

April 2012



Market & Feasibility Study

All-Star Ballpark Heaven

Dyersville, IA



This document details the vision, the business model, defined markets, and projected results of the All-Star Ballpark Heaven project, as well as the projected feasibility for the success and financial viability of the project. This study represents a formal statement of the business goals and the reasons why they are believed attainable, in addition to background information about the Founding Team and its assembled advisory board.



Founding Team: Go The Distance Baseball LLC

Prepared by: The Sports Facilities Advisory



TABLE OF CONTENTS

INTRODUCTION.....3

 Executive Summary4

 Methodology.....7

 Project Overview9

 Programming and Products/Services10

 Management Team & Advisory Board.....11

MARKET ANALYSIS15

 Market Overview16

 Demographics.....17

 Baseball and Softball Participation.....19

 Model Facilities Analysis22

FINANCIAL ANALYSIS.....25

 Introduction to Financial Analysis26

 Financial Analysis of the Sports Business27

CONCLUSION.....30

 Conclusion & Professional Recommendations.....31

Introduction

EXECUTIVE SUMMARY

The Sports Facilities Advisory (SFA) was engaged by Go The Distance Baseball, LLC to complete a Market & Feasibility Study pertaining to a proposed sports event and training destination to be located on the “Field of Dreams” site in Dyersville, IA. Go The Distance Baseball, LLC (the “founding team”) is led by Mike and Denise Stillman.

The purpose of this study is to assess the feasibility of the All-Star Ballpark Heaven project in this market, at this location, and as currently envisioned by the founding team. Furthermore, this analysis will reveal whether or not the returns projected by the founding team are reasonable and attainable. Finally, this study encompasses a final analysis, professional recommendations, and a formal project endorsement from SFA based on years of experience and expertise related to the actual management and operation of successful facilities across the country.

Vision

The vision of the founding team is to establish a world-class baseball and softball tournament and training destination that promotes multiple-day events and attracts patrons and visitors from not only the local area and region, but nationwide and worldwide.



Mission

To serve youth and their families seeking the all-American premier baseball and softball tournament experience on our pastime’s holy ground in the country’s heartland. Through elite training facilities and staff dedicated to the advancement of each player, each athlete also is encouraged to reach his or her full potential on and off the field.



Financial Overview

The financial goal of the facility is to create a sustainable model mainly through the revenues of weeklong and weekend tournaments and events. The development may also be aided by an Iowa legislative bill which will rebate the founding team \$16.5 million in future sales taxes. All told, the total development and start-up costs come in at approximately \$38 million with total revenue projected at \$623K in Year 1 and ramping up to \$16.9 million in Year 2, then \$24.9 million in Year 3, \$32.6 million in Year 4, \$35.6 million in Year 5. Total expenses are projected at \$1.5 million, \$5.7 million (Year 2), \$6.7 million (Year 3), \$7.7 million (Year 4), and \$8.4 million (Year 5). The facility is projected to achieve positive cash flow in Year 2. After projecting to come in at a \$2.4 million loss in Year 1, ASBH projects positive net income in Year 2 of \$4 million, growing to \$8.8 million (Year 3), \$12.9 million (Year 4), and \$15.1 million (Year 5).

Concept and Business Model

Mike and Denise Stillman lead the Go The Distance Baseball, LLC investment group. In late 2011, this group placed under contract the Iowa farm which served as the “Field of Dreams” in the famous 1989 movie starring Kevin Costner. It is the goal of the founding team to establish All-Star Ballpark Heaven as the nation’s largest tournament and training facility and a strong alternative to current leading amateur tournament facilities on the East Coast.

Sitting on 193 acres, All-Star Ballpark Heaven would be the major component of the Field of Dreams Movie Site Preservation Project. In addition to the built-in attraction of the movie site – including the preserved white farm house with wrap-around porch overlooking the field – the All-Star Ballpark Heaven complex, as it is currently planned, will feature 24 baseball and softball fields targeted for competition and training for youth aged 8-14.

April 2012

As currently put forth by the founding team, the business model shall drive revenue through three complementary service offerings:

- **Tournaments:** The complex will, first and foremost, be established and marketed as a premier tournament facility and destination for baseball and softball teams, athletes, and families. The complex will host both weeklong and weekend tournaments for teams ranging from age 8 to 14.
- **Training:** A year-round, indoor domed training center shall serve young and experienced athletes alike.
- **Tourism:** The Preserved Field of Dreams Movie Site and tour will drive souvenir sales, and a special events center will cater to weddings, banquets and the like.

Market Opportunity

Sports tourism is a burgeoning industry that is just beginning to be fully vetted in major and mid-major markets across the U.S., and to a much lesser extent in smaller markets. Research and analysis within this document will support this growth and this opportunity.

On a grand scale, the market is there and it has been established that parents and coaches are willing and eager to take their children/players to top facilities for top-flight competition and first-class training and coaching, not to mention best-in-class amenities and unparalleled teambuilding and family experiences.

So, while it's true that SFA has observed continued growth in the sports tourism market and in travel baseball and softball, the actual success of an individual facility is based on a variety of factors including proximity to significant population centers and lodging/retail/dining options, as well as the draw of other tourist, recreation and entertainment attractions.

Regionally, nearly 3 million people (or approximately 1% of the U.S. population) live within 100 miles of Dyersville/Dubuque and nearly 67 million people (21% of the U.S. population) live within 500 miles. Although, the immediate population surrounding the site is very low, it is this larger population base that will be targeted as the facility markets to and attracts regional and national customers.

Within this "target market" of approximately 500 miles, numerous major and mid-major markets exist. Obviously, advanced-level and travel baseball and softball players and teams can be found in virtually every city and community across the nation, and it is these major and mid-major markets which can contribute a significant number of these athletes and team for tournament and training participation at a complex such as All-Star Ballpark Heaven. More information on the market can be found later in this study.

Service Offerings

The size and scope, along with the core offerings – tournaments and training – will provide significant differentiation within the region; however, it is critical that the program include the full breadth of service offerings and programming options which will successfully distinguish All-Star Ballpark Heaven on a national level from other outdoor baseball/softball facilities that attract large-scale tournaments.

In analyzing comparable facilities across the nation, the top baseball tournament destination complexes are all found in the East. Although these facilities do a very good job of attracting top athletes and teams and running very organized, fun, and memorable tournaments; the founding team plans to incorporate and market to a number of differentiators to set All-Star Ballpark Heaven apart from these model complexes. These include the physical location of the complex in the center of the U.S., an equal concentration on baseball *and* softball, and the importance of player development *in addition to* people development; a focus on instituting and fostering character and leadership traits/strategies for all youth. More importantly, SFA has found that All-Star Ballpark Heaven has the opportunity to create a Midwest brand and identity to position itself as a unique offering in the middle of the U.S. Also, because of the limiting local demographics surrounding All-Star Ballpark Heaven, it is a robust and family-oriented suite of ancillary program and service offerings which can differentiate this complex among the current model facilities. These program and service offerings will be discussed in more detail later in this study.

Conclusion

Go the Distance Baseball, LLC has identified both a gap in the market – recognizing that the existing youth baseball event destinations are primarily located on the East Coast – as well as a unique location for its facility ... the Field of Dreams movie site in Dyersville, IA, which is already a tourist destination.

In summary, The Sports Facilities Advisory (SFA) – based on the work to date, the founding team, the projected financial and economic impact, and the general approach to the business model and program plan – **deems this project to be a “Feasibility: Yes” and this Feasibility Study should serve as a formal endorsement of the project by SFA.** This positive feasibility assessment and project endorsement, from SFA’s perspective, is contingent upon multiple assumptions and considerations which have been detailed within this document (see “Conclusion & Professional Recommendations” section). Despite the memorable movie quote, this is not a “build it and they will come” situation. The considerations outlined within this document are critical to achieving the financial projections put forth by the founding team.

Should the founding team successfully complement the unique setting, multiple baseball and softball field layout, and combination tournament and training approach with equally attractive and revenue-generating ancillary products and offerings; SFA believes All-Star Ballpark Heaven can be a feasible operation and achieve economic impact projections. Because the immediate area surrounding Dyersville (by comparison to other event venues) consists of relatively limiting demographics (population density, household and disposable income) and ancillary entertainment and recreation options; the communication strategy to potential customers regarding family entertainment options in the town of Dubuque – which is 25 miles away – will be important to the success of this business model at this location. Other factors upon which success is largely dependent are the founding team’s implementation of a very robust program plan and *creating* the type of physical destination and brand that will attract youth and families for multiple-night visits and keep them coming back year after year ... while also constantly maintaining and enhancing the “experience” to reach new athletes, teams, and families on a year-after-year basis.

METHODOLOGY

In February 2012, The Sports Facilities Advisory (SFA) was engaged by the founding team to complete a review of existing data and financials, market research and a comparable/ model facility analysis, and a documented feasibility study.

SFA is an independent sports facility consulting company which has completed feasibility and economic impact studies, financial forecasts, and provided management services to more than \$2 billion in planned and operational community and recreation sports facilities throughout the U.S. and overseas. SFA currently provides operations and management services to more than \$100 million in community sport and recreation centers. SFA has also developed industry leading forecasting calculators which allow the firm to provide accurate financial forecasts based on market demographics, current operations, comparable facilities, and emerging trends.

