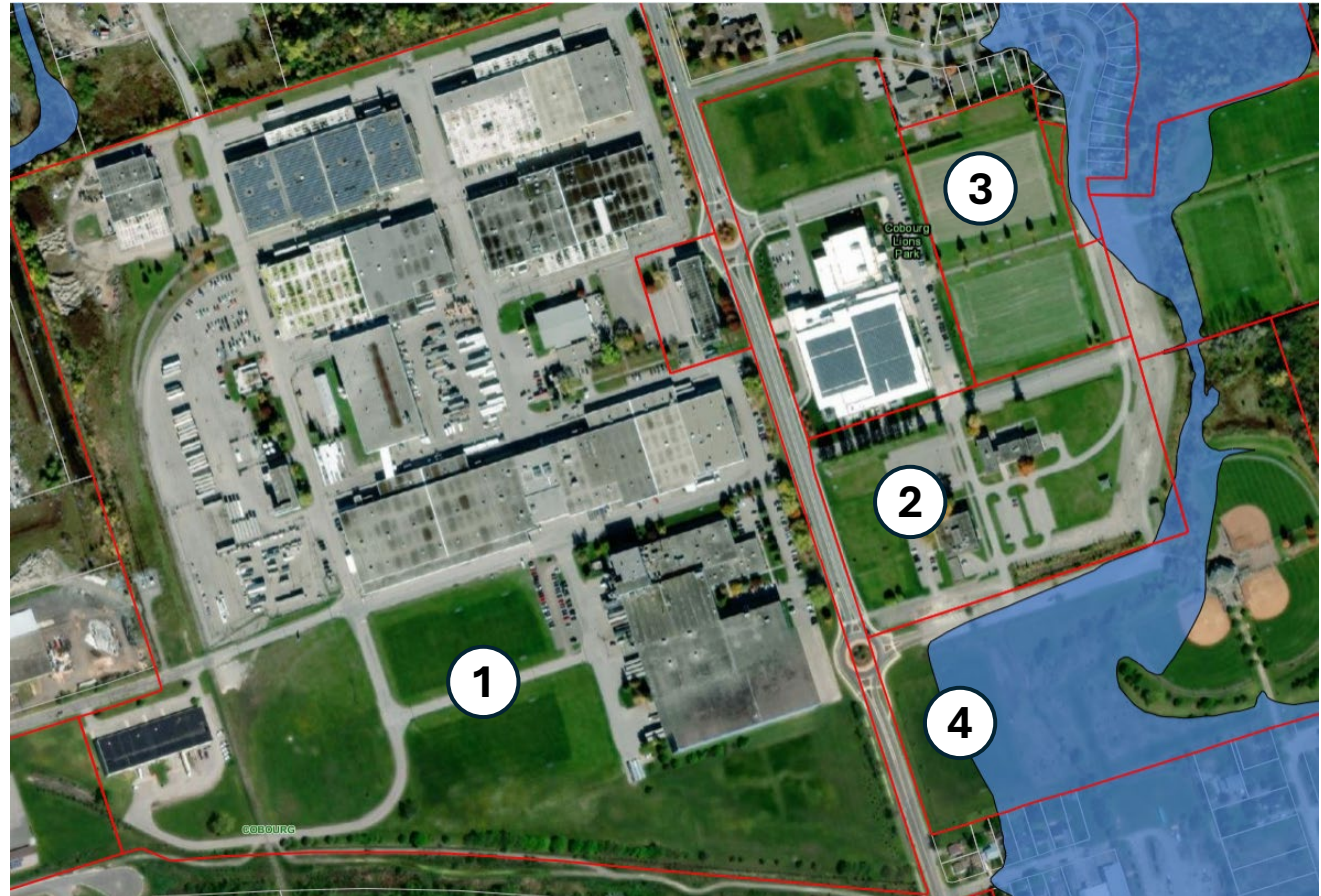
Site 6: Lucas Point Industrial Park (28 Ha), Willmott St., Dodge St., Norma Rd, Thompson St.

This area consists of active industrial lands with all vacant lands shown as being either under purchase & sale agreements or otherwise selected for development.



5.4 Sites for Further Consideration

The four remaining sites that remain relevant for consideration are in proximity to each other within the Northam Industrial Park, a large, established hub for manufacturing and logistics. This area is also home to indoor and outdoor recreation facilities including the Cobourg Community Centre, Cobourg Lions Park, Rotary Soccer Fields and Legion Fields.



 Flood plain  Town Property

5.4 Sites for Further Consideration

Site 1: 751 D'arcy St. (Weetabix)

The site is located on the Town-owned employment lands within the Northam Industrial Park.

The adjacent land formerly leased to Weetabix (shown) is currently listed for sale (Zoned: General Industrial).

The site can easily accommodate the domed facility footprint. In fact, the site used to include two soccer fields.

There are no flood line or environmentally protected areas.

Concerns include the uncertainty about conditions of the new lease agreement with the new tenant of the adjacent former Weetabix site.

This is the preferred site for developing an indoor soccer facility in the Town.



5.4 Sites for Further Consideration

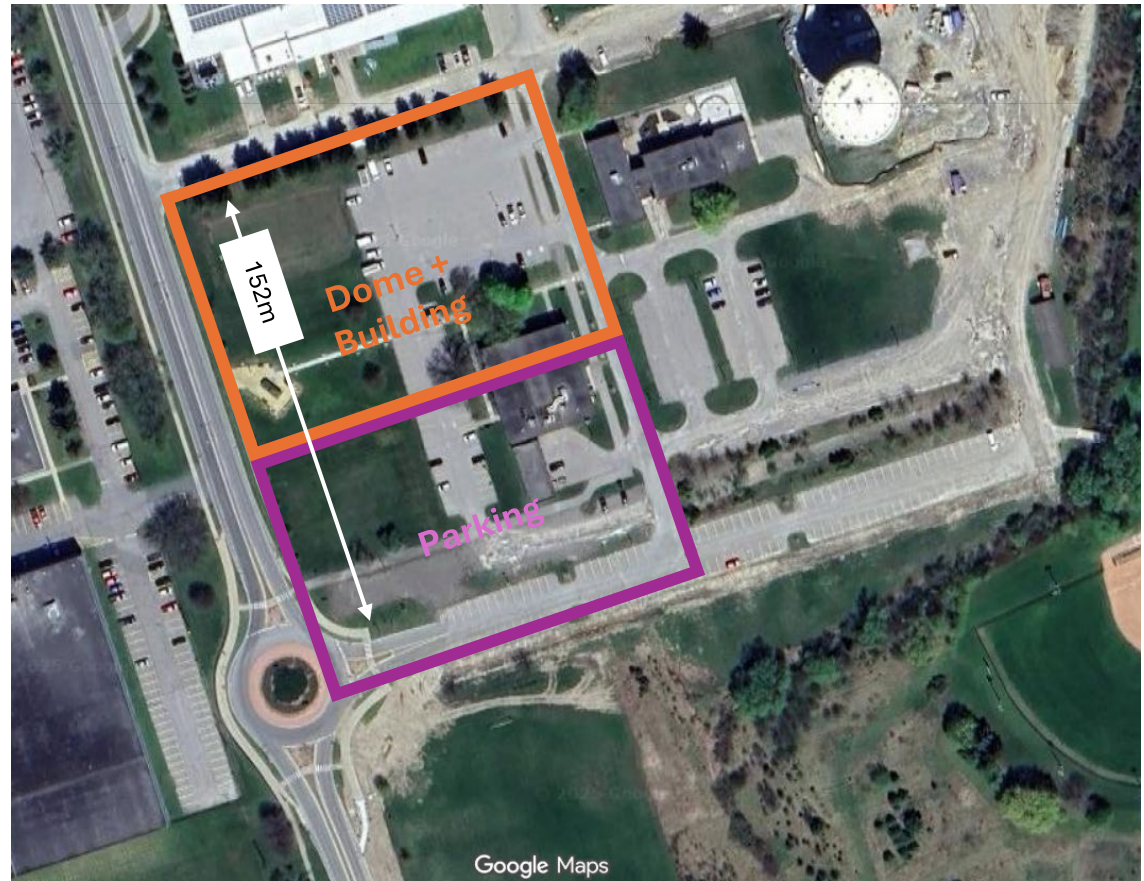
Site 2: 700 D'arcy St.

The site is Town-owned (Zoned: Institutional). This site contains two buildings with commercial-institutional land uses as tenants, plus parking, and the LAV III Monument.

- A single-storey building is leased to the Northumberland Soccer Club.
- A larger two-storey building has multiple tenants including Northumberland Food Bank.

Constraints include:

- Retention of the LAV III Monument;
- The need to demolish the existing buildings and re-locate tenants will be a significant constraint.
- The site is constrained by the existing roads and is somewhat smaller than the domed facility footprint, both width- and length-wise.



5.4 Sites for Further Consideration

Site 3: Cobourg Community Centre (750 D'Arcy Street)

The site is a Town-owned property (Zoned: Institutional).

The current site comprises two senior soccer fields.

There have been plans for expanding the facility to the North, potentially, adding an aquatic facility in the future. These plans were not detailed in the 2013 Recreation Master Plan (Plan update is currently under development.)

Concerns include taking away two outdoor senior soccer fields that would need to be replaced elsewhere in the Town.



5.4 Sites for Further Consideration

Site 4: 650 D'Arcy St. (Legion Fields)

Legion Fields is an active athletic field for soccer and softball activities. (Zoned: Environmental Constraint, Open Space). The site is conveniently located across the road from the Northumberland Soccer Club building.

The site has significant topographic and environmental constraints, including that much of the site is within the flood plain area. The eastern part of the site has a slope and a creek (subject to a regulated set-back of 15 meters and will require negotiations with the Conservation Authority).

Displacement of an existing soccer field would result, and the field would need to be replaced elsewhere in the Town.



6. Options for Construction

6.1 Range of Options

This section summarizes the range of options to be considered for construction of an indoor soccer facility. These types of facilities are detailed on the following pages.



Seasonal

Air-Supported
Structure



Permanent



Frame Supported
Fabric Building



Pre-Engineered
Steel Structure

6.1 Range of Options

Air-Supported Structure

Air-supported structures are used for recreational and in some cases industrial facilities, providing flexible interior spaces with large open spans. They are very common for turf sports in Ontario with several examples being installed for these purposes around the province.

Air-supported structures can accommodate a full-size soccer pitch and required run-off (a couple of metres), with the potential to add additional non-turf space (increases footprint) if it is fully rentable based on economic rent (e.g. court flooring to a minimum level). There is also the potential to include fitness equipment (for membership use), and a linear track for track training.

Any commercial rental space and support spaces, such as changing facilities, storage etc., will need to be housed in a connected traditionally framed structure.

Air supported structures can be permanent or seasonal (removed and stored during late spring, summer, and early fall).

PROS

- Lowest cost option
- Fastest construction time
- Inflation system is also air handling
- Fabric cladding allows natural light into space

CONS

- Limited aesthetic
- Not able to support a track
- Not able to accommodate sprinklers
- Access for fire equipment required at sides
- Airlocks required at all entrances
- Low insulation R values (4-6)
- Substantial heating and mechanical system operational costs (to keep structure pressurized)
- Limited/no visual connection with surroundings/adjacent spaces

6.1 Range of Options

Frame Supported Fabric Buildings

Frame supported fabric buildings use solid steel I-beams and fabric. These buildings are designed to last longer, compared to air supported structures, without additional operating or maintenance costs. They are engineered to stand up to high winds, snow loads, and seismic activity.

Any commercial rental space and support spaces, such as changing facilities, storage etc., may need to be housed in a connected traditionally framed structure.

PROS

- Some visual connection with surroundings/adjacent spaces
- Able to accommodate a track
- Able to accommodate sprinklers
- Fabric or ETFE roof allows natural light into space
- Doors for access and natural ventilation possible

CONS

- Intermediate insulation R value (8-10)

6.1 Range of Options

Pre-Engineered Steel Structure

A pre-engineered steel structure provides a long-lasting building solution with large column-free spans. The structural components are acrylic coated and galvanized providing a durable appearance. These buildings have been used on many recreational projects across Canada, from hockey arenas to soccer stadiums.

The structure can be combined with a variety of wall assemblies. A conventional pre-engineered building wall assembly has a relatively low-cost solution that creates an industrial appearance, because the soft white plastic liner panel containing the insulation is left exposed on the inside.

A Pre-Engineered Steel Building will not have any of the issue with code compliance, longevity (50 years and up), or threat of collapse that an Air-Supported Structure has.

This type of structure enables a much fuller organization of space internally and the option for an attached structural building for administration, change rooms, etc., can be two storeys. Gallery space for viewing (i.e. a second floor) is achievable only in a structural building.

The system has a moderate to good energy performance and better performance maintaining appropriate humidity for a wood floor (should hard-floor gymnasium type uses, or a walking/running track be included in the building design).