The purpose of this feasibility study is to analyze the work and analysis to date and to supplement this existing data with SFA's professional recommendations and, if warranted, a formal third-party project endorsement. Because of the firm's experience and expertise related to new sports and recreation facility developments and with the actual management and operations of successful facilities; SFA is routinely asked – especially when dealing with experienced, savvy businesspersons and groups – to conduct this type of “project endorsement.” In each case, SFA begins with a review of existing data and financials ranging from business plan materials, mission and position statements, revenue and expense projections, organizational charts and management plans, program/activity plans, utilization projections, etc. Also in each case, SFA is able to confirm data and projections, identify gaps or deltas and then sharpen plans and projections, and ultimately arrive at a conclusion and professional recommendations for a project that SFA can formally endorse.

In advance of and during the completion of this feasibility study, SFA completed market research related to demographics, sports participation, comparable/ model facilities, and potential competitors. Numerous factors have been considered including:

- Regional sports/recreation needs
- Demand for destination-based tournament facilities for baseball and softball
- Existing resources (human and financial)
- Existing data (studies and financials)
- Market data (demographics, sports and recreation participation, competition)
- Program Plan for the facilities
- Potential tournament users and other sports associations/organizations for potential facility utilization commitments

In addition, SFA utilized information from leading national baseball and softball, as well as general, sports organizations including:

- Amateur Athletic Union (AAU)
- United States Specialty Sports Association (USSSA)
- National Amateur Baseball Federation (NABF)
- Continental Amateur Baseball Association (CABA)
- National Federation of High Schools
- Babe Ruth League
- Cal Ripken Baseball
- Sporting Goods Manufacturers Association (SGMA)
- National Sporting Goods Association (NSGA)
- American Amateur Baseball Congress (AABC)
- World Baseball & Softball Federation
- American Amateur Youth Sports Association (AAYSA)
- Triple Crown Super Series
- PONY Baseball & Softball
- Dixie Youth Baseball & Softball
- Connie Mack Baseball
- American Legion Baseball

It should be noted that any type of forecast or feasibility analysis for a sports complex, including this one, is based on certain assumptions regarding the financing structure, the business and management model, regional and national economic trends, the need to market and effectively manage high-quality programs, and the competitive landscape. Changes to these factors can impact future results.

Optimistically, SFA's findings as outlined within this document indicate that the proposed plan for the All-Star Ballpark Heaven project provides the potential for a financially viable operation, positive net revenue, and positive economic impact. Of course, this positive feasibility finding and project endorsement is based upon numerous assumptions and recommendations – from the program plan and financial projections to the management and marketing – for the founding team to strongly consider to ensure project success. SFA fully recognizes that the All-Star Ballpark Heaven project can spur positive economic impact; however, it is the actual operation of the facility/complex that SFA has focused on for these conclusions and professional recommendations. In short, SFA's findings revealed that the All-Star Ballpark Heaven project possesses significant advantages and opportunities to attract sports tourism events and activities. By comparison, more than 60% of SFA's studies for these types of public-private projects do not include this level of positive outcome.

SFA's findings have been based on a number of assumptions, outlined below.

Assumptions and Drivers to Success

- The financing structure will assume a \$16.5 million sales tax rebate and debt financing through government issued bonds to improve the financial profile for potential investors.
- The proposed Sports Complex will be professionally managed by experienced staff, and the facility operating systems, software, marketing and other systems will meet national market standards for excellence.
- The operations will supplement large tournaments and events with regular and reoccurring programming (local leagues and tournaments, sports leadership training and events, teambuilding activities and programs, etc.).
- The booking policy of the facility will give tournament and event promotion top priority. When a weeklong event is still available inside a pre-determined deadline (example: 3-6 months), then the facility operator will be given rights to fill in the time with additional programming.
- The operating expenses, salaries, fees, and cost of goods sold will meet revenue-to-expense ratios that result in a financially viable and sustainable business consistent with industry standards.
- The proposed facilities will include the types of sports surfaces, amenities, common space, offices, and other program areas identified by SFA as critical for the successful operation of a destination-based sports tournament and training complex.
- If a private management group is engaged to oversee a portion or all of the facility management, this group will operate in a manner consistent with promoting economic impact within the local area and region.
- Local Conventions and Tourism will play a major role in marketing sports and other group events and driving traffic to this complex.
- A robust brand will be created to drive an insatiable demand to participate in events at this location.
- Strategic alliances and relationships will be built with the appropriate resources in the industry, which could include national promoters, showcase organizations, and associations that will share their contact database to drive business and usage to the complex.

April 2012

PROJECT OVERVIEW

This project, the All-Star Ballpark Heaven complex, seeks to capture the passion and popularity associated with the Field of Dreams movie and the actual farm in Dyersville, IA, and use that as a vehicle by which the founding team can deliver similarly memorable, exciting, affecting, and unparalleled experiences for youth and families. It is the mission of All-Star Ballpark Heaven to nurture young baseball and softball athletes nationwide and provide a unique facility and experience for the entire family.

The founding team's vision is to be a top national tournament destination for young baseball and softball athletes, coaches, and families. It is the goal to provide year-round competition, training, recreation, and teambuilding and leadership programs and activities to assist each athlete in reaching his or her full potential on the field and to learn the tools to become better people and leaders off the field.

The site for All-Star Ballpark Heaven is located about two miles northeast of Dyersville and about 20 miles southwest of Dubuque and situated on 193 acres, 40 of which are dedicated to the Field of Dreams Movie Site. The current plan for the site is to include the following facilities:

- Clubhouse lodging for teams, on-site RV park and, possibly a campground for families
- Baseball and softball fields, including dugouts, spectator seating, scoreboards, lighting and other required equipment
- An 88,000-square-foot indoor training dome with turf infield, batting and pitching cages, speed and agility training, educational classroom, banquet facilities, a community indoor pool and a community theater
- Batting cages, practice circles, and practice diamonds
- Concession and catering facilities, including kitchen and seating arrangements
- Parking for spectators and team transportation
- Sites for other recreational activities including a splash pad, ropes or canopy course, zip lines, indoor swimming pool, arcades, and playgrounds for younger siblings of players
- A preserved Field of Dreams Movie Site updated to the standards of the movie as much as is feasible.



Additionally, several stadium builds will replicate historic baseball parks (e.g., Fenway Park, Wrigley Field) for participants and spectators to enjoy during tournament games. To accommodate for baseball and softball, the infields and warm-up areas will offer a mixture of grass and artificial turf in some cases and only crushed rock in others.

PROGRAMMING AND PRODUCTS/SERVICES

As it is currently planned, All-Star Ballpark Heaven will be designed as a “hub” for sports programming, player development, and training. As such, the founding team acknowledges the necessity for a diverse mix of products/services and the implementation of various programs and other offerings throughout the outdoor complex and indoor facility. By providing these various program spaces and amenities, All-Star Ballpark Heaven will offer multiple athletic and recreational activities to serve a wide range of user and community pursuits. Below is a list of the various programs/revenue streams and product and service offerings to be included in the first year of operation and beyond based on the founding team’s current plan:

Outdoor Complex

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> ▫ Baseball/Softball <ul style="list-style-type: none"> ○ Weeklong Tournaments ○ Weekend Tournaments ○ Showcase Events ○ Clinics & Camps ○ Field Rentals | <ul style="list-style-type: none"> ▫ Food & Beverage <ul style="list-style-type: none"> ○ Concessions ○ Vending ▫ Secondary Revenue <ul style="list-style-type: none"> ○ Parking Fees ○ Admission Fees | <ul style="list-style-type: none"> ▫ Rentals <ul style="list-style-type: none"> ○ Full-Field Rentals ○ Practice Infield Rentals ○ Gazebo Rentals ○ Picnic Area Rentals |
|--|--|---|

Indoor (Training Dome, Community Center)

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▫ Baseball/Softball <ul style="list-style-type: none"> ○ Instructional Clinics ○ Camps ○ Private Lessons ○ Team Rentals ○ Cage Rentals ▫ Birthday Parties <ul style="list-style-type: none"> ○ Turf Sport Parties ○ Baseball Parties ○ Non-Sport Parties | <ul style="list-style-type: none"> ▫ Corporate & Group Events <ul style="list-style-type: none"> ○ Teambuilding Programs ○ Large Group Teambuilding ○ Leadership Workshops ○ Corporate Events and Parties ○ Large Events & Parties ○ Facility Rentals ▫ Food & Beverage <ul style="list-style-type: none"> ○ Concessions ○ Vending | <ul style="list-style-type: none"> ▫ Secondary Revenue <ul style="list-style-type: none"> ○ Advertisement/Sponsorship ○ Locker Rentals ○ Pro Shop ▫ Youth Programming <ul style="list-style-type: none"> ○ Half and Full Day Camps ○ Camp Daycare ○ Lock-ins ○ Afterschool Programs ○ Field Trips |
|---|--|---|

SFA Comments and Analysis: It is SFA’s conclusion that the Dyersville market alone cannot sustain indoor programs – including those listed above – nor the actual indoor buildings and amenities identified in the current plan such as banquet facilities, a community pool, and a performing arts center. These amenities and programs will not be operationally sustainable based on local usage. As detailed in the “Conclusion & Professional Recommendations” section, SFA is recommending that the founding team opt to postpone development of the indoor building (training dome, community center). If it can be subsidized by another financial source including cash flow from the events, SFA recognizes the indoor building can serve as a positive amenity to the community and event patrons. Importantly, SFA is not recommending the complete abandonment of the “training” concept, only the concept of the indoor building and indoor training because of the reasons mentioned above. The outdoor facilities will be designed in such a way as to readily be able to accommodate instructional sessions, clinics, performance training, birthday parties, group events, teambuilding activities, and leadership development programming; all of which could be scheduled during times when tournaments are not being conducted or scheduled as part of the weeklong packages that are sold to teams and organizations (“showcase” events for athletes to gain exposure is a good example).

MANAGEMENT TEAM & ADVISORY BOARD



Denise Stillman, MBA – President/CEO, Go The Distance Baseball, LLC

Denise is a 20-year veteran marketer and strategist who has developed expertise in strategic planning, sales and business development through her work for well-known consumer products companies, pharmaceutical giants and the healthcare industry. She is a proven entrepreneur having successfully started and built a healthcare consulting firm. Her Company, Clear Directions for Healthcare has served physicians and vendors to the healthcare industry providing strategic planning, marketing strategy and business coaching.

In 2011, she also authored her first book on personal leadership, *Courageous Clarity: Four Keys to Unlock the Leader Inside*. She earned her MBA from Kellogg Graduate School of Business at Northwestern University in the Chicago area and learned many of her formative skills in sales as the middle of a family of three daughters who grew up in a small lake community one hour southwest of Chicago.

She has coached individual, startup entrepreneurs as well as CEOs of \$100M companies seeking to expand their businesses. In her role as the vice president of planning and marketing at a community hospital outside Chicago, she oversaw all of her organization's marketing and communications efforts, including advertising, public relations and Internet communications, as well as strategic planning, facility planning, the consumer call center, and physician and community advocacy staff. She also spearheaded the strategic planning, facility design and construction planning efforts for a \$200M transformation of the hospital campus. She was regarded by the hospital CFO as one of the most fiscally responsible marketing leaders he has met.

Prior to her career in healthcare, she worked as a consultant to pharmaceutical and consumer products and led global teams supporting major companies including AstraZeneca, Abbott Laboratories, Procter & Gamble, Philip Morris USA and Dowbrands, managing their corporate communications, product marketing and government relations.

A summa cum laude graduate of Bradley University in Peoria, Ill., Denise holds a Bachelor of Science degree in public relations with an emphasis in political science. Her MBA from Northwestern University's Kellogg Graduate School of Management focused on strategy development, marketing and health services management. She also completed a fellowship program in leadership from the Advisory Board in Washington, D.C.

She has been recognized for her work by PRSA's Health Academy, the Publicity Club of Chicago and, most recently, as a 2010 Influential Woman in Business by the *Business Ledger*. She lives in the Chicago area, where she enjoys a very active and fulfilling life with her husband Michael of 14 years, two wonderful children and an adoring wheaten terrier. Thanks to their son, Denise has become a professional Little League fan in the last five years!

April 2012

Advisory Board



Michael Stillman

Michael Stillman provides management counsel for Go the Distance Baseball, LLC, and is a defense attorney at Odelson Sterk, LTD. He concentrates his practice in municipal law, insurance defense and health care liability litigation. He has significant experience in complex civil litigation matters. He has completed more than 60 jury trials during his legal career. Mike also serves as an arbitrator under the Illinois Supreme Court Mandatory Arbitration Program.

Mike's extensive involvement in his community includes serving as Trustee for Worth Township and as an attorney for the Villages of Oak Lawn and Merrionette Park. He is also a member of the Brother Rice High School Board of Directors, Little Company of Mary Hospital Affiliates Board and the Silver Cross Hospital Foundation Board of Directors. He previously served as President of the Board of Education of Community High School District 218. He also has volunteered as a coach for Oak Lawn Baseball for the last four years and now for the Palos Stampede travel baseball program.

Coach Mike is a graduate of Bradley University and DePaul University School of Law. His leadership has been recognized by many organizations, including Bradley University's Alumni who named him the 2005 Outstanding Young Graduate of the year. He lives in the Chicago area with his wife Denise of 14 years and two active children.



Don Cooper

Don Cooper has been the White Sox pitching coach since 2002. Cooper has worked in the White Sox organization since 1988, when he served as a minor league pitching coach for the Single-A South Bend Silver Hawks. He also served as pitching coach for the Single-A Advanced Sarasota White Sox from 1989 through 1991 and the Double-A Birmingham Barons in 1992. He became the White Sox minor league pitching coordinator from 1993 through 2002, aside from serving as pitching coach for the Triple-A Nashville Sounds in 1995 and

1996. His expertise at coaching youth baseball training camps, as well as his connections within Major League Baseball, are strong assets for the team. He began his MLB career when he was drafted by the New York Yankees in 1978. He also played for the Minnesota Twins, Toronto Blue Jays and Oakland Athletics.



Nancy Dunkel

Nancy A. Dunkel of Dyersville is a respected leader in the banking industry and an inspirational role model for women in business. She has held many positions in bank leadership roles, including majority shareholder and President of a Bank Holding Company. Dunkel is a model of leadership and service. She has been a dedicated advocate of the banking industry and a mentor for other women to be successful in business, rise to higher positions and hold board seats. Dunkel was elected to be the first woman to Chair the Iowa Bankers Association. She has

also served as President of the Iowa Chapter of Financial Women International, Inc. and chaired the board of directors of the Iowa Department of Economic Development. Her other leadership roles include serving as a member of the board of directors of the Iowa Targeted Small Business and past board member of the Iowa Department of Banking. Locally, she has served as Chair of the Dubuque Chamber of Commerce and also the Dyersville Area Chamber of Commerce. Presently, she is a board member of Stonehill Franciscan Services, Finley Hospital and the Principal Bank. Dunkel was inducted into the Iowa Women's Hall of Fame in 2011.

April 2012



Roger Bossard

Roger is the current Chicago White Sox head groundskeeper at U.S. Cellular Field. Roger joined the White Sox in 1967 working as an assistant to his father, Gene Bossard, and became the official Head Groundskeeper when his father retired in 1983. Roger is known amongst the industry as "The Sodfather," and is highly influential in the development of new ballparks. Roger's revolutionary drainage and irrigation system is unparalleled in the stadium-building industry and his patented system has been used in the

creation of numerous stadiums including, Arizona, Boston, Detroit, Milwaukee, St. Louis (both old and new Busch Stadium), Seattle and Washington, and both Chicago ballparks (Wrigley Field and U.S. Cellular Field), as well as spring training complexes for the Cincinnati Reds, the Montreal Expos, the New York Yankees, the St. Louis Cardinals, the Arizona Diamondbacks, the Los Angeles Dodgers and the Chicago White Sox. On Sunday, June 12, 2011, the Chicago White Sox presented Roger Bossard with his own bobblehead doll that was given to the first 20,000 fans in attendance vs. the Oakland Athletics.



Abby Shelton, MPA

Abby is for the Public Information / Community Representative City of Owensboro where she handles public relations, advertising, grant writing and other special projects for the Mayor and City Manager. In 2005, Abby worked for the Green River Area Development District as a Community Relations Coordinator. In this capacity, she worked with a seven-county region including Daviess, Hancock, Henderson, McLean, Ohio, Union, and Webster Counties, and their city and county governments. She's most proud of her work as a Housing and Urban Development Fellow and her time

spent working on community and economic development issues in eastern Kentucky for the Center for Economic Development, Entrepreneurship and Technology, the Center for Rural Development in Somerset, Kentucky, and for the Brushy Fork Institute at Berea College. She also handled constituent requests for State Representative Tommy Thompson.

She is a member of the Greater Owensboro Chamber of Commerce, Storm Water Quality Advisory Committee (Owensboro-Daviess County Area), Citizens Advisory Committee of the Owensboro-Daviess County Metropolitan Planning Organization, Board Member, Friday After Five Committee, Community Advisory Panel - Junior League of Owensboro, and the Noon Optimist Club of Owensboro.



Warren Taryle, CPA, MST

Warren Taryle is a Certified Public Accountant, founder of Taryle and Associates, CPAs, specialized in working with real estate investors, entrepreneurs, and wealth builders. Warren received a Masters Degree in Taxation from Fontbonne College. He has focused his practice on helping people grow their investments and businesses by reducing their largest expense, taxes. Warren has worked with many notable real estate and wealth building icons such as, Robert Kiyosaki, Dolf DeRoos, Diane

Kennedy and Loral Langemeier.

April 2012

Consultants

The Sports Facilities Advisory, LLC

The founding team engaged The Sports Facilities Advisory (SFA) to contribute third-party feasibility analysis and expertise for this indoor and outdoor tournament destination and sports/recreation complex.