PROS

- Some visual connection with surroundings/adjacent spaces
- Able to accommodate a track
- Able to accommodate sprinklers
- Highest insulation R value (15-20)
- Doors for access and natural ventilation possible

CONS

- Limited control over shape

6.2 Review of Comparable Facilities

The focus of this review is to provide an indication of the form and function of indoor turf and sports facilities across Canada. The review looks at the general scale and amenities provided within these types of facilities - this is the best way to understand the market opportunities.

Key observations can be summarized as follows:

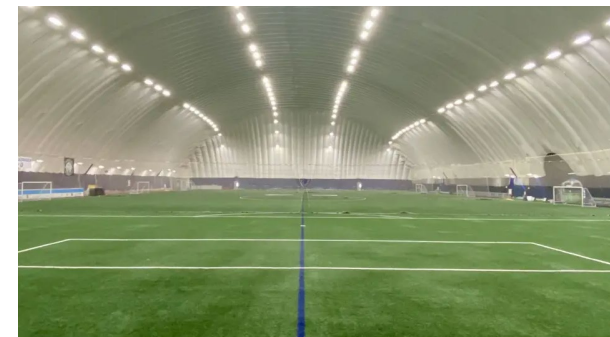
- Most facilities include more than one major component, with many including artificial turf fields, gymnasiums space, and track and field facilities (or some combination of these).
- Facilities range significantly in size from over 60,000 sq. ft. to over 200,000 sq. ft. Of course, facility size is largely dependent on the types of components that are included.
- Larger facilities are often associated with a post-secondary institution and/or are legacy projects from national or international competitions.
- Structure types include air supported domes and pre-engineered steel structures.
- Ownership and operations vary across the facilities, with many being municipally-operated – most of the examples provided below are municipal operation, private organizations, not-for-profit entities, or post-secondary institutions.

The following facilities were reviewed and are discussed in more detail next.

Facility / Location	Area Sq.Ft.	Cost / Sq. Ft. adjusted to 2025 (\$CAD)
Pickering Soccer Centre, Pickering, ON (2014/2023)	136,000	\$142
Proposed Facility: Whitchurch- Stouffville Multi-Sport Complex, Whitchurch-Stouffville, ON	180,000	\$110
Russell Sports Dome, Embrun, ON (2018)	59,400	\$109
Saguenay Soccer Arena, Saguenay QC (2022)	68,000	\$448
Paramount Sportsplex, Mississauga, ON (2007)	200,000	\$228
Commonwealth Fieldhouse, Edmonton, AB (2012)	90,000	\$954
Irving Fieldhouse, Saint John, NB (2019)	110,000	\$302
Proposed Facility: Soccer Northwest Ontario Fieldhouse, Thunder Bay, ON	110,000	\$326 (Estimate)
Honco Lévis Soccer Stadium, Charny, Québec, (2007)	66,100	\$594

Pickering Soccer Centre

Location	Pickering, Ontario
Year Built	2014, Rebuilt & Enhanced in 2023
Size (sq. ft.)	Air-supported dome (136,000 sq.ft. or 173mx73m) attached to a Clubhouse (1,350 sq.ft.)
Amenities	• A FIFA 1 Star full-size soccer pitch (100m x 60m) that can be split into quarter fields; • A 125 m, 4 lane sprint track; • A dedicated pickleball area (4 indoor synthetic sport-courts) was added in 2022 as part of the dome reconstruction project; • A clubhouse includes meeting rooms, change area, washrooms, and Pickering Football Club administrative offices; • Event Room rentals for meetings or parties. Full Event Room – 80 theater style, or 60 seated at tables.
Seating Capacity	• Spectator seating for 300
Users	• The Pickering Football Club runs 30 Competitive male and female teams each season. Most teams train 2-3 times a week. • Pickleball Drop-in program is implemented in partnership with the City of Pickering - operational from Monday to Friday from: 9am-11am, 12pm-2pm and 3pm-5pm.
Construction Cost at Build (\$CAD)	Project Cost (2014): \$8.7 million (96,900 sq.ft. Dome + 1,350 sq.ft. Clubhouse); Enhancement – adding pickleball courts (2023): \$820,000
Construction Cost adjusted to 2025 (\$CAD)	Construction cost escalation does not apply to dome facilities
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$142



Other Details:

In 2014, The City of Pickering purchased the land and constructed the air supported structure of the Pickering Soccer Centre.

The Pickering Football Club operates the Soccer Centre and is responsible for all programming and maintenance costs.

In November 2014, the City leased the Soccer Centre to the Pickering Football Club under a Provisional License Agreement for 15 years (until November 2029). The PFC is to pay 52.25% of the City's total cost of purchasing the land to construct the Soccer Centre. In 2015, the Club paid the City \$4.55 million (with a 15-year repayment term).

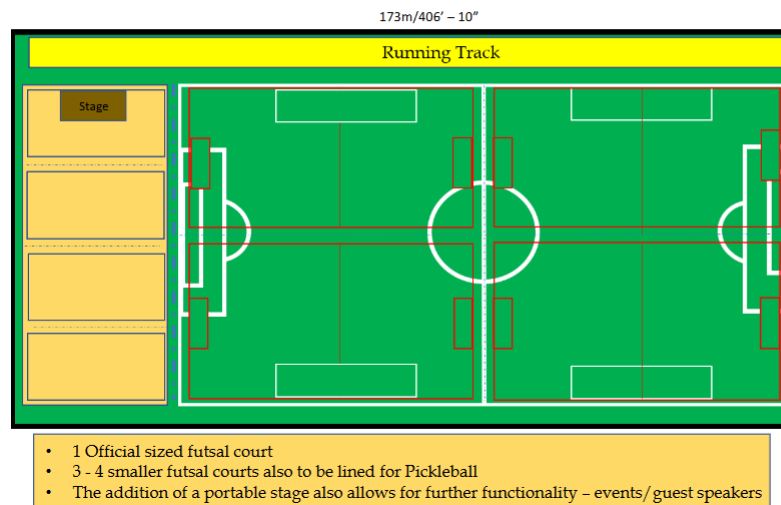
In January 2022, the air supported structure collapsed due to a multi-day snowstorm.

In 2022, the City of Pickering approved the following budget to reconstruct and enhance the facility:

- \$820,000 - the construction of 4 pickleball courts;
- \$1,425,000 – construction & installation of the dome;
- \$575,000 – construction & installation of the turf field.

Since 2022, the 2014 agreement was amended entitling the City to retain 100% of advertising revenues generated from the exterior of the Pickering Soccer Centre and field house to help offset the Soccer Centre enhancement cost.

NEW HARD COURT SURFACE



Sources: Staff Report Pre-2023 Capital Budget Approval Soccer Dome Enhancement Project (FIN 14-22). City of Pickering, Notes to the Consolidated Financial Statement (December 2023).

About the Pickering Football Club

Pickering Football Club is a registered non-profit organization incorporated in 1984 and governed by a 9-member volunteer Board of Directors. Programs are delivered by a team of 7 full-time staff, 10 part-time staff and 500+ community volunteers.

The estimated annual operating cost of the Pickering Sport Centre is \$350,000. This includes all programming and facility costs (including \$80,000 heat and \$80,000 Hydro).

Whitchurch Stouffville Multi-Sport Complex

Location	Whitchurch Stouffville, Ontario
Year Built	To be built in 2026
Size (sq. ft.)	An air supported dome (estimated 180,000+ sq.ft.) with a front-facing clubhouse.

Amenities	- A full-size FIFA soccer pitch 100m x 64m (6,400 sq.m. or 69,000 sq.ft.) - A 300-meter walking track - Indoor court facilities - 16 pickleball courts - 4 basketball courts - 6 padel courts - 3 baseball practice cages - Lounge areas - Permanent building structure with restaurant, fitness, physiotherapy, meeting room - Land owned by the Town of Whitchurch Stouffville. - To be built through a partnership with Mentana Group. - Operating: NA. Note it will be third party managed by Nustadia.
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Seating Capacity

Users	Town will have dedicated time for facility use.
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Construction Cost at Build (\$CAD)	Project Cost (2025): \$20 Million PLUS
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Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$110
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Russell Sports Dome

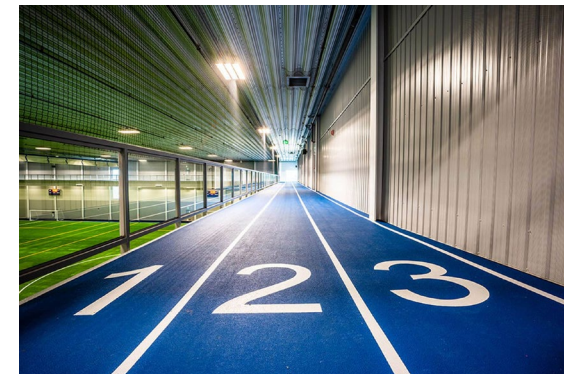
Location	Embrun, Ontario
Year Built	2017/2018
Size (sq. ft.)	Air-supported dome (59,400 sq.ft. dimensions: 180ft x 330ft or 54mx100m)) attached to a building (3,750 sq.ft.)
Amenities	• A synthetic turf soccer pitch (68.3m x 42.4m). The turf / field is available for full rental or 1/3 of the field rental. • A walking track. • A tennis court • An athletic area / The training centre contains cardiovascular, weight training and free weight machines.. • A 3,750 sq.ft. building with change rooms and a conference Room for up to 15 people. • Owned and operated by Russell Township.
Seating Capacity	
Users	• Court: tennis, badminton and pickleball.
Construction Cost at Build (\$CAD)	Project Cost (2017): \$4.06 M
Construction Cost adjusted to 2025 (\$CAD)	Construction cost escalation does not apply to dome facilities
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$100



Photo Credits: Dredge Leahy Architects
and Russel Township

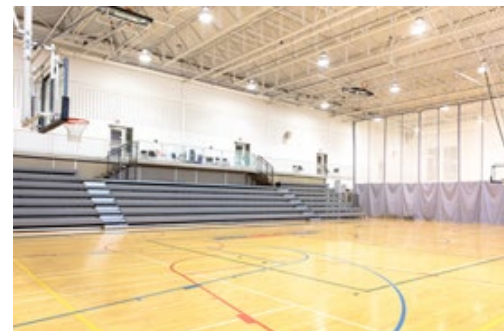
Saguenay Soccer Arena

Location	Saguenay, Quebec
Year Built	2021-2022 (Turnkey design-build)
Size (sq. ft.)	68,000 sq.ft., including - Main Pitch: 58,286 sq.ft. - Running Track: 9,300 sq.ft.
Amenities	• Synthetic turf • A system of curtain dividers to divide the main field into three playing surfaces • 13 change rooms located along the court to minimize travel distances • Running track • Glass-and-aluminum stairway to the upper floor • Administrative offices • Multi-sport complex: soccer, baseball, flag football, football, rugby, ultimate frisbee and spikeball • Dimensions: TC 62 m x 101 m x 12 m • Climate control: Steel roof reflecting heat through radiation (cooling and heating), ceiling segments create smaller spaces that are more efficient to heat and cool.
Seating Capacity	161 including accessible seating
Users	Club de soccer le Venturi de Saguenay, Saguenay Baseball
Construction Cost at Build (\$CAD)	\$27 M (turnkey design-build)
Construction Cost adjusted to 2025 (\$CAD)	\$30.5 M (turnkey design-build)
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$448



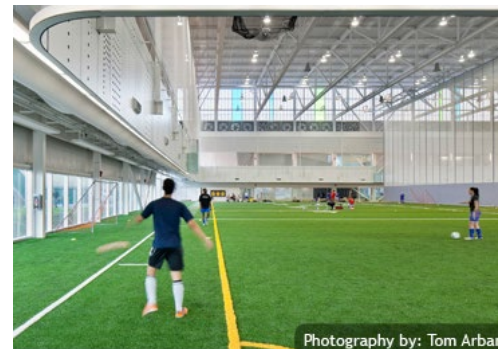
Paramount Sportsplex

Location	Mississauga, Ontario
Year Built	2007
Size (sq. ft.)	200,000
Amenities	• 3 FIFA-size artificial turf fields - Played as full field, half field or quarter field – 1 indoor, 2 outdoors (1 is domed in winter) • Triple gymnasium - Full-sized competition hardwood basketball court and volleyball court with a practice/warm-up court • Fitness Centre (free weights, cardio equipment, and drop-in fitness classes) • Gymnastics Centre • Meeting space • Licensed lounge • Adjacent to the Paramount Fine Foods Centre Arena (5,400 seat event centre) and Rinks (3 community rinks)
Seating Capacity	250 in gymnasium (expandable to 500)
	75 in domed field
Users	Gymnasium - Mississauga Monarchs Basketball, Raptors 905 Indoor Artificial Turf – Adult Soccer League, Youth Soccer League
Construction Cost at Build (\$CAD)	\$22 M
Construction Cost adjusted to 2025 (\$CAD)	\$45.6 M
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$228

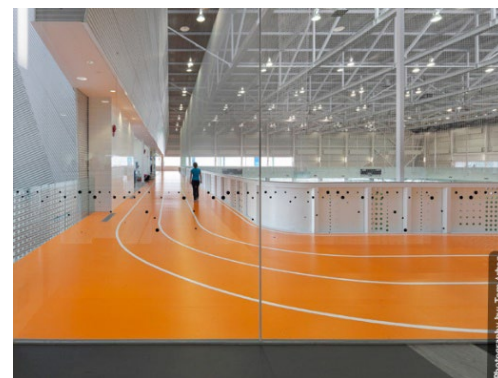


Commonwealth Fieldhouse

Location	Edmonton, Alberta
Year Built	2012 (renovation/fieldhouse addition opened)
Size (sq. ft.)	215,000, incl. 90,000 square foot field house
Amenities	• Three-level 90,000 square foot field house with an artificial indoor turf field (half regulation size marked for soccer and football) and batting cage • Fitness centre with 300-meter jogging track • Hardwood court gymnasium configured for basketball, volleyball, and badminton • Aquatic centre with 4-lane saltwater fitness pool, climbing wall, waterslide, and spray features • Steam room and whirlpool • Cardio area • Weight room • Two mind/body studios and spin bike studio
Seating Capacity	500, expandable to 1,000
Users	Public - drop-in hours and membership options
Construction Cost at Build (\$CAD)	\$112 M (renovation)
Construction Cost adjusted to 2025 (\$CAD)	\$205.3 M (renovation)
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$954



Photography by: Tom Arban



Photography by: Tom Arban

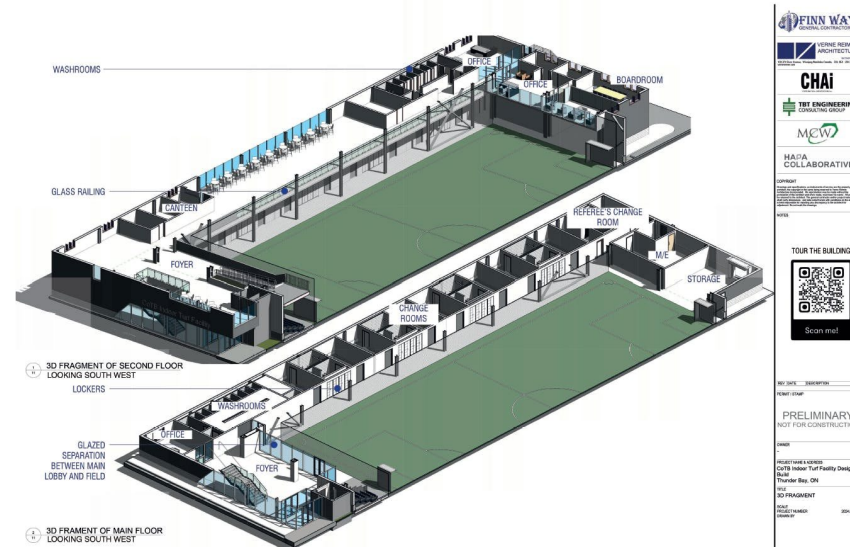
Irving Fieldhouse

Location	Saint John, New Brunswick
Year Built	2019
Size (sq. ft.)	110,000
Amenities	• Two indoor turf fields • 200-metre indoor walking/running track • High jump, long jump, and pole vault equipment • Team change rooms • Group fitness studio • Multipurpose room • Fitness centre • Rental opportunities
Seating Capacity	650, expandable to 700
Users	Public - anyone in the community can rent out the facilities. The facility is operated by the YMCA
Construction Cost at Build (\$CAD)	\$27 million
Construction Cost adjusted to 2025 (\$CAD)	\$33 million
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$302



Proposed Facility: Soccer Northwest Ontario (SNO) Fieldhouse

Location	Thunder Bay, ON
Year Built	To open in Fall 2026
Size (sq. ft.)	100,000
Amenities	- FIFA compliant artificial turf field (Flexible field configurations: full, half, and quarter fields) - Multi-purpose space - Dressing rooms, concessions, offices, and leasable spaces - Multipurpose community meeting rooms - LEED Silver equivalent energy efficiency, net-zero ready infrastructure - Construction being handled by Finn Way General Contractors
Seating Capacity	500
Users	N/A
Construction Cost Estimate (\$CAD)	\$32.65 Million (based on 2025 information from the City of Thunder Bay). Note that the construction cost was previously estimated at \$37.2 M (\$42.7 M for total project cost) based on 2024 Report to Council.
Construction Cost adjusted to 2025 (\$CAD)	N/A
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$326



Honco Lévis Soccer Stadium

Location	Charny, Québec
Year Built	2007
Size (sq. ft.)	66,100
Amenities	- Indoor soccer field divided into 3 soccer fields - Proshop - Multifunctional room - Change rooms - Snack-bar area - Offices - Reception area
Construction Cost at Build (\$CAD)	\$19 M
Construction Cost adjusted to 2025 (\$CAD)	\$39.3 M
Cost per Sq. Ft. adjusted to 2025 (\$CAD)	\$594



Other Details:

Building Type: Pre-engineered Steel Structure (structural panels, ventilated attic roof, two bearing walls and two end walls).

The project was implemented as a public-private partnership.



6.3 Basis for Capital Cost Estimates

The costs provided are order of magnitude in nature and should not be seen as definitive project costs. The cost represents a basic assessment of scale and assumes that the building is developed as a stand-alone fieldhouse facility within the Town of Cobourg.

Because the costing undertaken at this pre-design stage represents the first and most general level of costing (Class D), it can be expected to change as more detailed site planning and design work continues. It is important therefore not to underestimate costs at this stage - it is necessary to include design, construction, and other contingencies as well as sufficient allocations of cost for items that cannot readily be fully estimated at this time.

If Northumberland Soccer Club and any prospective funding partners move forward through the schematic design process, design development and the development of working construction drawings, capital costs are subject to a more granular assessment of individual building components, systems, and other costs. At the same time, as the design progresses, the predictability of capital costs can be more refined which enables a reduction in the capital cost contingency that is added to the initial capital cost estimates.

Class of Capital Cost Estimates	
Class D Estimate	- Estimate based on initial functional concept design. - Elemental summary generally based on unit rates, and applied to principal program areas (uses, and overall building gross floor area (GFA). - Accuracy is generally plus/minus 20-30% depending on complexity of the project and site.
Class C Estimate	- Schematic design completed to 33%. - Includes an elemental cost estimate based on greater detail of all major elements, enabling refinement of design and costing.
Class B Estimate	- Design development to 50% or higher. - Represents a detailed construction document upon which to base costs.
Class A Estimate	- Cost estimate based on 100% completion of construction documents prior to tendering. - Expected degree of accuracy of costs of between 5% and 10%.

The order of magnitude estimate is based on recent examples of projects, as well as an assumption of an efficient design and construction process that involves a permanent air supported dome and other components.

With respect to site development, the analysis assumes that the development is achievable without incurring extraordinary site-related development costs. Of course, these costs need to be subject to detailed examination as part of the next phase of design and site planning work.

Costs include hard (construction labour and materials) costs and soft costs (consulting, design, permitting, legal and project management, and Furniture Fixtures and Equipment (FF+E)).

Escalation

Escalation contingency has been excluded from the estimate as the timing of development is not currently known, and escalation is predictable only over the very short term.

6.4 Indicative Capital Cost Estimates

The following provides a high-level comparative summary of the total project costs associated with the options for constructing an indoor soccer facility (sized at 137,350 sf).

The program is identical to that at the Pickering Soccer Centre – comprising the dome inclusive of a full-size pitch and courts area, and external, adjoining building. Included also is parking and basic site servicing/grading (relatively little is needed at the preferred site).

Air-Supported Structure



Project Cost
\$80-\$100 per sf

Project Cost
\$11 - \$13.7 M

Frame Supported Fabric Buildings



Project Cost
\$250 per sf

Project Cost
\$34 M

Pre-Engineered Structure



Project Cost
\$350 per sf

Project Cost
\$47.6 M

6.5 Recommended Option and Costing

The equivalent Class D estimate of project costs is approximately \$11.5 million. An appropriate range is between \$11 million and \$13.5 million +/-.

Our estimate of costs for an air supported dome-based building form the basis for the financial feasibility analysis in the latter parts of this report.

The type of structure significantly impacts the scale and nature of operations that are achievable. As a dome, the facility has limitations on the occupancy in order to meet fire code. The building is not sprinklered and access and egress is complicated by air lock door systems. Accordingly, the facility cannot reasonably be used to host events involving spectators of any great number.

Capital Costs		
Turf (Lump Sum)	\$1,900,000	
Dome		\$65 s.f.
GFA	\$8,840,000	136,000 s.f.
Ancillary Entry/Change Room/Office/Meeting Room	\$270,000	1350 s.f.
Parking and Access (Gravel)	\$500,000	
Capital Cost (Excl. land and extra-ordinary site preparation costs)	\$11,510,000	
Capital Contributions		
Federal and Provincial Governments	0.0% of project capital costs	
Municipal Financial Capital Contribution	0.0%	
Financing Required	100.0% of project capital costs	
Interim Financing @	5.00%	
Construction Period	8 months	
Total Cost to be funded / financed	\$11,510,000	

7. Operational Considerations

7.1 General Framework for Operating Financial Analysis

Financial projections of operating performance contained within this section, are based on operations at a normalized state. This means the facility is operating based on a full schedule and the required staffing model is implemented, as would be expected to be achieved if not in year 1 but certainly by year 2 of operations.

The analysis is intended to provide an illustration of the estimated operating costs and revenues, and the surplus/deficit for the proposed indoor multi-sport facility with a full-size artificial turf, over a twenty-year period.

The analysis conducted herein is based on our assessment of reasonable staffing, building-related, and other operational considerations and an approach to pricing that is reasonable when viewed against similar venues beyond the regional market. The following financial projections for the indoor turf facility are based on a range of assumptions, explained below, which are critical to understanding the future operating risks associated with this investment.

General Assumptions

While the size of the facility and its inclusions may ultimately change in response to financial capacity for both capital and operating costs, a working assumption is required.

The total estimated facility floor area of 137,350 ft² includes a full-sized artificial turf field, sport courts, fitness area, changerooms/washrooms, and entrance/welcome area.

The operating model is premised on an operating program for each of the revenue-generating spaces. For this analysis, the revenue generating spaces are defined as the full-size artificial turf sport field (divisible as needed up to and including 4 quarter fields), tennis/pickleball courts, and fitness area.

At its core, the operating program for the sport field is premised on the following operating seasons and hours for the facility. The facility will operate with two seasons: A Fall/Winter Season comprising 30 weeks from October to April (prime and non-prime) and a spring/summer season of 21 weeks, with statutory holidays accounting for 1 week. There are no planned maintenance days to close the facility.

For the Northumberland Soccer Club (NSC) itself, the seasons break-down as follows. For ease of analysis, we assume in our model that all NSC needs are met in the Fall/Winter season even if there are several transitional weeks into May.

Operating Seasons	Operating Hours
Fall Season: October 1 to December 23 (12 weeks)	Monday – Sunday: 7am – 11pm Prime-Time Hours: - Monday – Friday: 4pm – 11pm - Saturday & Sunday: 7am – 11pm Non-Prime Time Hours: - Monday – Friday: 7am – 4pm
Winter Season: Jan 1 to Apr 30 (17 weeks)	
Spring Season: 3 week in May for NSC development	
Summer Season – No NSC usage	

7.2 NSC Utilization, Pricing Assumptions and Benchmarking

Discussion of use by NSC indicated the following revenue assumptions for their own use of the facility:

The NSC assumptions were developed for one full-field that can be rented as 2 half fields or 4 quarter fields.

While the operational model will include non-prime time and non-prime time rates (and these also differ between the Fall/Winter season and the Spring/Summer season), the NSC only uses prime time – as is expected in an operation geared primarily to child and youth participation. However, in future years, as experience is gained in facility operations, the NSC may consider initiating leagues or other programs to make use of available prime time. For now, this is excluded to more accurately reflect the risk of unused non-prime time hours.

Costs per Hour	NSC Self-Charge	Prime Time
Full Field	NSC rate	\$400
Half Field	NSC rate	\$225
Quarter Field	NSC rate	\$125

The NSC's intent is to utilize full field slots for the Club's programming and manage allocation within the club. For example, if the club uses 2 half fields during prime time, this time will cost \$400 as for a full field.

The assumed rates that apply to NSC are as follows:

Development / Rep - \$200-\$400 per player (some age groups are slightly over).

House League - \$400, varies by season:

- \$160 Fall;
- \$200 Winter;
- \$340 Fall+Winter (\$20 discount for re-using jerseys).

The NSC estimates its total rental usage at \$400 per hour:

- House League (28 weeks) - 459 players - \$119,000
- Dev / Rep (36 weeks) – 364 players - \$118,800
- Dev / Rep Technical – 52 players - \$16,200

Total - \$254,000

The NSC revenue will be supplemented by field rentals—both during non-prime hours and during prime-time hours.