SFA is a full-service consultancy firm specializing in the planning, opening, and managing of sports and recreation facilities of all sizes and scope. SFA assists clients in evaluating opportunities, developing new sport and recreation facilities – from community centers to professional-level training and competition facilities – and managing or optimizing existing operations. SFA’s work encompasses multisport and multipurpose centers, performance training facilities, health/fitness centers, aquatic facilities, and outdoor complexes. Having served a portfolio of projects totaling more than \$2 billion in planned and operational facilities, SFA is called upon to assist sports tourism destinations, private developers, parks and recreation departments and other national/state/local government entities, and architect and engineering firms. SFA also offers design-build and general contractor services, architectural consultations, and bid procurement. Through our network of vendors, SFA has also secured serious discounts for purchases of turf, hardwood, lighting, dasher boards, and other sports-specific elements. SFA facilities provide programming for various sports and activities, such as soccer, lacrosse, football, basketball, volleyball, baseball, softball, hockey, performance training, health/fitness, golf, aquatics, and many more.

Operated by a team of accomplished sports facility operators, business advisors, league sports experts, corporate team development professionals, and facility design professionals; SFA provides business planning and feasibility analysis, assistance in fundraising, cost-containment services, and comprehensive operations and management systems consulting. Additional information can be found at www.sportadvisory.com.

Peter Arling, Thomas O’Connor Law

- Well-respected general practice attorney with the oldest law firm in Iowa, representing clients in Iowa, Illinois and Wisconsin
- Hired in July 2010 to develop real estate offer to purchase and advise on local business matters

Thomas R. Leavens, JD, of Leavens, Strand, Glover & Adler, LLC

- An entertainment, media and intellectual property law firm concentrating on matters involving creative industries and endeavors
- Hired in summer 2011 to advise on securing favorable “Field of Dreams” licensing deal with NBC Universal

Ralph Sherman, JD, Founder of Law Offices of Ralph M. Sherman, PC

1. Securities attorney focused on small and medium-sized businesses, particularly securities laws and regulations compliance and serving real estate investors
2. Hired in fall 2011 to develop the private placement memorandum

Jeff Gustafson, CPA, MBA, Partner, Propeller Industries

1. Former JP Morgan investment banker with a firm that provides outsourced accounting and finance services for early-stage companies
2. Hired in November 2011 to advise on PPM development, capital raise

David Adelman, Cornerstone Government Affairs

1. Attorney and former political aide for Iowa legislators and experienced lobbyist
2. Hired in December 2011 to assist with lobbying efforts with Iowa executive and legislative branches

Market Analysis

April 2012

MARKET OVERVIEW

Located in the northeastern portion of Iowa – near the southwestern tip of Wisconsin, the northwestern tip of Illinois, and the southeastern tip of Minnesota – Dyersville is situated in a smaller market but easily accessible to and from larger markets throughout the Great Lakes region and the Midwest.



Dyersville (pop. 4,058; U.S. 2010 Census) is located mainly in the western portion of Dubuque County but also partially in the eastern portion of Delaware County. Within a 25-minute drive east, the Dubuque market (pop. 57,637; U.S. 2010 Census) will significantly support this Project.

Market Accessibility

Because of its central location in the middle of the U.S., All-Star Ballpark Heaven will be accessible from numerous major and mid-major markets throughout the Midwest including those found in Table 1. Four of the major markets within an approximate 5-hour drive of All-Star Ballpark Heaven feature unique and popular tourist destination options that would be attractive and appealing to travel baseball and softball players and families. These include:

1. **Milwaukee**
 1. Miller Park (Home of the Milwaukee Brewers)
 2. Harley-Davidson Museum
 3. Discovery World-Pier
 4. Miller Brewery
 5. Pabst Mansion and Pabst Brewery
2. **Chicago**
 6. Wrigley Field (Home of the Chicago Cubs)
 7. U.S. Cellular Field (Home of the Chicago White Sox)
 8. Numerous museums, theatres, concert venues and parks
 9. Navy Pier
3. **Minneapolis**
 10. Target Field (Home of the Minnesota Twins)
 11. Mall of America
4. **Omaha**
 12. College World Series (mid to late June)

City/Market	Miles	Drivetime
Madison, WI	120	2:00
Des Moines, IA	190	3:00
Milwaukee, WI	200	3:30
Chicago, IL	200	3:45
Minneapolis, MN	240	4:30
Omaha, NE	330	5:15
Lincoln, NE	380	6:00
St. Louis, MO	350	6:00
Kansas City, MO	380	6:15
Indianapolis, IN	400	6:45
Toledo, OH	450	7:45
Detroit, MI	490	8:30
Cincinnati, OH	500	8:45
Louisville, KY	500	8:45
Wichita, KS	580	9:30
Columbus, OH	570	9:45
Lexington, KY	580	10:00
Memphis, TN	615	10:30
Tulsa, OK	650	10:30
Nashville, TN	630	10:45

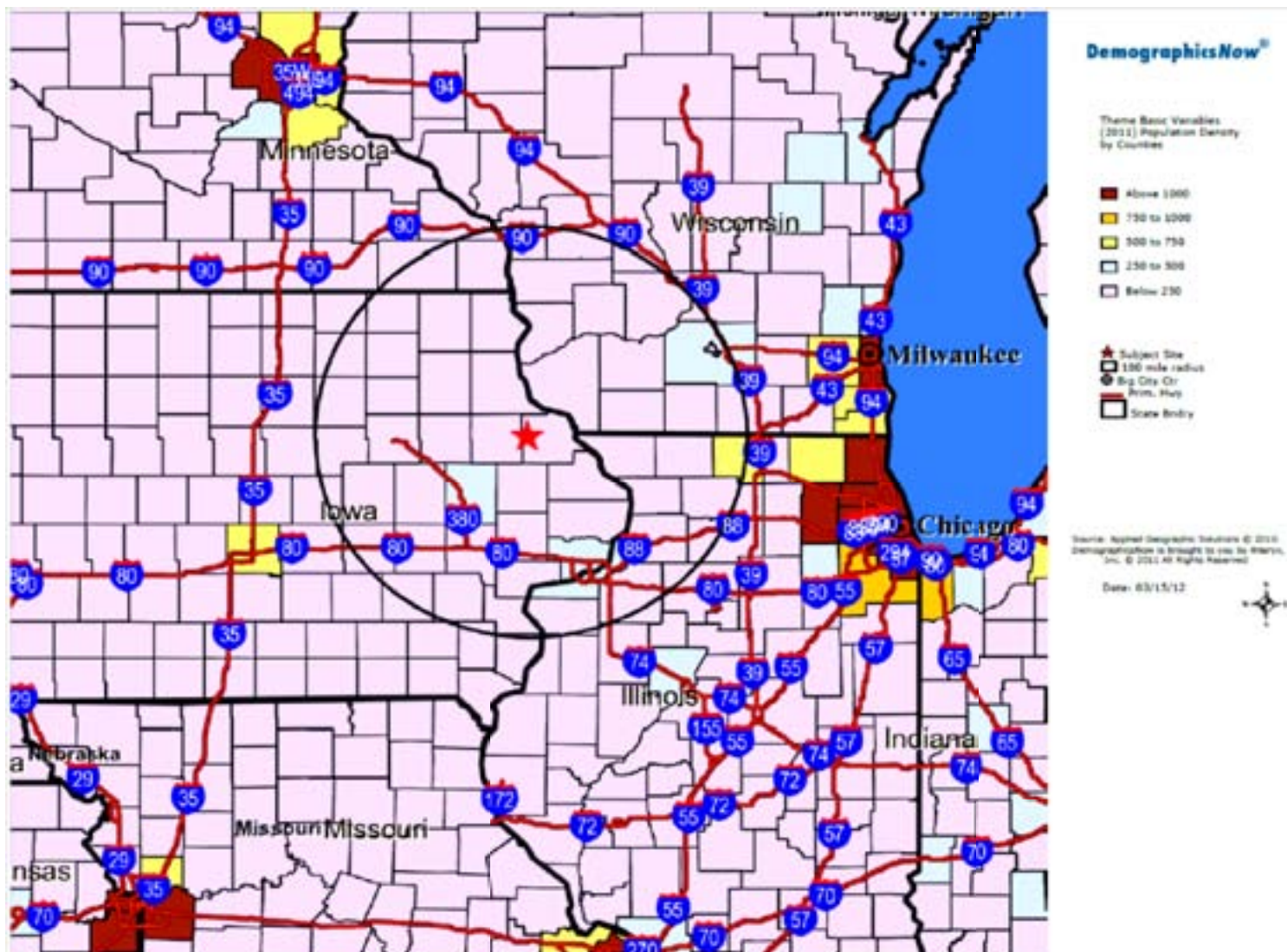
Table 1

It is the goal of the founding team to take advantage of this underserved region of the U.S. when it comes to world-class youth baseball and softball tournament and training complexes. With the leading comparable complexes being located in the Eastern U.S., All-Star Ballpark Heaven's location will significantly reduce the drivetimes and flight times for a large portion of athletes and families that are currently traveling thousands of miles to participate in best-in-class weeklong and weekend tournaments and experiencing unforgettable family and teambuilding experiences.

April 2012

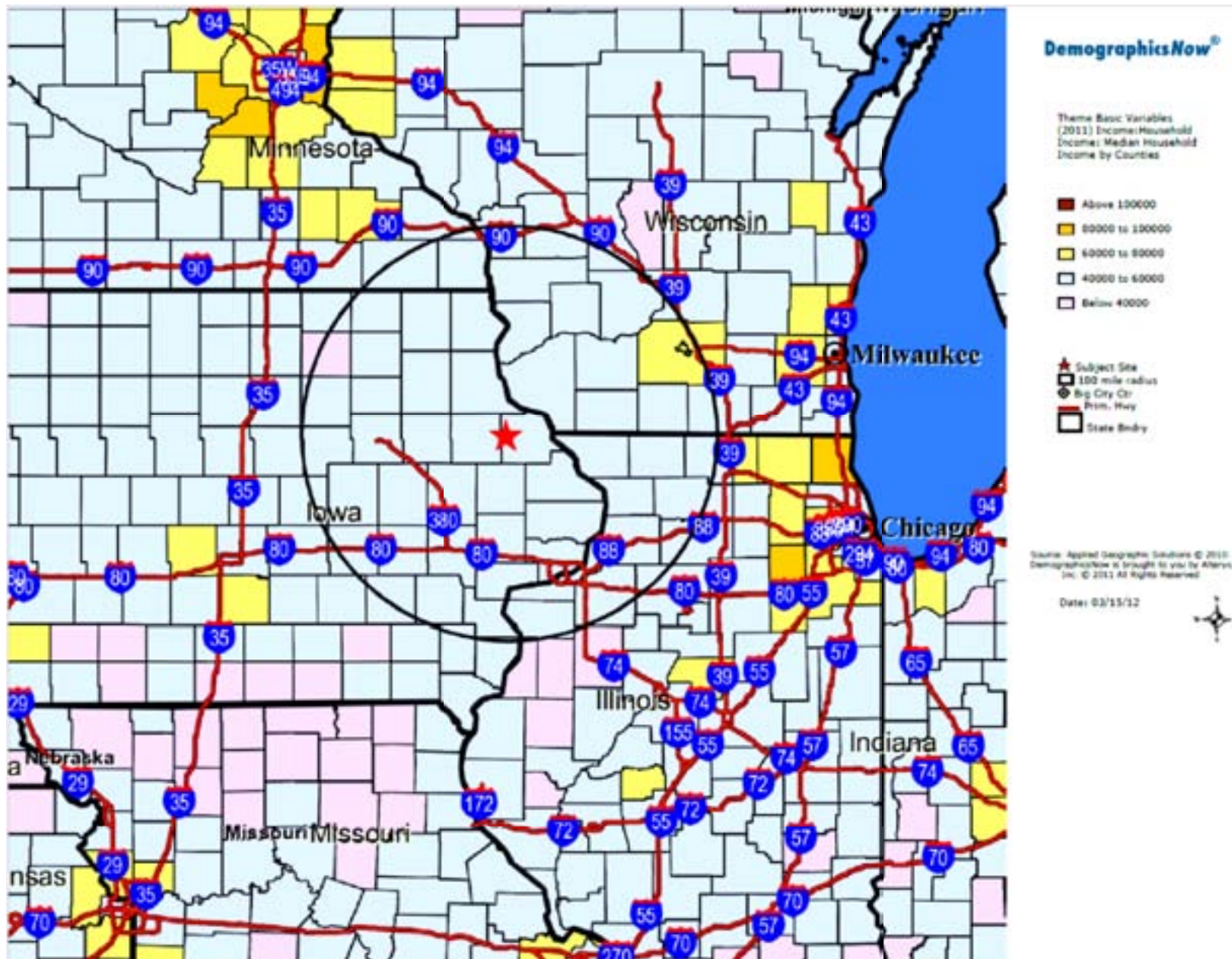
DEMOGRAPHICS

Depending on the business model, different parameters are applied when analyzing a market (demographics, participation, competition, etc.). For a sports tourism and tournament destination complex located in a sparsely populated area, different metrics are applied than would be for a typical sports and recreation center. Obviously, the target market is extended greatly for a facility that seeks to attract not only from the local area and region but also nationwide. All-Star Ballpark Heaven will target those athletes and teams from within an approximate 500-mile radius. The majority of athletes and teams will come from this area; however, the facility will still draw teams nationwide.



The regional map above depicts All-Star Ballpark Heaven surrounded by a 100-mile radius ring overlying population density broken down by county. The population density ranges are per square mile. The darker colors represent the more densely populated areas.

April 2012



The regional map above depicts All-Star Ballpark Heaven surrounded by a 100-mile radius ring overlying median household income broken down by county. The darker colors represent the higher income areas.

BASEBALL AND SOFTBALL PARTICIPATION

For over a decade, from the late '90's up through to right around 2008, participation in youth and amateur baseball and softball experienced a steady and somewhat significant decline. Myriad reasons exist for this prior downturn in youth baseball and softball participation; such as a perceived lack of excitement by the players, lack of success experienced on an individual level, lack of proper organization and training, and the proliferation of alternative and what's perceived to be more appealing recreational pursuits and activities. To put it simply, kids are perceiving baseball and softball as less fun and not as appealing as other sports and other activities, and when they do participate, they are not experiencing the success and accomplishments needed to ensure continued participation season after season and year after year.

Just as businesses compete for family entertainment and recreation dollars, so too must baseball and softball compete with other more popular sports and other "experiences" for registration and participation. This means higher quality facilities, events, and training across the board; from the tee ball level up through to the high school level and from the community level up through to the state, regional, and national levels. This demand is largely unmet across the nation, especially at the youth level, as the prominent youth baseball/softball destination complexes are very limited in number. These "model" facilities will be examined in greater detail in this document.

Despite the past downturn, in the last several years – since around 2009 – baseball and softball have experienced resurgence.

"Thanks to the aching economy, the expensive summer vacation is out for many families around the country. A quiet beneficiary: youth baseball, a declining sport now enjoying a recession-induced resurgence," said Tom VanRiper in a report on the growth of grassroots baseball for Forbes.com. "Following years of steady decline, organizations from Little League to Tee Ball USA to the Connie Mack league are generating more sign-ups in 2009, thanks to the financial downturn. ... Tee Ball leagues have seen a 10% to 15% surge in inquiries and sign-ups (in 2009). It's the same story for the American Amateur Baseball Congress, which counts Connie Mack, Mickey Mantle and several other youth and adult leagues under its umbrella. After suffering a steady decline in registration over the past 12 years, from 300,000 players in 1997 to 200,000 in 2008; PONY Baseball and Softball, an independent national affiliation group that organizes local teams around the country, (experienced) a 6% to 8% increase in registrations (in 2009) after several down years."

Also, ESPN's increased coverage of the Little League World Series has spurred more interest in youth baseball around the country.

April 2012

Advanced Level Baseball & Softball

While it's true that, generally speaking and on an overall level, baseball and softball participation numbers are just recently demonstrating an uptick from a decade of steady decline; it's also true that participation in *advanced* levels of baseball and softball – this is to say “club” or “travel” baseball and softball – have experienced steady increases at the youth levels.

As examined in the All-Star Ballpark Heaven and the Field of Dreams Movie Site Preservation Project “Business Overview,” the tournament market alone – which includes tournament fees and excludes concessions and merchandise sales – is \$716 million. Also, an estimated 2+ million youth participate in travel baseball, organized into more than 40,000 teams nationwide. From 1997 to 2007, the travel baseball market alone grew 4,000% (from 1,000 to 40,000 teams). Travel fastpitch softball teams grew to 16,000 nationwide in 2010. This explosion in “club” or “travel” baseball and softball is due in large part to the increasing competitiveness at younger ages and the desire of parents to expose their children to more rigorous sports training and coaching. Additionally, even in trying economic times, it has been proven that parents' willingness to financially support such “advanced” training, coaching, and recreational opportunities has remained unwavering.

Again, while general participation numbers and “recreation level” baseball and softball – Little League, American Legion, Babe Ruth, PONY, etc. – is just recently starting to reverse a decade-long trend of declining participation; this “advanced” or “elite” level of baseball and softball has remained strong and is continuing a healthy trend upward.

April 2012

National Baseball and Softball Participation

According to the Sporting Goods Manufacturers Association (SGMA), national baseball participation comes in at 14,500,000 with softball participation at 10,800,000 (fast-pitch = 2,400,000; slow-pitch = 8,400,000). Utilizing data from the National Sporting Goods Association, these numbers were broken out into age groups, as well as “frequent,” “occasional,” and “infrequent” participants.