The NSC is estimated to use just under one quarter of available time in the facility (and all of the NSC time is prime time).

The assumed NSC rental rates were based on the fees identified through benchmarking similar rates charged for indoor turf facilities in nearby communities. Observations based on the benchmarking are discussed next.

The benchmarking demonstrated that most facilities have pricing for prime-time and non-prime time. Some facilities have non-resident rates and minor sport rates. The following table compares resident adult rates.

Larger communities including Pickering, Oshawa and Milton charge somewhat higher per hour rental rates for artificial turf facilities. These facilities offer regulation-sized fields and serve larger markets. Adult prime-time hourly rates range from \$600 to \$880 and non-prime time - \$340-\$600.

Lower rental prices are more characteristic of smaller indoor turf facilities and markets (smaller communities). Russell, Hastings and Baltimore adult prime time hourly rates range from \$90 to \$200 and non-prime-time - from \$50 to \$120.

The potential future artificial turf facility in Cobourg would fall in the middle – providing a full-sized field and other amenities and serving a medium-size market. Based on the benchmarking analysis – further considerations will need to include differentiation between prime time and non-prime time hourly rates and potentially different user group categories (e.g., NSC, other minor sport groups, adults, etc.).

Benchmarking Hourly Rental Rates for Indoor Artificial Fields (Prime Time Fall/Winter)

Facility	Full Field	Half Field	Quarter Field
NSC Pricing Assumptions	\$400/hr (Club); \$300 all others	\$225/hr (Club); \$150 for 1/3 field all others	\$125/hr (Club)
Loyalist Sport Dome			
• Artificial Turf Rate (8am-11pm)	\$225/hr		
Russel Sports Dome			
• PT Resident Rate (5-11pm / weekends)	\$200/hr		\$100/hr (1/3 field)
• Non PT Resident Rate	\$120/hr		\$60/hr (1/3 field)
Hastings Field House, Trent Hills			
• Turf Rate	\$130/hr		
Pickering Soccer Centre			
• PT Rate (6-12pm / weekends)	Case-by-case	\$460/hr	\$230/hr
• Non PT Rate	Case-by-case	\$290/hr	\$145/hr
Milton Sports Dome			
• PT Rate (6-12pm / weekends)	\$880/hr	\$440/hr	\$150/hr
• Non PT Rate	\$600/hr	\$300/hr	\$100/hr
Baltimore Recreation Centre – Indoor Turf Field (Note: Smaller field: 61m x 26m)			
• PT Adult Rate (6-12pm / weekends)	\$90/hr		
• Non PT Rate	\$50/hr		
Civic Fieldhouse Rentals City of Oshawa			
• PT Adult Rate (6-12pm / weekends)	\$680/hr*	\$340/hr*	\$170/hr
• Non PT Rate	\$340/hr*	\$170/hr*	\$135/hr
* Oshawa Fees & Charges By-law provides information on Quarter Field Rates only, the half and full field rates are calculated based on the assumption that the rate is increased as the rental field size increases.			

Sources: [RATES | Loyalist Sports Dome](#) [Hastings-field-house-fee-schedule-2024.pdf](#) [Sports Dome and Membership - Russell](#);
Picketing - [Rental Information](#); [RATES | Milton Sports Dome](#); [Baltimore Recreation Centre - Hamilton](#); and [Civic Fieldhouse Rentals | City of Oshawa](#)

7.2 NSC Utilization and Pricing Assumptions (Cont'd)

The exhibit shows NSC’s assumptions about its use of facility on an average week.

Saturdays will be available entirely for rent by others.

Aside from the large amount (100%) of non-prime time that is available in the Fall/Winter season, the available prime time for other users is generally:

- Monday-Friday 4 pm to either 5 or 6 pm;
- Monday-Friday 9 to 11 pm (some exception);
- All day Saturday; and
- Approximately 50% of all time on Sunday.

Accordingly, the model applies this available time to a range of other users that represent likely customers. Whether this is a specific group or an activity (at large), this cannot be determined above and beyond the results of the targeted outreach to groups. However, we know demand exists, that supply is limited, and there is a likelihood of keen interest in booking time conditional upon:

- The reasonableness of pricing; and
- The reasonableness of the time of day and extent to which time available aligns with the demographics of these alternative users.

The model assesses these unknowns based on reducing the expected utilization of available prime and non-prime time downward from 100%

Northumberland Soccer Club - Indicative Financial Operating Performance

Emerging NSC Fall/Winter Schedule

FALL/WINTER	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
Time	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4	Field 1	Field 2	Field 3	Field 4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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7.3 Approach to Operations

The model assumes a non-municipal, non-unionized staffing model comprising sufficient and qualified staffing to enable the full, year-round operation of the facility based on a 16 hour per day, 7 days a week schedule. This is aggressive but given the likely range of demand and the existence of fixed costs, this is a reasonable assumption.

The staffing model includes requires leadership (general manager, customer support, maintenance and fitness centre operations to enable the full weekly schedule of 112 hours of operation to be achieved.

Utility costs and other major cost items are also included and itemized in the facility cost and revenues schedules.

7.4 Modelling Operations – Schedule of Use and Pricing

- One of the key considerations is the extent to which the facility can be programmed in the primary season (fall/winter) for other users.
- These assumptions are provided below for both the use of the field and for the use of the sport courts element of the project.

Notes:	
1. non-prime time rates at	75% of prime time rate
2. User rates based on rental of space (no direct programming)	
3. General Utilization at	60% prime time Winter 25% non-prime time Winter 20% prime time Summer 20% non-prime time Summer

Northumberland Soccer Club - Indicative Financial Operating Performance

Non-Soccer Facility Revenue Generating Uses

A. Non-Soccer Sports Use - Spring/Summer

Field Activity	# of Fields	Standard Rate Per Hour per Entire Field ¹	Standard Rate Per Hour per 1/3 Field	Affiliated Rate Discount	% used by Standard	% used by (i.e. minor sports)	Distribution of Available Rental Time	Available Spring/ Summer Hours Per Year (Based on 1/3 field hour rental units)	% of Available Rental hours as Full Field Rental	% of Available Rental hours as 1/3 units	Hours - Full Field	Hours - 1/3 Field Units	Hours by Activity	Weighted Revenue	% Discount Rate (Risk Factor based on utilization rate)	Annual Revenue
Other Soccer Club	3	\$150.00	\$75.00	10.00%	100%	0%	20.00%	882.00	50.00%	50.00%	147.00	441.00	588.0	\$55,125.00		\$11,025.00
Camps	1	\$150.00	\$75.00	10.00%	100%	0%	30.00%	1,323.00	100.00%	0.00%	1323.00	0.00	1,323.0	\$198,450.00		\$39,690.00
Lacrosse	1	\$150.00	\$75.00	10.00%	100%	0%	5.00%	220.50	100.00%	0.00%	220.50	0.00	220.5	\$33,075.00		\$6,615.00
General Team Training & pickup (e.g. baseball/ softball, non-affiliated soccer, track + field,								1,543.50	10.00%	90.00%	51.45	1389.15	1,440.6	\$111,903.75	20%	\$22,380.75
Rugby	3	\$150.00	\$75.00	10.00%	100%	0%	5.00%	220.50	50.00%	50.00%	36.75	110.25	147.0	\$13,781.25		\$2,756.25
Cricket	3	\$150.00	\$75.00	10.00%	100%	0%	5.00%	220.50	50.00%	50.00%	36.75	110.25	147.0	\$13,781.25		\$2,756.25
Golf	1	\$0.00	\$75.00	10.00%	100%	0%	0.00%	0.00	100.00%	0.00%	0.00	0.00	0.0	\$0.00		\$0.00
Average Cost Per Hour							100.00%	4,410.00					3,866	\$426,116.25		\$85,223.25

Non-Soccer Sports Use - Spring/Summer															20%	\$85,223.25
Weeks 21 Spring Summer Season																
Notes: 1. User rates based on rental of space (no direct programming) 2. General Utilization at 20% prime time Summer 20% non-prime time Summer																



Northumberland Soccer Club - Indicative Financial Operating Performance

Non-Soccer Facility Revenue Generating Uses - Fall + Winter

A. Non-Soccer Sports Use - Courts - Fall/Winter Prime and Non-Prime Combined

In-Field Activity	# of Courts or Surfaces	Standard Rate Per Hour per Court ¹	Affiliated Rate Per Hour per Court ¹	% used by Standard	% used by Affiliate (i.e. minor sports)	Total Per Hour Cost (Exclusive Use)	Potential Percentage Use	Available Hours Based on 10 hours Open per Day for Booking	Weighted Revenue	Utilization Rate	Annual Revenue
Pickleball	4	\$80.00	10.00%	100%	0%	\$80.00	35.00%	1,470	\$41,160.00		\$24,696.00
Tennis	1	\$30.00	10.00%	100%	0%	\$30.00	5.00%		\$2,205.00		\$1,323.00
Badminton/Volleyball	4	\$60.00	10.00%	100%	0%	\$60.00	20.00%		\$17,640.00		\$10,584.00
Basketball	1	\$60.00	10.00%	100%	0%	\$60.00	20.00%		\$17,640.00		\$10,584.00
Other Floor Uses (Dance, etc.)	1	\$70.00	10.00%	100%	0%	\$70.00	10.00%		\$10,290.00	60%	\$6,174.00
Short Mat/Carpet Bowls	1	\$60.00	10.00%	100%	0%	\$60.00	10.00%		\$8,820.00		\$5,292.00
Average Cost Per Hour							100.00%		\$97,755.00		\$58,653.00

B. Courts - Spring/Summer Use

Direct Programming for General Recreation

# of 2 Hr Programs	# of Courts or Surfaces	Program Rate per participant	# of Participants	Available Hours Per Year	Risk Factor	Annual Revenue
Zero	4	n.a.				

Northumberland Soccer Club - Indicative Financial Operating Performance

Non-Soccer Facility Revenue Generating Uses - Fall + Winter

C. Additional Fitness and Other Programs

Additional Facility Activity	Drop-ins/ Membership / Program Registrants	Standard Rate Per Hour	Affiliated Rate Per Hour	Price	Days	Risk Factor (Discount)	Total
Fitness Centre							
Annual Membership	50			\$330.00	NA	25% \$	12,375.00
30-Day Membership	50			\$35.00	NA	25% \$	1,312.50
90-Day Membership	50			\$90.00	NA	25% \$	3,375.00
Leased space to 3rd party operator of 0 sq ft at a per annum rate of \$0					NA		
Total							\$17,062.50
Drop-ins/day	5			\$5.00	217	50%	\$2,712.50
Fitness/Health and Wellness Courses ³	Note applicable						
	hour(s)						
Meeting Room Rental	2 per week	\$40.00	\$25.00	\$32.50	30	0%	\$2,400.00
Total							\$22,175.00

Notes:

1. User rates based on rental of space (no direct programming). For Court Sports, entire court area (multiple courts) is assumed to be rented as a whole rather than individually. Assumption therefore that rentals are with organized user groups.

7.5 Estimated Operating Results

The following outlines the estimated operating performance of the building based on a conservative assessment of the risk – that is to say, assuming lower utilization of the facility in peak times to account for the range of risks that may exist which mitigate against maximizing utilization and revenue generation.

We have, for example, restricted the non-NSC use of the prime time for the fall and winter to 60% of available time. This is reasonable in order to account for operational risk. It also represents the potential for the building to benefit on the upside with enhanced operational performance and an operational profit should these various risks be mitigated.

Above and beyond these assumptions which reflect seasonality of use of the facility and ensuring that the operational model is balanced in terms of the range of groups that may pay for rental time at the facility (Northumberland Soccer Club included), we also include a sensitivity analysis to create a worst-case scenario.

Risks, of course, can be mitigated by reducing the scale of the facility. For purposes of this report, the financial model is based on the full inclusion of the courts space, resulting in a large facility – and one that resembles more of

a municipal operation than one geared to operation by a not-for-profit such as the soccer club. That said, in the GTA, the Pickering Soccer club is indeed run by the club and includes a range of courts space.

Our general view is that the financial model that follows is representative of a facility business model that taps into the range of market demand that we assess is likely to exist, offers competitive rates when viewed against other facilities on the edge of the 30 minutes drive-time market area, and is operated by an entity with sufficient capacity. It is also predicated on a staffing model that is dedicated to purpose and more private-sector in orientation. It is not likely to equate to the higher cost, and potentially unionised municipal staffing model for operation of municipal recreation facilities.

Of particular note, it is assumed that the facility, by virtue of its community focus and, what we assume is access to the facility by the Town and its user groups, is designated as a municipal capital facility (MCF); accordingly, the project does not attract development charges (as part of the capital build) nor full commercial property taxes. Whether such a designation is achievable is a matter that will need to be addressed if a partnership is considered.

Northumberland Soccer Club - Indicative Financial Operating Performance

Financial Feasibility Analysis: 20-Year Operating Revenue/Cost Projections

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Escalation (p.a.)	3.0%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
Revenue												
Field Rentals												
NSC Field Use - Fall/Winter		\$209,296	\$261,620	\$269,469	\$277,553	\$285,879	\$294,456	\$303,289	\$312,388	\$321,760	\$331,412	\$341,355
Non-Soccer Sports Use - Fall/Winter Prime-Time		\$282,606	\$376,808	\$388,112	\$399,756	\$411,748	\$424,101	\$436,824	\$449,929	\$463,426	\$477,329	\$491,649
Non-Soccer Sports Use - Fall/Winter Non-Prime-Time		\$88,314	\$117,753	\$121,285	\$124,924	\$128,671	\$132,532	\$136,507	\$140,603	\$144,821	\$149,165	\$153,640
Non-Soccer Sports Use - Spring/Summer		\$65,835	\$87,780	\$90,413	\$93,126	\$95,920	\$98,797	\$101,761	\$104,814	\$107,958	\$111,197	\$114,533
Spectator Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Field Rentals		\$646,051	\$843,961	\$869,279	\$895,358	\$922,219	\$949,885	\$978,382	\$1,007,733	\$1,037,965	\$1,069,104	\$1,101,177
Courts Rentals												
Courts - Fall/Winter Prime and Non-Prime Combined		\$45,309	\$60,413	\$62,225	\$64,092	\$66,014	\$67,995	\$70,035	\$72,136	\$74,300	\$76,529	\$78,825
Courts - Spring/Summer Use		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Courts Rentals		\$45,309	\$60,413	\$62,225	\$64,092	\$66,014	\$67,995	\$70,035	\$72,136	\$74,300	\$76,529	\$78,825
Fitness and Other Programs												
Fitness Centre		\$15,276	\$20,368	\$20,979	\$21,609	\$22,257	\$22,925	\$23,612	\$24,321	\$25,050	\$25,802	\$26,576
Meeting Room Rentals		\$1,854	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131	\$3,225
Total Fitness and Other Programs		\$17,130	\$22,840	\$23,525	\$24,231	\$24,958	\$25,707	\$26,478	\$27,272	\$28,091	\$28,933	\$29,801
Ancillary Revenues												
Event Concession and Vending Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial and Other Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising (incl. Naming Rights)		\$12,360	\$16,480	\$16,974	\$17,484	\$18,008	\$18,548	\$19,105	\$19,678	\$20,268	\$20,876	\$21,503
Corporate and Other Marketing Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tenant Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Ancillary Revenues		\$12,360	\$16,480	\$16,974	\$17,484	\$18,008	\$18,548	\$19,105	\$19,678	\$20,268	\$20,876	\$21,503
Total Revenue		\$703,721	\$920,853	\$948,479	\$976,933	\$1,006,241	\$1,036,428	\$1,067,521	\$1,099,547	\$1,132,533	\$1,166,509	\$1,201,505

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
<i>Escalation (p.a.)</i>	<i>3.0%</i>	<i>1.00</i>	<i>1.03</i>	<i>1.06</i>	<i>1.09</i>	<i>1.13</i>	<i>1.16</i>	<i>1.19</i>	<i>1.23</i>	<i>1.27</i>	<i>1.30</i>	<i>1.34</i>
Expenses												
Payroll (Labour)		(\$344,294)	(\$354,623)	(\$365,261)	(\$376,219)	(\$387,506)	(\$399,131)	(\$411,105)	(\$423,438)	(\$436,141)	(\$449,225)	(\$462,702)
Utilities		(\$299,200)	(\$308,176)	(\$317,421)	(\$326,944)	(\$336,752)	(\$346,855)	(\$357,260)	(\$367,978)	(\$379,018)	(\$390,388)	(\$402,100)
Other Operating Costs												
Administration		(\$20,000)	(\$20,600)	(\$21,218)	(\$21,855)	(\$22,510)	(\$23,185)	(\$23,881)	(\$24,597)	(\$25,335)	(\$26,095)	(\$26,878)
Repair and Maintenance		(\$20,000)	(\$20,600)	(\$21,218)	(\$21,855)	(\$22,510)	(\$23,185)	(\$23,881)	(\$24,597)	(\$25,335)	(\$26,095)	(\$26,878)
Janitorial Contract and Supplies		(\$43,800)	(\$45,114)	(\$46,467)	(\$47,861)	(\$49,297)	(\$50,776)	(\$52,299)	(\$53,868)	(\$55,485)	(\$57,149)	(\$58,864)
Grounds Maintenance and Snow Removal		(\$22,500)	(\$23,175)	(\$23,870)	(\$24,586)	(\$25,324)	(\$26,084)	(\$26,866)	(\$27,672)	(\$28,502)	(\$29,357)	(\$30,238)
Waste Management		(\$10,000)	(\$10,300)	(\$10,609)	(\$10,927)	(\$11,255)	(\$11,593)	(\$11,941)	(\$12,299)	(\$12,668)	(\$13,048)	(\$13,439)
Marketing		(\$10,000)	(\$10,300)	(\$10,609)	(\$10,927)	(\$11,255)	(\$11,593)	(\$11,941)	(\$12,299)	(\$12,668)	(\$13,048)	(\$13,439)
Insurance		(\$51,500)	(\$51,500)	(\$53,045)	(\$54,636)	(\$56,275)	(\$57,964)	(\$59,703)	(\$61,494)	(\$63,339)	(\$65,239)	(\$67,196)
Realty Taxes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses (Excl. Debt and Capital Reserve)		(\$821,294)	(\$844,388)	(\$869,719)	(\$895,811)	(\$922,685)	(\$950,366)	(\$978,877)	(\$1,008,243)	(\$1,038,490)	(\$1,069,645)	(\$1,101,734)
Net Income (NOI) Before Capital Reserve		(\$117,573)	\$76,465	\$78,759	\$81,122	\$83,556	\$86,063	\$88,644	\$91,304	\$94,043	\$96,864	\$99,770
Capital Reserve		(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)
NOI after Capital Reserve		(\$175,123)	\$18,915	\$21,209	\$23,572	\$26,006	\$28,513	\$31,094	\$33,754	\$36,493	\$39,314	\$42,220

Northumberland Soccer Club - Indicative Financial Operating Performance

Financial Feasibility Analysis: 20-Year Operating Revenue/Cost Projections

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs

NSC Revenue Year 1 @ 80%

		Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Escalation (p.a.)	3.0%	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81
Revenue											
Field Rentals											
NSC Field Use - Fall/Winter		\$351,595	\$362,143	\$373,008	\$384,198	\$395,724	\$407,595	\$419,823	\$432,418	\$445,391	\$458,752
Non-Soccer Sports Use - Fall/Winter Prime-Time		\$506,399	\$521,591	\$537,238	\$553,355	\$569,956	\$587,055	\$604,666	\$622,806	\$641,491	\$660,735
Non-Soccer Sports Use - Fall/Winter Non-Prime-Time		\$158,250	\$162,997	\$167,887	\$172,924	\$178,111	\$183,455	\$188,958	\$194,627	\$200,466	\$206,480
Non-Soccer Sports Use - Spring/Summer		\$117,969	\$121,508	\$125,153	\$128,908	\$132,775	\$136,758	\$140,861	\$145,087	\$149,439	\$153,923
Spectator Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Field Rentals		\$1,134,212	\$1,168,239	\$1,203,286	\$1,239,385	\$1,276,566	\$1,314,863	\$1,354,309	\$1,394,938	\$1,436,786	\$1,479,890
Courts Rentals											
Courts - Fall/Winter Prime and Non-Prime Combined		\$81,189	\$83,625	\$86,134	\$88,718	\$91,379	\$94,121	\$96,944	\$99,853	\$102,848	\$105,934
Courts - Spring/Summer Use		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Courts Rentals		\$81,189	\$83,625	\$86,134	\$88,718	\$91,379	\$94,121	\$96,944	\$99,853	\$102,848	\$105,934
Fitness and Other Programs											
Fitness Centre		\$27,373	\$28,194	\$29,040	\$29,911	\$30,809	\$31,733	\$32,685	\$33,666	\$34,676	\$35,716
Meeting Room Rentals		\$3,322	\$3,422	\$3,524	\$3,630	\$3,739	\$3,851	\$3,967	\$4,086	\$4,208	\$4,335
Total Fitness and Other Programs		\$30,695	\$31,616	\$32,565	\$33,542	\$34,548	\$35,584	\$36,652	\$37,751	\$38,884	\$40,051
Ancillary Revenues											
Event Concession and Vending Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial and Other Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising (incl. Naming Rights)		\$22,148	\$22,812	\$23,497	\$24,201	\$24,927	\$25,675	\$26,446	\$27,239	\$28,056	\$28,898
Corporate and Other Marketing Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tenant Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Ancillary Revenues		\$22,148	\$22,812	\$23,497	\$24,201	\$24,927	\$25,675	\$26,446	\$27,239	\$28,056	\$28,898
Total Revenue		\$1,237,550	\$1,274,676	\$1,312,916	\$1,352,304	\$1,392,873	\$1,434,659	\$1,477,699	\$1,522,030	\$1,567,691	\$1,614,722

Northumberland Soccer Club - Indicative Financial Operating Performance

Financial Feasibility Analysis: 20-Year Operating Revenue/Cost Projections

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Escalation (p.a.)	3.0%	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81
Expenses											
Payroll (Labour)		(\$476,583)	(\$490,881)	(\$505,607)	(\$520,775)	(\$536,399)	(\$552,491)	(\$569,065)	(\$586,137)	(\$603,721)	(\$621,833)
Utilities		(\$414,163)	(\$426,588)	(\$439,385)	(\$452,567)	(\$466,144)	(\$480,128)	(\$494,532)	(\$509,368)	(\$524,649)	(\$540,388)
Other Operating Costs											
Administration		(\$27,685)	(\$28,515)	(\$29,371)	(\$30,252)	(\$31,159)	(\$32,094)	(\$33,057)	(\$34,049)	(\$35,070)	(\$36,122)
Repair and Maintenance		(\$27,685)	(\$28,515)	(\$29,371)	(\$30,252)	(\$31,159)	(\$32,094)	(\$33,057)	(\$34,049)	(\$35,070)	(\$36,122)
Janitorial Contract and Supplies		(\$60,629)	(\$62,448)	(\$64,322)	(\$66,251)	(\$68,239)	(\$70,286)	(\$72,395)	(\$74,567)	(\$76,804)	(\$79,108)
Grounds Maintenance and Snow Removal		(\$31,145)	(\$32,080)	(\$33,042)	(\$34,033)	(\$35,054)	(\$36,106)	(\$37,189)	(\$38,305)	(\$39,454)	(\$40,638)
Waste Management		(\$13,842)	(\$14,258)	(\$14,685)	(\$15,126)	(\$15,580)	(\$16,047)	(\$16,528)	(\$17,024)	(\$17,535)	(\$18,061)
Marketing		(\$13,842)	(\$14,258)	(\$14,685)	(\$15,126)	(\$15,580)	(\$16,047)	(\$16,528)	(\$17,024)	(\$17,535)	(\$18,061)
Insurance		(\$69,212)	(\$71,288)	(\$73,427)	(\$75,629)	(\$77,898)	(\$80,235)	(\$82,642)	(\$85,122)	(\$87,675)	(\$90,306)
Realty Taxes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses (Excl. Debt and Capital Reserve)		(\$1,134,786)	(\$1,168,830)	(\$1,203,895)	(\$1,240,012)	(\$1,277,212)	(\$1,315,529)	(\$1,354,994)	(\$1,395,644)	(\$1,437,514)	(\$1,480,639)
Net Income (NOI) Before Capital Reserve		\$102,763	\$105,846	\$109,021	\$112,292	\$115,661	\$119,131	\$122,705	\$126,386	\$130,177	\$134,083
Capital Reserve		(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)
NOI after Capital Reserve		\$45,213	\$48,296	\$51,471	\$54,742	\$58,111	\$61,581	\$65,155	\$68,836	\$72,627	\$76,533

7.6 Sensitivity Analysis in Operational Projections

A sensitivity analysis was performed that considered increases to several key expense categories:

- Utilities were increased from \$2.20 to \$3.50 per square foot;
- Repair and Maintenance costs were increased from \$20,000 to \$50,000 per year; and
- Grounds Maintenance and Snow Removal costs were increased from \$22,500 to \$30,000 per year.

These categories are highlighted on the following 20-Year Operating Revenue/Cost Projections.

Revenues have been held constant, based on reasonable assumptions about rental rates for the proposed facility. The above sensitivities result in a Net Operating Income (NOI) before capital reserve of (\$144,264) in Year 2.

- The reasons for undertaking a sensitivity analysis are several:
1. **Operating Costs** are more accurately determined once the site is selected, as the project moves through the design process, and as the scale of the facility is finalized.