TOTAL PARTICIPANTS		Age Group								TOTAL
		7-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	
Baseball	14,500,000	27.00%	23.00%	12.00%	15.00%	12.70%	7.70%	2.20%	0.50%	100.10%
		3,915,000	3,335,000	1,740,000	2,175,000	1,841,500	1,116,500	319,000	72,500	14,514,500
Softball (Fast-Pitch)	2,400,000	14.50%	19.00%	13.80%	23.40%	15.80%	8.50%	3.60%	1.30%	99.90%
		348,000	456,000	331,200	561,600	379,200	204,000	86,400	31,200	2,397,600
Softball (Slow-Pitch)	8,400,000	14.50%	19.00%	13.80%	23.40%	15.80%	8.50%	3.60%	1.30%	99.90%
		1,218,000	1,596,000	1,159,200	1,965,600	1,327,200	714,000	302,400	109,200	8,391,600

FREQUENT PARTICIPANTS				Age Group								TOTAL
50+ occasions	Total Participants	% that are "Frequent"	Total "Frequent"	7-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	
Baseball	14,500,000	23.80%	3,451,000	37.70%	37.80%	5.70%	8.30%	4.10%	4.70%	1.50%	0.20%	100.00%
				1,301,027	1,304,478	196,707	286,433	141,491	162,197	51,765	6,902	3,451,000
Softball (Fast-Pitch)	2,400,000	19.10%	458,400	15.60%	35.00%	9.90%	14.60%	9.90%	9.20%	2.70%	2.90%	99.80%
				71,510	160,440	45,382	66,926	45,382	42,173	12,377	13,294	457,483
Softball (Slow-Pitch)	8,400,000	19.10%	1,604,400	15.60%	35.00%	9.90%	14.60%	9.90%	9.20%	2.70%	2.90%	99.80%
				250,286	561,540	158,836	234,242	158,836	147,605	43,319	46,528	1,601,191

OCCASIONAL PARTICIPANTS				Age Group								TOTAL
10-49 occasions	Total Participants	% that are "Occasional"	Total "Occasional"	7-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	
Baseball	14,500,000	47.10%	6,829,500	29.50%	22.80%	12.90%	9.80%	14.20%	7.80%	2.50%	0.40%	99.90%
				2,014,703	1,557,126	881,006	669,291	969,789	532,701	170,738	27,318	6,822,671
Softball (Fast-Pitch)	2,400,000	46.40%	1,113,600	15.10%	16.10%	14.70%	24.50%	18.00%	8.50%	2.90%	0.30%	100.10%
				168,154	179,290	163,699	272,832	200,448	94,656	32,294	3,341	1,114,714
Softball (Slow-Pitch)	8,400,000	46.40%	3,897,600	15.10%	16.10%	14.70%	24.50%	18.00%	8.50%	2.90%	0.30%	100.10%
				588,538	627,514	572,947	954,912	701,568	331,296	113,030	11,693	3,901,498

INFREQUENT PARTICIPANTS				Age Group								TOTAL
2-9 occasions	Total Participants	% that are "Infrequent"	Total "Infrequent"	7-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	
Baseball	14,500,000	29.10%	4,219,500	14.10%	11.20%	15.70%	28.70%	17.10%	9.90%	2.20%	0.80%	99.70%
				594,950	472,584	662,462	1,210,997	721,535	417,731	92,829	33,756	4,206,842
Softball (Fast-Pitch)	2,400,000	34.60%	830,400	13.20%	14.20%	14.80%	27.00%	15.90%	8.10%	5.10%	1.80%	100.10%
				109,613	117,917	122,899	224,208	132,034	67,262	42,350	14,947	831,230
Softball (Slow-Pitch)	8,400,000	34.60%	2,906,400	13.20%	14.20%	14.80%	27.00%	15.90%	8.10%	5.10%	1.80%	100.10%
				383,645	412,709	430,147	784,728	462,118	235,418	148,226	52,315	2,909,306

Total Participation numbers courtesy of Sporting Goods Manufacturers Association "2011 U.S. Trends in Team Sports."

"Age Group," "Frequent," "Occasional," and "Infrequent" Participation Percentages courtesy of National Sporting Goods Association "Sports Participation Survey 2011."

MODEL FACILITIES ANALYSIS

When analyzing the feasibility of a baseball and softball tournament complex, many facilities across the country can be viewed as “comparables” or “competitors.” When you add unique components, the list of comparables shrinks considerably. In the case of All-Star Ballpark Heaven, which is being developed to serve as a true sports tourism and economic impact business, such a destination-based baseball/softball tournament and event “mecca” comes with very few comparable or competing facilities in the nation, let alone the Midwest.

The industry leading examples - or “model” facilities - in this space are Cooperstown Dreams Park (Cooperstown, NY), Ripken Academy (Aberdeen, MD), Ripken Experience (Myrtle Beach, SC), ESPN Wide World of Sports Complex at Disney World (Orlando, FL), and Cypress Mounds (Baton Rouge, LA).

These facilities set the standard for sports tourism destinations that attract large-scale, national-level tournaments, competitions, and events for youth/amateur baseball and softball.

Cooperstown (NY) Dreams Park

This baseball and softball tournament destination facilitates 13 weeks of tournaments, each of these being 7-day events. The facility attracts 104 teams per weekly tournament,



totaling *more than 1,350 teams per season and 16,000 players per year*. With the “built in” attraction of the National Baseball Hall of Fame, Cooperstown Dreams Park also has developed its brand as a true destination through its partnerships with local area and regional businesses encompassing hotels, campgrounds, restaurants, churches, retail, and other attractions.



Ripken Experience - Maryland (Aberdeen, MD)

The headquarters for Ripken Amateur Baseball - built in 2003 with continuing design and construction projects each year to improve and increase facilities - this complex has become one of the most sought after youth baseball facilities in the United States. In 2008, the facilities hosted over 2,000 campers and 700 tournament teams. For the 2009 Season, Ripken Baseball partnered with Major League Baseball to develop a lighted, 90' diamond made with artificial turf and modeled after the old Yankee Stadium. *The numbers for 2011 demonstrated a marked rise in teams (1,300+) and campers (1,100+).*

- Four (4) Natural Grass 60'/70' Diamonds built to MLB Specifications
- Miniature Replicas of Fenway Park, Memorial Stadium, Wrigley Field & Camden Yards
- Four (4) Skinned 60'/70' Diamonds
- Synthetic Ripken Training Circle
- Eight (8) Covered Batting & Pitching Tunnels
- 90' Yankee Stadium Synthetic Replica
- Future Plans for Indoor Training Facilities and Welcome Center

April 2012



Ripken Experience - Myrtle Beach (SC)
Youth baseball tournament programming is the core attraction of the Ripken Experience baseball complex in Myrtle Beach, SC. Opened in 2006, The Ripken Experience consists of 8 fully lighted synthetic grass fields, including 2 Championship Fields. Five additional fields are planned for future phases. The facility also boasts a state-of-the-art designed training island, where players can train in a number of batting cages, pitching mounds, and on two Training

Infields. The Ripken Experience has been custom designed with historical replicas of former major league ballparks and puts the history of the game on display for today's young players. The training island is surrounded by strategically placed Stormwater Management ponds and each field is integrated into the natural lay of the land to provide unique backdrops. The main building, featuring concessions, cafe, gift shop, offices and a wrap-around deck, make The Ripken Experience a first-class destination for teams and families alike. *In 2011, this complex hosted 940 teams.*

- 5 Lighted, Synthetic 60'/70' Diamonds
- 2 Lighted, Synthetic 80'/90' Diamonds
- All Fields are Replicas of Historic Ballparks
- Main Entry, Administrative and Retail Building
- Multiple Concession & Restroom Facilities
- One-of-a-Kind Training Island

Cypress Mounds (Baton Rouge, LA)

Opened in 2008 and designed by Ripken Design, the Cypress Mounds Baseball Complex has quickly turned into one of the most recognized and sought after tournament destinations in the Gulf Coast region. The complex features 6 uniquely designed, MLB quality Bermuda grass fields, serves local baseball and softball leagues throughout the year and holds weekend and weeklong tournaments throughout the summer. Built on the old Mississippi flood plain, careful consideration in the design process was given to the need for creating proper sub-bases for the fields and structures, while also carefully laying out adequate storm water facilities. The resulting layout of the storm water management area dictated the outfield angles for two of the fields, allowing for splash homeruns at each park. An enormous entry building holds administrative offices and a pro shop, while an even larger centralized building is home to full-service concessions, arcade, restrooms and a full-service, year-round restaurant with panoramic balcony views.

- 3 Lighted, Natural Grass 80'/90' Diamonds, built to MLB Specifications
- 3 Lighted, Natural Grass 60'/70' Diamonds, built to MLB Specifications
- Synthetic Ripken Training Circle
- 8 Covered and Lighted Batting & Pitching Tunnels
- Main Entry Building with Offices and Retail
- 2-Story Concession Building with Restaurant and Panoramic Balcony

April 2012

ESPN Wide World of Sports Complex at Walt Disney World – Orlando, FL

This expansive complex (220 acres), considered by many to be the standard for multisport competitions and tournament/event destinations, is home to more than 200



events each year encompassing more than 60 sports for athletes of all ages and skill levels. With an unparalleled roster of facilities and partners – as well as the backdrop of the world’s top vacation destination – this complex is the pinnacle for athletes and fans alike. Wide World of Sports encompasses multiple venues including the following related to baseball, softball, and dining and entertainment:

- Baseball Quadraplex
- Champion® Stadium (a championship baseball stadium)
- Hess® Sports Fields (11 outdoor fields for football, soccer, lacrosse, field hockey, baseball and softball)
- Softball Diamondplex
- ESPN Wide World of Sports Grill
- PlayStation® Pavilion

SFA Comments and Analysis: *Although extremely popular and certainly top-class in terms of amenities and overall experiences, these “model” facilities each have some significant drawbacks. These facilities do not:*

1. *effectively serve and cater to the softball market (exception is Wide World of Sports);*
2. *cater to the younger and exploding 11-under market; nor*
3. *encourage and promote strong ancillary offerings such as group outings/events, intensive sports leadership training, and teambuilding activities.*

Financial Analysis

April 2012

INTRODUCTION TO FINANCIAL ANALYSIS

The financial projections are based on the current plan which consists of 24 ball fields and stadia, an indoor training facility, and clubhouse lodging accommodations for players and coaches. Other possible development considerations include an RV park and campground and recreational facilities including a splash pad, canopy tour and zipline, arcades, and a playground.

The total estimated cost of acquiring the property, land development and building the entire complex is \$38 million. Economic Impact projections can be found in the “All-Star Ballpark Heaven Economic and Fiscal Impact Study” (Feb. 2012, Strategic Economics Group). For the purposes of this study, SFA has analyzed the financial projections related to the sports business alone (the financials *within* the complex) and not the financials and impact *outside* the facility.

Some key assumptions found in the current plan put forth by Go The Distance Baseball, LLC, can be found on the following pages.

FINANCIAL ANALYSIS OF THE SPORTS BUSINESS

The assumptions and analysis below pertain to the sports amenities and business. SFA has listed out the key financial assumptions put forth by the founding team in its business plan and economic impact analysis, then provided some key insights related to these assumptions and financial projections.

Tournament Assumptions

- A tournament season running from April through November
- A 13-week “core” tournament season catering to ages 8-14 (boys and girls; baseball and softball)
- 16 weeks of weekend-only tournaments
- Weeklong tournaments with seven games guaranteed for each team
- \$770 per person for weeklong tournaments; \$33 per person for weekend tournaments
- 5 games per field per day
- 16 players per team
- Weeklong Occupancy Days = 124,800
- Weekend Occupancy Days = 61,440

SFA Comments and Analysis: The revenue projections based on capacity and market opportunity are achievable. That said, filling this much space and time by attracting the market at the rate suggested is highly contingent on 1) an extraordinary brand, marketing, and business development engine that creates a demand for play at this development, and 2) building a tremendous database of coaches, players, and managers. SFA’s experience suggests that the most efficient way to build a database is through relationships with national tournament promoters, youth organizations, and showcase entities that own coach/player databases in addition to extraordinary marketing.

Investment Assumptions

- \$4 million for property purchase
- \$50K for movie site improvements
- \$10.3 million for tournament fields
- \$10 million for stadia
- \$14.4 million for team clubhouses
- \$5 million for indoor training facility

SFA Comments and Analysis: The capital, construction, and start-up expenses associated with the proposed development of the amenities seem reasonable and realistic for the proposed scope of work.

April 2012

Go the Distance Baseball, LLC, Project Income and Expenses

	4Q2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
TOURNAMENT REVENUE										
Team fees			8,090,880	12,136,320	16,181,760	16,667,213	17,167,229	17,682,246	19,351,008	21,103,982
Concessions			1,618,176	2,427,264	3,236,352	3,433,446	3,642,543	3,864,374	4,355,946	4,893,060
Merchandise Sales			1,456,358	2,184,538	2,912,717	3,090,101	3,278,288	3,477,936	3,920,351	4,403,754
Advertising/sponsorships			665,000	1,425,000	1,900,000	2,375,000	2,446,250	2,519,638	2,595,227	2,673,083
TRAINING FACILITY										
Training fees / group programming			1,071,616	1,339,520	1,607,424	1,793,617	1,563,206	1,756,476	2,050,393	2,329,306
Memberships			7,200	10,800	14,400	18,540	22,915	31,471	40,518	50,081
Facility rentals			6,000	12,000	18,000	22,248	26,735	31,471	36,466	41,734
Adv./sponsorships			60,000	100,000	200,000	250,000	257,500	265,225	273,182	281,377
TOURISM SITE										
Movie Site Gift Shop Sales (online/offline)	145,350	581,400	2,328,830	2,912,701	3,529,508	4,362,472	5,616,683	6,942,220	8,342,234	9,533,982
Concessions			455,000	552,500	650,000	803,400	1,034,378	1,278,491	1,536,320	1,808,468
Commemorative framed prints			116,424	141,372	166,320	205,572	264,673	327,136	393,109	462,745
Video dubs with movie clips			105,336	127,908	150,480	185,993	239,466	295,980	355,670	418,674
Special Events	8,000	12,000	143,750	373,450	600,750	845,888	1,110,497	1,385,031	1,552,639	1,616,028
Other Income	7,668	29,670	769,979	1,110,919	1,453,386	1,571,424	1,698,331	1,853,642	2,096,733	2,333,091
TOTAL REV	<u>161,018</u>	<u>623,070</u>	<u>16,894,549</u>	<u>24,854,291</u>	<u>32,621,097</u>	<u>35,624,914</u>	<u>38,368,695</u>	<u>41,711,335</u>	<u>46,899,796</u>	<u>51,949,364</u>
COST OF GOODS SOLD										
Tournaments			3,910,400	5,865,600	7,820,800	7,820,800	7,820,800	7,820,800	8,309,600	8,798,400
Gift Shop	75,582	302,328	1,210,992	1,514,604	1,835,344	2,268,486	2,920,675	3,609,954	4,337,962	4,957,671
Training			293,530	366,912	440,294	476,986	403,603	440,294	499,000	550,368
Concessions			145,600	176,800	208,000	257,088	331,001	409,117	491,622	578,710
Photography			88,704	107,712	126,720	156,626	201,656	249,247	299,511	352,568
Special Events	19,840	21,235	107,044	272,168	437,805	602,651	769,201	934,074	1,018,517	1,018,106
TOTAL COGS	<u>75,582</u>	<u>302,328</u>	<u>5,649,225</u>	<u>8,031,628</u>	<u>10,431,159</u>	<u>10,979,985</u>	<u>11,677,735</u>	<u>12,529,412</u>	<u>13,937,696</u>	<u>15,237,716</u>
GROSS MARGIN	85,436	320,742	11,245,324	16,822,663	22,189,938	24,644,929	26,690,960	29,181,923	32,962,100	36,711,648
Payroll Expenses	309,500	420,200	2,747,831	2,830,266	2,915,174	3,002,630	3,092,708	3,185,490	3,281,054	3,379,486
Mkg Expenses	140,000	497,600	1,887,455	2,695,829	3,472,910	3,785,691	4,060,469	4,395,134	4,914,380	5,419,736
Op. Expenses	-	-	385,580	453,819	521,047	623,939	663,473	710,878	772,250	831,302
G&A Expenses	63,000	436,900	86,100	88,683	91,343	94,084	96,906	99,813	102,808	105,892
Other Expenses	14,535	214,240	622,759	700,648	781,831	889,944	1,057,720	1,233,583	1,416,933	1,584,587
Total Expenses	<u>527,035</u>	<u>1,568,940</u>	<u>5,729,725</u>	<u>6,769,246</u>	<u>7,782,305</u>	<u>8,396,288</u>	<u>8,971,277</u>	<u>9,624,897</u>	<u>10,487,425</u>	<u>11,321,004</u>
EBITDA	<u>(441,600)</u>	<u>(1,248,198)</u>	<u>5,515,599</u>	<u>10,053,417</u>	<u>14,407,633</u>	<u>16,248,642</u>	<u>17,719,682</u>	<u>19,557,026</u>	<u>22,474,675</u>	<u>25,390,645</u>
11% Membership Distribution	-	-	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000

SFA Comments and Analysis (related to Income and Expense chart on preceding page): Because of the unique nature of the site being the set for the “Field of Dreams” movie, SFA cannot comment on the upside of merchandising or gift shop as the projections are greater than other venues. The player and facility fees are ambitious but attainable if the brand is created to drive the aforementioned traffic. Tournament participants are fickle as they always strive to participate in the locations that will provide the greatest exposure and competition. For that reason, creating the brand and building alliances that will create an environment for the greatest exposure and competition is critical. Also, SFA cannot comment on movie site or tourism revenue. As previously mentioned, the overall tournament revenue is driven by the team fees, and those projections are aggressive. SFA does not believe they are attainable without the appropriate brand and partnerships. SFA recommends that the founding team scrutinize the direct expenses associated with attracting and operating these events based on the industry metrics for tournament operations.

In addition, the training facility and group programming revenue should be further analyzed. It is SFA’s experience that this type of programming and revenue is driven by regular, local users (unlike the tournament and event participation). For that reason, the revenue projected is ambitious for the market of this size. There is no population density to justify that type of regular usage for 25 miles (Dubuque), and that market’s demographics are challenged to justify the projected revenue in years 3-8.

Because of the lack of population density within the local market, SFA does not believe the training and community center will be financially sustainable on its own. For that reason, SFA suggests revisiting the reasons for developing the training and community center. If it is to be an amenity to attract the tournament and event users, it will require subsidization by that profit center or the local or state government as an amenity to the community.

SFA suggests reviewing the expense structure for the development including general, administrative, and cost-of-goods-sold for each income area.

Conclusion

CONCLUSION & PROFESSIONAL RECOMMENDATIONS

To assess the likelihood of success for a sports tourism asset and baseball/softball tournament and training destination located in rural Iowa, the founding team for the All-Star Ballpark Heaven project – Go The Distance Baseball, LLC – contracted The Sports Facilities Advisory (SFA) to analyze the feasibility for the project. The basis for the project is to develop a first-class tournament and training destination with an emphasis on youth baseball and softball. All-Star Ballpark Heaven shall provide sports and recreation opportunities for all ages with an emphasis on youth programming and development, as well as family participation and involvement.

What follows are the professional conclusions, findings, and recommendations for the All-Star Ballpark Heaven project.