2. Accordingly, **sensitivity is about identifying risk** such that future decision-making can account for potential variation in costs. We have focused on the more dynamic cost elements – primarily heating and other utilities; as well as maintenance budgets.
3. **We have not increased revenues – again to focus on downside risk.** In all likelihood based on our research the revenue base for the facility (at least the field itself) is highly likely to be borne out in reality. As noted earlier in our report, our hourly rates are considered reasonable based on market research.
4. Operator experience and capacity – the financial model assumes that a private or not-for-profit operator is fully conversant in the business of operating a facility and working in partnership with the municipality. To that extent that there may be deviation from that, a sensitivity analysis – by raising certain costs or by reducing certain revenues, can account for this risk.

Sensitivity analysis does not include escalation – while annual escalation is likely, we cannot adjudicate the likely level of escalation from the current period to a prospective project construction start-date as the latter is unknown. Generally, escalation beyond 12 months is not recommended as an addition to Class D capital costs.

Introduction	Situational Analysis	Metrics Based Supply and Demand Analysis	Range of Needs for Indoor Facilities Consideration	Site Development Opportunities	Options for Construction	Operational Considerations	Governance, Partnership and Funding Opportunities	Recommended Next Steps
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Northumberland Soccer Club - Indicative Financial Operating Performance

Financial Feasibility Analysis: 20-Year Operating Revenue/Cost Projections (Sensitivity Analysis)

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Escalation (p.a.)	3.0%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
Revenue												
Field Rentals												
NSC Field Use - Fall/Winter		\$209,296	\$261,620	\$269,469	\$277,553	\$285,879	\$294,456	\$303,289	\$312,388	\$321,760	\$331,412	\$341,355
Non-Soccer Sports Use - Fall/Winter Prime-Time		\$282,606	\$376,808	\$388,112	\$399,756	\$411,748	\$424,101	\$436,824	\$449,929	\$463,426	\$477,329	\$491,649
Non-Soccer Sports Use - Fall/Winter Non-Prime-Time		\$88,314	\$117,753	\$121,285	\$124,924	\$128,671	\$132,532	\$136,507	\$140,603	\$144,821	\$149,165	\$153,640
Non-Soccer Sports Use - Spring/Summer		\$65,835	\$87,780	\$90,413	\$93,126	\$95,920	\$98,797	\$101,761	\$104,814	\$107,958	\$111,197	\$114,533
Spectator Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Field Rentals		\$646,051	\$843,961	\$869,279	\$895,358	\$922,219	\$949,885	\$978,382	\$1,007,733	\$1,037,965	\$1,069,104	\$1,101,177
Courts Rentals												
Courts - Fall/Winter Prime and Non-Prime Combined		\$45,309	\$60,413	\$62,225	\$64,092	\$66,014	\$67,995	\$70,035	\$72,136	\$74,300	\$76,529	\$78,825
Courts - Spring/Summer Use		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Courts Rentals		\$45,309	\$60,413	\$62,225	\$64,092	\$66,014	\$67,995	\$70,035	\$72,136	\$74,300	\$76,529	\$78,825
Fitness and Other Programs												
Fitness Centre		\$15,276	\$20,368	\$20,979	\$21,609	\$22,257	\$22,925	\$23,612	\$24,321	\$25,050	\$25,802	\$26,576
Meeting Room Rentals		\$1,854	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131	\$3,225
Total Fitness and Other Programs		\$17,130	\$22,840	\$23,525	\$24,231	\$24,958	\$25,707	\$26,478	\$27,272	\$28,091	\$28,933	\$29,801
Ancillary Revenues												
Event Concession and Vending Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial and Other Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising (incl. Naming Rights)		\$12,360	\$16,480	\$16,974	\$17,484	\$18,008	\$18,548	\$19,105	\$19,678	\$20,268	\$20,876	\$21,503
Corporate and Other Marketing Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tenant Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Ancillary Revenues		\$12,360	\$16,480	\$16,974	\$17,484	\$18,008	\$18,548	\$19,105	\$19,678	\$20,268	\$20,876	\$21,503
Total Revenue		\$703,721	\$920,853	\$948,479	\$976,933	\$1,006,241	\$1,036,428	\$1,067,521	\$1,099,547	\$1,132,533	\$1,166,509	\$1,201,505



Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Escalation (p.a.)	3.0%	1.00	1.03	1.06	1.09	1.13	1.16	1.19	1.23	1.27	1.30	1.34
Expenses												
Payroll (Labour)		(\$344,294)	(\$354,623)	(\$365,261)	(\$376,219)	(\$387,506)	(\$399,131)	(\$411,105)	(\$423,438)	(\$436,141)	(\$449,225)	(\$462,702)
Utilities		(\$476,000)	(\$490,280)	(\$504,988)	(\$520,138)	(\$535,742)	(\$551,814)	(\$568,369)	(\$585,420)	(\$602,983)	(\$621,072)	(\$639,704)
Other Operating Costs												
Administration		(\$20,000)	(\$20,600)	(\$21,218)	(\$21,855)	(\$22,510)	(\$23,185)	(\$23,881)	(\$24,597)	(\$25,335)	(\$26,095)	(\$26,878)
Repair and Maintenance		(\$50,000)	(\$51,500)	(\$53,045)	(\$54,636)	(\$56,275)	(\$57,964)	(\$59,703)	(\$61,494)	(\$63,339)	(\$65,239)	(\$67,196)
Janitorial Contract and Supplies		(\$43,800)	(\$45,114)	(\$46,467)	(\$47,861)	(\$49,297)	(\$50,776)	(\$52,299)	(\$53,868)	(\$55,485)	(\$57,149)	(\$58,864)
Grounds Maintenance and Snow Removal		(\$30,000)	(\$30,900)	(\$31,827)	(\$32,782)	(\$33,765)	(\$34,778)	(\$35,822)	(\$36,896)	(\$38,003)	(\$39,143)	(\$40,317)
Waste Management		(\$10,000)	(\$10,300)	(\$10,609)	(\$10,927)	(\$11,255)	(\$11,593)	(\$11,941)	(\$12,299)	(\$12,668)	(\$13,048)	(\$13,439)
Marketing		(\$10,000)	(\$10,300)	(\$10,609)	(\$10,927)	(\$11,255)	(\$11,593)	(\$11,941)	(\$12,299)	(\$12,668)	(\$13,048)	(\$13,439)
Insurance		(\$50,000)	(\$51,500)	(\$53,045)	(\$54,636)	(\$56,275)	(\$57,964)	(\$59,703)	(\$61,494)	(\$63,339)	(\$65,239)	(\$67,196)
Realty Taxes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses (Excl. Debt and Capital Reserve)		(\$1,034,094)	(\$1,065,117)	(\$1,097,070)	(\$1,129,982)	(\$1,163,882)	(\$1,198,798)	(\$1,234,762)	(\$1,271,805)	(\$1,309,959)	(\$1,349,258)	(\$1,389,736)
Net Income (NOI) Before Capital Reserve		(\$330,373)	(\$144,264)	(\$148,591)	(\$153,049)	(\$157,641)	(\$162,370)	(\$167,241)	(\$172,258)	(\$177,426)	(\$182,749)	(\$188,231)
Capital Reserve		(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)
NOI after Capital Reserve		(\$387,923)	(\$201,814)	(\$206,141)	(\$210,599)	(\$215,191)	(\$219,920)	(\$224,791)	(\$229,808)	(\$234,976)	(\$240,299)	(\$245,781)

Northumberland Soccer Club - Indicative Financial Operating Performance

Financial Feasibility Analysis: 20-Year Operating Revenue/Cost Projections (Sensitivity Analysis)

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
Escalation (p.a.)	3.0%	1.38	1.43	1.47	1.51	1.56	1.60	1.65	1.70	1.75	1.81
Revenue											
Field Rentals											
NSC Field Use - Fall/Winter		\$351,595	\$362,143	\$373,008	\$384,198	\$395,724	\$407,595	\$419,823	\$432,418	\$445,391	\$458,752
Non-Soccer Sports Use - Fall/Winter Prime-Time		\$506,399	\$521,591	\$537,238	\$553,355	\$569,956	\$587,055	\$604,666	\$622,806	\$641,491	\$660,735
Non-Soccer Sports Use - Fall/Winter Non-Prime-Time		\$158,250	\$162,997	\$167,887	\$172,924	\$178,111	\$183,455	\$188,958	\$194,627	\$200,466	\$206,480
Non-Soccer Sports Use - Spring/Summer		\$117,969	\$121,508	\$125,153	\$128,908	\$132,775	\$136,758	\$140,861	\$145,087	\$149,439	\$153,923
Spectator Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Field Rentals		\$1,134,212	\$1,168,239	\$1,203,286	\$1,239,385	\$1,276,566	\$1,314,863	\$1,354,309	\$1,394,938	\$1,436,786	\$1,479,890
Courts Rentals											
Courts - Fall/Winter Prime and Non-Prime Combined		\$81,189	\$83,625	\$86,134	\$88,718	\$91,379	\$94,121	\$96,944	\$99,853	\$102,848	\$105,934
Courts - Spring/Summer Use		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Courts Rentals		\$81,189	\$83,625	\$86,134	\$88,718	\$91,379	\$94,121	\$96,944	\$99,853	\$102,848	\$105,934
Fitness and Other Programs											
Fitness Centre		\$27,373	\$28,194	\$29,040	\$29,911	\$30,809	\$31,733	\$32,685	\$33,666	\$34,676	\$35,716
Meeting Room Rentals		\$3,322	\$3,422	\$3,524	\$3,630	\$3,739	\$3,851	\$3,967	\$4,086	\$4,208	\$4,335
Total Fitness and Other Programs		\$30,695	\$31,616	\$32,565	\$33,542	\$34,548	\$35,584	\$36,652	\$37,751	\$38,884	\$40,051
Ancillary Revenues											
Event Concession and Vending Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Commercial and Other Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Advertising (incl. Naming Rights)		\$22,148	\$22,812	\$23,497	\$24,201	\$24,927	\$25,675	\$26,446	\$27,239	\$28,056	\$28,898
Corporate and Other Marketing Events		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tenant Lease		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Ancillary Revenues		\$22,148	\$22,812	\$23,497	\$24,201	\$24,927	\$25,675	\$26,446	\$27,239	\$28,056	\$28,898
Total Revenue		\$1,237,550	\$1,274,676	\$1,312,916	\$1,352,304	\$1,392,873	\$1,434,659	\$1,477,699	\$1,522,030	\$1,567,691	\$1,614,722

Assumes Year 1 @ 75%, ramp-up to 100% in Year 2 and then Normalised Revenues/Costs
NSC Revenue Year 1 @ 80%

		Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21
<i>Escalation (p.a.)</i>	<i>3.0%</i>	<i>1.38</i>	<i>1.43</i>	<i>1.47</i>	<i>1.51</i>	<i>1.56</i>	<i>1.60</i>	<i>1.65</i>	<i>1.70</i>	<i>1.75</i>	<i>1.81</i>
Expenses											
Payroll (Labour)		(\$476,583)	(\$490,881)	(\$505,607)	(\$520,775)	(\$536,399)	(\$552,491)	(\$569,065)	(\$586,137)	(\$603,721)	(\$621,833)
Utilities		(\$658,895)	(\$678,662)	(\$699,022)	(\$719,993)	(\$741,592)	(\$763,840)	(\$786,755)	(\$810,358)	(\$834,669)	(\$859,709)
Other Operating Costs											
Administration		(\$27,685)	(\$28,515)	(\$29,371)	(\$30,252)	(\$31,159)	(\$32,094)	(\$33,057)	(\$34,049)	(\$35,070)	(\$36,122)
Repair and Maintenance		(\$69,212)	(\$71,288)	(\$73,427)	(\$75,629)	(\$77,898)	(\$80,235)	(\$82,642)	(\$85,122)	(\$87,675)	(\$90,306)
Janitorial Contract and Supplies		(\$60,629)	(\$62,448)	(\$64,322)	(\$66,251)	(\$68,239)	(\$70,286)	(\$72,395)	(\$74,567)	(\$76,804)	(\$79,108)
Grounds Maintenance and Snow Removal		(\$41,527)	(\$42,773)	(\$44,056)	(\$45,378)	(\$46,739)	(\$48,141)	(\$49,585)	(\$51,073)	(\$52,605)	(\$54,183)
Waste Management		(\$13,842)	(\$14,258)	(\$14,685)	(\$15,126)	(\$15,580)	(\$16,047)	(\$16,528)	(\$17,024)	(\$17,535)	(\$18,061)
Marketing		(\$13,842)	(\$14,258)	(\$14,685)	(\$15,126)	(\$15,580)	(\$16,047)	(\$16,528)	(\$17,024)	(\$17,535)	(\$18,061)
Insurance		(\$69,212)	(\$71,288)	(\$73,427)	(\$75,629)	(\$77,898)	(\$80,235)	(\$82,642)	(\$85,122)	(\$87,675)	(\$90,306)
Realty Taxes		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses (Excl. Debt and Capital Reserve)		(\$1,431,428)	(\$1,474,371)	(\$1,518,602)	(\$1,564,160)	(\$1,611,085)	(\$1,659,417)	(\$1,709,200)	(\$1,760,476)	(\$1,813,290)	(\$1,867,689)
Net Income (NOI) Before Capital Reserve		(\$193,878)	(\$199,694)	(\$205,685)	(\$211,856)	(\$218,212)	(\$224,758)	(\$231,501)	(\$238,446)	(\$245,599)	(\$252,967)
Capital Reserve		(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)	(\$57,550)
NOI after Capital Reserve		(\$251,428)	(\$257,244)	(\$263,235)	(\$269,406)	(\$275,762)	(\$282,308)	(\$289,051)	(\$295,996)	(\$303,149)	(\$310,517)

8. Governance, Partnership and Funding Opportunities

8.1 Options for Partnerships

There are a number of options that will likely emerge as a basis for governance of the facility and these are dependent on the extent to which the facility is implemented as a partnership between the NSC and the Town of Cobourg. In simple terms, the greater the risk borne by the soccer club, the greater its role in the governance and operating mandate of the facility. If the Town were to contribute in a range of ways, be it in terms of providing land (at low or no cost on a ground rent basis), or a capital contribution, the partnership model would dictate a governance framework to ensure that the Town’s interests in access to the facility for its user groups is achieved.

Experience in other jurisdictions suggests a range of possible models – ranging from municipal contribution of land, to either a guarantee of mortgage (loan guarantee) or a capital funding contribution. Other partnerships do not involve municipal contributions toward capital but instead include a provision to purchase rental time in the facility, helping ensure stable revenues, with any decision to subsidize the end users being a decision of the municipality after it has paid the market (economic) price of the rental.

We are clearly some way off from understanding the range of options that are of interest and the first stage in this process is to place this project in the context of the needs of the community as identified in the Town of Cobourg Recreation Master Plan currently nearing completion.

Based on the assumption of 100% debt financing (arguably an unreasonable assumption given the need for equity in support of debt by a non-profit organization or at the very least a loan guarantee provided by the Town), the annual debt charges are as follows:

Debt Financing

Principal before financing fee	Term	15	\$11,510,000	Years with 12 Payments/Year
Financing Fee		180	0.00%	payments
Principal required			\$11,510,000.00	
			Interest 5.00%	P.A.
			compounded semi-annually, Effective	
Monthly Rate			0.412%	
Annual P & I Payment			\$1,088,557	

- Needless to say the primary strategy is to secure grant funding from upper levels of government to help offset the capital costs. Access to government funding is lumpy and speculative and should not be assumed as a given. It is also not possible to plan for a project and approve the timing of development based on funding that does not yet exist.
- The other potential lies in assigning this project a value as a growth-related recreation project and bring it within municipal control. In this case, and entirely dependent on the range of other growth-related recreation projects that may have a higher priority for the Town, this project could be funded in part by Development Charges.
- A more likely option is that this project, if it were supported by the Town, would be funded through the issuance of debt, which typically is funded from the tax base. We assume that capital reserves for projects of this nature are unlikely to exist. While parkland conveyance or community benefit charge funds can be applied to recreation amenities, these are unlikely to be applicable given the need to spend cash-in-lieu of parkland, in particular, on much needs park and/or park amenity infrastructure.

- Partnership funding is always a viable part of any plans to socialize the importance of the project within the community and curate its importance as part of future infrastructure plans.
- As an initial level, partnership funding to explore includes:

Partner	Range of Funding
Town of Cobourg	\$1 annual ground rent
Corporate Naming Sponsor	\$0.5 million Assume <i>\$50,000 per annum; however, opportunities are likely greater for a fixed wall/roof fieldhouse structure versus a dome. Naming rights are often paid as operating revenues.</i>
Facility Users	Capital surcharge (unknown as yet) as part of the hourly rental costs
Fund Raising Campaign	Low estimate of \$0.5m
In-Kind Capital	\$0.5 million <i>Assume contributions from local suppliers to defray costs and achieve free advertising</i>

- As indicated in the operating analysis, if the utilization of the facility can be maximized, along with the rents chargeable, the potential may exist to generate a growing positive cash flow over time.
- The cash flow can support some level of debt service, particularly if the debt itself is guaranteed by the municipality.
- As an example, a stable annual net operating cash flow surplus of \$250,000 could support a mortgage debt in the order of \$2.5 million.

There are, of course, questions regarding the extent to which debt financing by a non-profit is likely achievable against a building that has a shorter serviceable life span (the dome) compared to conventional buildings, and on land that is not owned by the mortgagor.

There are other ways, of course, that a municipality can assist the financial viability of a project such as this including:

- Designating the facility as a Municipal Capital Facility which would negate the liability of the project for property taxes and development charges;
- Using the municipal exemption from the requirement for consent to sever a parcel which is under a lease for 21 years or more.

9. Recommended Next Steps

9.1 Recommended Next Steps

The following actions should be undertaken by Northumberland Soccer Club in pursuit of the project implementation:

Advocate for the Site and a year-round structure – with a site, there is a potential project, without, it is challenging and conceptual.

1. The Weetabix site is the preferred site based on the analysis conducted herein. While that site is under the operational control of the business park, as a Town-owned site, the benefits of this space for recreation are apparent and it is recommended that the Town approve this site in principle for the location of the facility. That approval should be conditional on the project implementation framework progressing to a point where capital funding is in place.
2. Furthermore, NSC should open dialogue with the Town to confirm the site as being the Town's contribution should the project move to implementation. The capital needs of the project are identified and will require an innovative approach to securing the full amount, likely through partnerships, and primarily through a partnership with the Town. Whether the Town can accept this form of partnership cannot be understood at present, only that there are a range of priorities that the Town has for recreational infrastructure, sufficient indoor facilities being one such priority.
3. Open dialogue with the Town regarding how a project of this nature can assist broader Town recreation objectives and under what conditions this project could be supported by the Town in the near term as opposed to the longer-term;
4. Consider removing the courts aspect of the project for now, to focus on the core needs. It may be the case that the Town is looking to other indoor facilities planning to meet the growing demand for indoor court sports and general pick-up sports opportunities.
5. As our analysis of other projects suggests, there is a model whereby the private sector can shoulder the risk, by developing and operating the facility in exchange for certain concessions by the Town (Development Charge deferrals, land, designation as a municipal capital facility potentially. For this model to work for a largescale facility (full-size soccer dome), the land would likely need to be provided at nominal cost by the Town). Whether this model would be attractive to private capital for a facility in Northumberland County is not known at this time. The Town could, of course, go to the market to determine the level of interest.
6. As the immediate next step, we recommend that the implementation plan seek to identify the full extent of alignment between the Town's identified community needs, its capital spending priorities, and the goals of the NSC for a long-term, largescale indoor facility.

9.1 Recommended Next Steps (Cont'd)

Recognize Alternatives for Partnership

The Town is completing its recreation master plan. The opportunity exists to consider a lower cost, seasonal indoor facility.

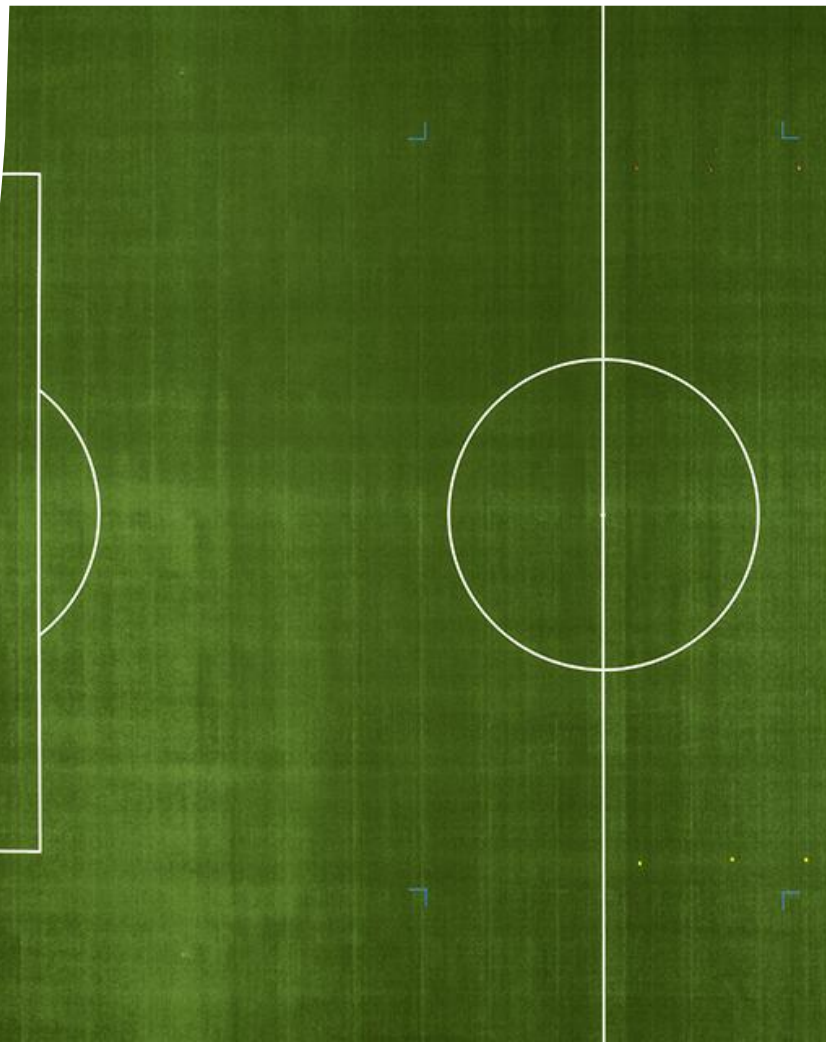
7. Should the required scale of capital funding not materialize within a reasonable timeframe (3 years), we recommend that the Northumberland Soccer Club work with the Town to consider the full range of alternatives. By this, we explicitly refer to the opportunity that may exist as a secondary preference for the development of a seasonal dome that could be located on an existing full-size soccer pitch.
8. In our view, the Town will benefit from the development of artificial turf (field turf) so as to extend the season for outdoor field use. Coupled with a plan to dome the pitch during the winter months, this can meet the needs of the Town and the soccer community while reducing capital costs. As a seasonal facility, the locational opportunities are increased.
9. This secondary preference should not, in any way, be viewed as a counter to the findings of this strategic feasibility exercise. On the contrary, the opportunities for a permanent domed facility are readily apparent. A seasonal facility is a contingency should sufficient capital funding not materialize within a reasonable timeframe.

Appendix.

Sport Clubs Survey Results - Summary

Sport Clubs Survey Responses Summary

*Feasibility Study for
a Multi-Sport Indoor
Facility with Artificial Turf
in the Town of Cobourg*



Sport Clubs and Groups Survey Results

The survey was conducted in November-December 2025.

Building on the lists of organizations provided by Northumberland Soccer and Town of Cobourg, a list of 21 clubs /organizations that may potentially require indoor time was developed. Email contacts were available for 15 sport clubs, St. Mary Catholic Secondary School and Cobourg Collegiate Institute. These groups received an invitation to participate in the online survey via email. The other groups were contacted via phone or their website “Contact Us” forms.

The survey received 9 responses: from 8 sport clubs and a school board. Response rate 47%. All club representatives responded for and on behalf of the club’s current officers and leadership group.

Additionally, Cobourg Collegiate Institute (CCI) provided input regarding their needs for indoor facilities via email. CCI responses are included in the last sections of this survey analysis overview – Indoor Facilities Future Needs.

Profile of Clubs

All sport groups participating in this survey were established between early 1900s and 2021. The oldest club was established in 1907 and the newest was organized in 2021.

Exhibit 1. Q1. Name of Club and Q2. and Year Established

Name of the Club	Year Established
1. Maple Leaf Cavan FC	2007
2. Cobourg Saxons Rugby Football Club	1997
3. Cobourg Legion Minor Softball Organization	1960
4. St. Mary Catholic Secondary School	1970's
5. Port Hope Racquet Club	2001
6. Coverdale Tennis Club	1999
7. Cobourg pickleball club	2021
8. Cobourg Badminton Club	1926
9. Cobourg Lawn Bowling Club	1907

Number of players in each club (2023-2025):

The younger clubs report significant increase in their second year of being active. The total number of players in each club ranges from 100 to over 1,200.

Exhibit 2. Q7. Please enter the number of active club members in each year listed below & Q 8. If your organization/club is experiencing growing demand, please indicate which groups are represented in this growth (tick all that apply)

Club Name	2023	2024	2025	Change in the membership	Which Groups are Growing
Maple Leaf Cavan FC	1,000	1,100	1,250	Significant increase	Children (5-9 & 10-14), youth, women/girls
Cobourg Saxons Rugby Football Club	349	414	375	Significant increase	Children (10-14), youth, women/girls
Cobourg Legion Minor Softball Organization			125	Significant increase	Children (5-9 & 10-14)
St. Mary Catholic Secondary School	870	890	920	Significant increase	Children (10-14), youth, women/girls
Port Hope Racquet Club	100	100	100	Sustaining	No Answer
Coverdale Tennis Club	58	74	111	Significant increase	Children (10-14), adults (40+), women / girls
Cobourg pickleball club	180	240	200	Significant increase	Adults (20-39 & 40+)
Cobourg Badminton Club	100	120	100	Sustaining	Youth / adults (20-39)
Cobourg Lawn Bowling Club	150	152	144	Sustaining	

Additionally, open ended responses provided information on the current growth and challenges related to the availability of indoor facilities. Out of 9 groups, 4 commented that the growth was partially connected to the availability of facilities. Maple Leaf Cavan FC turn away new participants due to the lack of facilities. Cobourg pickleball and badminton clubs' growth would continue if there were better quality and more courts. Cobourg Lawn Bowling Club does not have indoor facilities to practice full length indoor bowling.

The sport clubs provided an age profile of their participants as shown in the table below.

Exhibit 3. Q5. How many players do you have in the age groups listed below?

Open-Ended Response	Age 5-9	Age 10-14	Age 14-19	Age 20-29	Age 30-39	Age 40-59	Age 60+	Non Playing Members
Maple Leaf Cavan FC	300	600	130	150	40	20	10	
Cobourg Saxons Rugby Football Club	32	45	98	25	18	33	2	5
Cobourg Legion Minor Softball Organization	75	50						
St. Mary Catholic Secondary School		300	620					
Port Hope Racquet Club			20	15	15	25	25	0
Coverdale Tennis Club	1	2	1	6	13	25	62	N/A
Cobourg pickleball club				10	10	50	130	
Cobourg Badminton Club	Do not collect age stats – only Junior (25-30 participants) & Adults (70-75)							
Cobourg Lawn Bowling Club				2	4		67	107

The majority of members of the sport clubs and organizations reside within the Northumberland County. The exception is the Maple Leaf Cavan FC, which reports 96% of its membership from outside of the County. Cobourg badminton did not provide an answer.

Exhibit 4. Q6. Where do your members reside?

Open-Ended Response	Town of Cobourg (%)	Outside Cobourg but within Northumberland County (%)	Outside Northumberland County (%)
Maple Leaf Cavan FC	1%	3%	96%
Cobourg Saxons Rugby Football Club	80%	15%	5%
Cobourg Legion Minor Softball Organization	90%	10%	
St. Mary Catholic Secondary School	60%	40%	
Port Hope Racquet Club	15%	85%	
Coverdale Tennis Club	85%	14%	1%
Cobourg pickleball club	60%	40%	
Cobourg Badminton Club			
Cobourg Lawn Bowling Club	55%	28%	17%

Winter/Indoor Programming

The survey included questions about indoor practice/play time requirements. Out of 9 groups 6 run winter indoor programs and require time at the indoor facilities. The number of participants in the current programs is from 30 to 500. The Cobourg Pickleball Club have not been able to book indoor facilities.

Two clubs that do not require additional facilities:

- Port Hope Racquet Club reported that Port Hope is in the process of building a 4 court Dome in Port Hope, for the 2026/27 winter season and they will not require additional space.
- Cobourg Badminton club does not require indoor facilities.

The six sport clubs and the school that require indoor turf time run winter programs for a total of about 800 participants. The majority (500 participants) are in the Maple Leaf Cavan programs and St. Mary Catholic Secondary School (100 participants).

The sport clubs also report that there is a potential to increase winter program participation by 600+ participants, if additional indoor turf facilities would be available.

The following table provides detailed answers regarding winter/indoor programs per sport club/school.

Exhibit 5. Winter/Indoor Programming

Open-Ended Response	Q10. Does your club/organization use or need indoor artificial turf venues to train and play?	Q11. Tell us about your winter programs and other programs that require indoor practice time	Q12. How many participants are currently registered in your winter / indoor programs?
Maple Leaf Cavan FC	Yes	An indoor technical training program targeting players 4-18 as well as individual team sessions, and an indoor house league program	500
Cobourg Saxons Rugby Football Club	Yes	Youth touch league for ages 10-14 (boys & girls). Pre season training for ages 15 & up	40 youth, 35 age 16 & up
Cobourg Legion Minor Softball Organization	Yes	We run spring workouts and indoor practice sessions for our house league teams. We would need a winter facility for practices of any rep teams.	50
St. Mary Catholic Secondary School	Yes	Both our rugby, baseball, and soccer teams book indoor training sessions at Baltimore Turf.	90-100
Port Hope Racquet Club	Yes	Port Hope is in the process of building a 4 court Dome in Port Hope, for the 26/27 winter season.	None. Currently travelling to other centres
Coverdale Tennis Club	Yes	An indoor facility would allow a condensed programming and structured play schedule. We presently are increasing our 23 weekly court hours, to just under 40 hours in 2026.	N/A
Cobourg pickleball club		30	
Cobourg Badminton Club	No, but concerned every year when we have to go through the school board as to if we will get the space.		
Cobourg Lawn Bowling Club	Yes	We only have the facility to play short mat bowling on portable mats that are laid out in the gymnasium at the CCC. We play two afternoons a week and are expanding that to Saturdays to cater for working members. With a proper indoor facility we would be able to offer full length bowling (as is the case outdoors) throughout the winter. We would also be able to offer new bowler lessons and coaching facilities through the winter.	82 short mat bowlers

Existing Indoor Facilities Use

Three sport clubs and the school use Baltimore and/or Hastings domed turf facilities. The Minor Softball Organization uses a school gymnasium. Racquet sports use gymnasiums, Cobourg Community Centre, and tennis facilities, and Lawn Bowling Club - Cobourg Community Centre.

Number of hours currently used in indoor facilities were the largest for Maple Leaf Cavan FC that are currently using gymnasiums for 50 hours per week and previously booked indoor turf facility for 35 hours weekly. Cobourg Rugby club – 60-70 hours, Softball Minor Organization 8-10 hours and St. Mary Catholic Secondary School – 50-75 hours.

The current per hour rate the clubs pay is in the range from \$80-\$100, except Cobourg Pickleball Club that pays \$30 per hour.

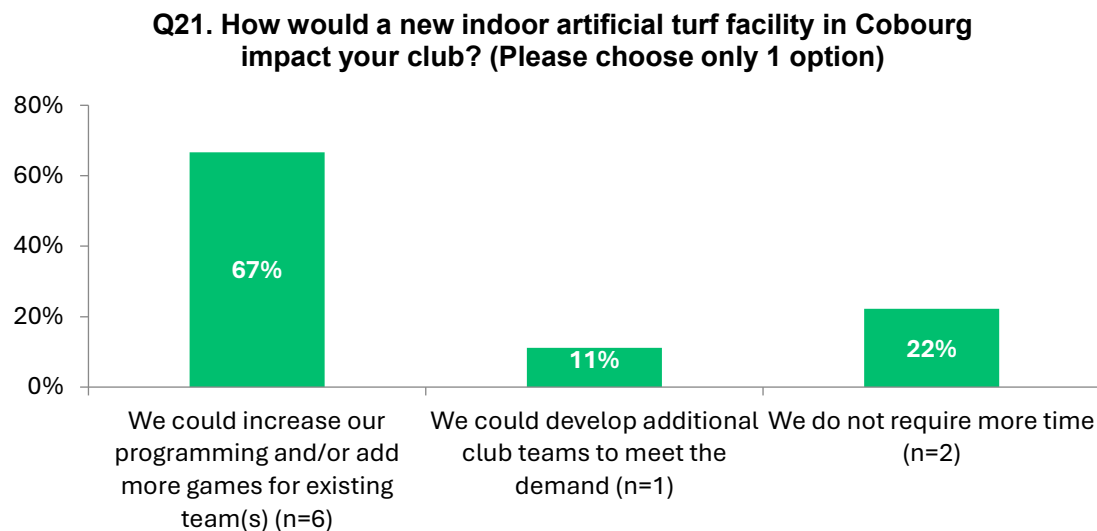
Regarding the ability to book facilities, 62% of clubs report that they have been able to book facilities, while 38% -have not, largely due to the lack of facilities.

Exhibit 6. Existing Indoor Facilities Use

Club/Organization	Q14. Where do your teams train and play - please include all indoor artificial turf venues that your club uses?	Q15. How many indoor hours (approximately) do you typically use each year?	Q16. What per hour rate do you pay?	Q17. Are you generally able to book an indoor facility of choice?
Maple Leaf Cavan FC	Hastings	In a turf facility, 2 years ago, we were booking 35 hrs/week. In gyms, now about 50hrs/week	our old indoor facility was \$100/ hour (old smaller hockey arena)	No, Lack of turf in the area
Cobourg Saxons Rugby Football Club	Baltimore Arena turf field, Hastings	60-70	\$110	No, already booked. We get what is available
Cobourg Legion Minor Softball Organization	Terry Fox Public school gymnasium	8-10 with house league	\$28 for season rental at a school.	Yes
St. Mary Catholic Secondary School	Baltimore Turf	50-75	\$81.10 per hour	Yes
Port Hope Racquet Club	Oshawa Civic - Ran by Matchpoint Tennis	N/A	N/A	Yes
Coverdale Tennis Club	Coverdale Tennis Facility	N/A	N/A	No
Cobourg pickleball club	Cobourg Community Centre	40	\$30	Yes
Cobourg Badminton Club	School gymnasium	N/A	N/A	N/A
Cobourg Lawn Bowling Club	Cobourg Community Centre	200	\$105	Yes

Indoor Facility Future Needs

Six out of nine clubs report that they could benefit from an indoor facility in Cobourg. They could increase programming and/or add more games for existing teams and grow their membership. Two clubs that do not require additional indoor space are Port Hope Racquet Club, which will have the time needed at the new Port Hope facility and Cobourg Badminton Club that are not growing significantly.



The total number of additional hours required by the groups is in the range of 2-10 hours per week for some groups and 20-60 hours per season for the other groups.

The number of new participants that the Clubs could add ranges from 20 to 400. The total estimated number is 770+. This does not include the St. Mary Catholic Secondary School and CCI, which indicate that they would have additional programs and participants.

The table on the following page provides details regarding the number of hours and types of activities these groups could run if they had additional time.

In addition to the survey, CCI provided the following response regarding their indoor needs:

CCI response (via email):

“We don’t have a contract with any indoor facility at this point, mainly since most places are at a distance. For special purposes, like my senior boys’ soccer team training over the winter to prepare for OFSAA in the spring, and early tryouts for spring teams like girls soccer, boys rugby, boys lacrosse, and boys baseball before the grass is available, we’ll sometimes book the Baltimore Turf for 1-3 sessions. If we had a closer option, that has more space, I anticipate we’d use it more regularly.

I would plan to run indoor tournaments for soccer if we had a space that would allow for at least 7 v 7 games. The Whitby FC Domes on Rossland Road have up to 3 small fields across the full sized dome, and 2 fields across the medium sized dome. It’s great for adding additional teams to train at the same time, and also running tournaments or league play.”

Exhibit 7. Indoor Facility Future Needs

	Q 19. Do you need any additional indoor hours? How many?	Q13. How many participants would you add to your winter / indoor programs, if additional indoor time was available?	Q22. How would a new indoor artificial turf facility in Cobourg impact your club? Please explain.
Maple Leaf Cavan FC	We may be interested in 5-10 hours per week for team training	400	We lose players who want to play proper soccer year round to clubs in the Durham region who have proper facilities
Cobourg Saxons Rugby Football Club	2-3 hours per week	60-70	We would be able to practice in a game like situation, teaching our members how to play the game properly and safely.
Cobourg Legion Minor Softball Organization	50-60 hours	50	An indoor facility will be beneficial to the players, teams and coaches with respect to development and skill improvement.
St. Mary Catholic Secondary School	20-30 hours if phys ed agrees to rent space	Depending on proximity to our school and cost our physical education department may look to rent as well.	A larger turf would allow for much improved team training. Can run multiple drill sets, have proper scrimmages and keep players moving at all times will be a major improvement.
Port Hope Racquet Club	No, once the Port Hope Dome is up and running		N/A
Coverdale Tennis Club	25 hours weekly, conservatively	50-70 individual members possibly/probably	Indoor during winter season would allow some form of recreational continued play, fitness, social networking, Structured play (leagues), will allow for year round intake of new members as facility would help get new members playing sooner, will offer year round club and private instructional opportunities
Cobourg pickleball club	Yes, if we had proper indoor facility for pickleball courts. We have no indoor facilities to use.	160	Cobourg has no designated pickleball courts, we have to use tennis courts and put up temporary nets to play.
Cobourg Badminton Club			Not sure if we had a bigger facility that we would grow to fill it. But always concerned every year when we have to go through the school board as to if we will get the space.
Cobourg Lawn Bowling Club	18 hours per week	Possibly 20+	We cannot grow when we can only offer lawn bowling from May to September.



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