The Business Model & Market Demand

As previously discussed, it is the intention of the founding team to implement a business model that drives revenue through three complementary service offerings: 1) Tournaments, 2) Training, and 3) Tourism. SFA recommends postponing the “Training” component – at least the “indoor training” component – and potentially adding a different component to this mix such as “edutainment.” Such an edutainment component would be a combination of educational, recreational, and entertainment offerings and activities, and it would be a natural complement to the tournament/event and sports tourism focus. This type of complementary programming – to encompass teambuilding and leadership development curriculum – could be offered utilizing elements such as ropes courses, rock walls, climbing towers, and ziplines/canopy tours. Also, these types of elements and programming naturally tie in to the outdoor tournament players and their families and could be sold as part of the tournament package, as well as marketed as part of the overall “experience.”

Such edutainment options are low-cost development components that will provide an ROI seasonally that will warrant their construction and up-front costs to implement. Put another way, their start-up/construction costs are low enough that an ROI can be made without needing to achieve aggressive visitor or event participation or counting on more usage from the local market than they are capable of producing.

SFA recognizes that, certainly, this complex must focus on providing the amenities and programming that will attract teams for competition and training. But not only that, these athletes, coaches, and trainers – along with their families – must have the opportunity to participate in other endeavors and activities (e.g., recreation, education, and entertainment options). It is this type of full experience that will draw teams and families from not only the local area and region but nationwide as well. Recently, economic factors have placed an emphasis on this type of overall family experience. Families are looking to use the destination tournaments and camps as “getaway family vacations.”

Along these same lines and thinking in terms of “outside the facility grounds,” in order for the proposed facility to be successful, additional lodging, dining, shopping, and entertainment attractions will need to be developed in the area. The majority of rooms/dining options in the area are located in Dubuque, about 35 minutes east of Dyersville. In today’s sport destination industry, the precedent has been set for a multitude of family-friendly lodging, dining, shopping, and entertainment options to be within a short (5- to 15-minute) drivetime of the venue.

April 2012

To overcome the limited population density and lower average household income, the facility will have to continually market and sell to a wider consumer base. All-Star Ballpark Heaven will have to create its own competitive demand as *the* place to go for Midwest competitive baseball and softball action; the place all coaches/parents/families of participant aspire to get to. It needs to be branded as the pinnacle for competitive baseball and softball tournament play in the Midwest. This is critically important to driving the level of revenues associated with the founding team's current financial projections.

Target Market

SFA agrees with the approach of the founding team to create a destination that caters to both baseball *and* softball (both fast-pitch and slow-pitch). This will be a significant differentiator within this specific market as the leading tournament/event complexes in the East cater almost exclusively to baseball.

SFA also agrees with the approach of marketing heavily toward youth (ages 8-14), as it is this market and these age groups that are exploding in terms of participation in competitive travel baseball teams, leagues, and organizations.

All-Star Ballpark Heaven will need to create a "demand" for playing in their events. This can be done by associating and being a qualifying location for other national events (Disney, Jupiter, etc.). Building an alliance with these organizations (e.g. Disney, Perfect Game) will build a reason for teams to desire playing in Dyersville. Perfect Game, as an example, is a draw because parents and athletes want exposure. Also, aligning with these types of organizations provides access to critical contact information within their databases to market these services. This is not to be confused as creating a brand that is subservient to those organizations; rather, it is meant to build alliances to aid in creating the database and building the marketing network to achieve revenue projections.

As mentioned, another way to build the database is through strategic relationships with existing regional promoters. These promoters presently contain the database and relationships with coaches, teams, and club officials. SFA acknowledges that those tournament promoters take a significant margin out of the event, and for that reason should not be considered a long-term solution to building participation. All-Star Ballpark Heaven must promote and build its own tournament schedule. That is how the bottom line, earnings/EBITDA projections will be attained. Otherwise, All-Star Ballpark Heaven will simply become another "asset" in the portfolio of such tournament promoters in which they will become a large "cost of goods sold" on the P&L. It is SFA's perspective that these relationships, to a varying degree, will be a necessity in the beginning years, but All-Star Ballpark Heaven must brand itself as its own event promoter and build its own tournament/event following.

*April 2012***Program Plan & Service Offerings**

While SFA believes in and supports the concept of All-Star Ballpark Heaven being developed and marketed as a true youth and amateur sports event destination, the conclusion reached by SFA in regards to the overall program plan and service offerings is multi-layered.

The program plan, in its current state, encompasses the outdoor fields as well as the following amenities and sports/recreation spaces:

- Clubhouse Lodging: Such dorm areas would serve as housing for players and coaches, and plans could also include an on-site RV park and/or a campground for families.
- Indoor Training Dome to include two Major League-sized infields with adjustable basepaths and synthetic turf systems, as well as performance training areas and batting cages/pitching tunnels. This dome could also potentially include a sports rehabilitation/therapy component, a players area/lounge, locker rooms, classrooms, banquet facilities, a community indoor pool, a community theater, arcade, and concessions.
- Outdoor Training Areas: Batting cages, practice circles, and practice diamonds
- Parking for spectators and team transportation
- A preserved Field of Dreams Movie Site updated to the standards of the movie as much as is feasible
- Sites for other recreational activities including a splash pad, canopy tour and zipline, playgrounds, and a gazebo and picnic area

What is important to note here is that with these different amenities, two very different types of customers are served and, therefore, two different business models. As opposed to the outdoor tournament/event customer, the indoor customer is a different customer for a different time of year; therefore, such indoor amenities and program spaces would have to be heavily subsidized in order to justify their inclusion into this overall program plan. The outdoor fields are of course catering to the tournament and event consumer. The indoor amenities (training, community center, community pool, etc.) would be catering to the local market, and, as proven out by the market research and demographics, an acceptable ROI could not be reached on these amenities and recreation spaces to make it a worthwhile investment on the front end. An exception would be if these “community” types of areas are subsidized by the local government and they were developed as a true community amenity that could also be used for training and recreation by out-of-town visitors as well as local residents.

SFA recommends that the founding team consider the development of all the amenities which would support the concept of a tournament and events-based sports complex while excluding those amenities which would depend heavily on local and community utilization such as an indoor dome and a community pool; unless, of course, such local/community amenities are subsidized through additional tournament fees and/or the local government. Because of the demographics, local usage alone will not cover the up-front and operating expenses for such amenities.

Portions of the current plan could remain in place, and it is these complementary elements that SFA would recommend the founding team expand upon or bolster. Such elements include the canopy tour and zipline concept. This is an element that aligns with the overall concept of a true team and family attraction and a destination-based complex. SFA recommends adding educational and teambuilding programs around this particular element. For example, tournament and event athletes and teams could also take part in a full leadership program such as Bo Jackson’s Sports Leadership Centers of America curriculum. Such an intensive program would be additional to the actual tournaments and training; a highly useful and memorable experience that would greatly contribute to establishing an “experience” and lead to repeat visitors year after year while also attracting new customers on a yearly basis.

April 2012

Additionally, programming will need to include recreational and competitive play to attract the most athletes possible to the venue. It is vital to facility success for the facility, in addition to weeklong and weekend tournaments from outside user groups, to establish programs for local patrons. The facility management team will need to vary programming between “outsourced” tournaments and camps that can attract more players and a lower rate with “in house” organized programs that may attract fewer players, but at much greater margins. The goal is that over time, in-house programming can grow in scale and demand.

Dorms and lodging will be helpful, and the operation must be cognizant of rules/regulations for how to care for kids of that age. Player and youth safety will be critical. Financially, paying for the construction and development of these amenities will need to be subsidized. Tournament/event earnings alone will not provide the return on investment for the development of these amenities that are necessary to attract the level of usage projected.

Finally, in addition to traditional tournaments, camps, and clinics; it’s important that the facility seeks some “high exposure” program opportunities such as:

- Combines
- Pro-Ams & Fantasy Camps
- Seminars & Tradeshows
- Showcase Events
- Concerts
- All-Star Events

Comparables and Competition

As detailed previously in this document, All-Star Ballpark Heaven will be implementing a business model similar to that of the current leading baseball tournament destination facilities in the U.S. These facilities – Cooperstown Dreams Park (Cooperstown, NY), Ripken Academy (Aberdeen, MD), Ripken Experience (Myrtle Beach, SC), ESPN Wide World of Sports Complex at Disney World (Orlando, FL), and Cypress Mounds (Baton Rouge, LA) – are the model facilities currently in the world of baseball tournament/event destination complexes.

Certainly, with multiple outdoor, synthetic turf baseball/softball fields catering to youth tournaments and targeting teams and organizations from the region surrounding the Dyersville-Dubuque market as well as nationwide, this facility and the business model will be comparable to those model facilities. However, it is the desire of the founding team to create multiple key differentiators, including:

- A purposeful, direct focus on softball to complement the baseball tournaments & events
- An equally purposeful focus on the burgeoning 11-under market
- A focus on leadership and teambuilding for youth

Also, these types of complexes must contain differentiators in terms of entertainment for families and teams that can be financially sustainable. While the movie site is a start, it won’t be the sole reason that people and teams will keep coming back, especially annually in a “remote” location such as Dyersville.

Dubuque can be a contributor for some sources of this entertainment, but Dubuque is 35 minutes away from All-Star Ballpark Heaven. The founding team must take into account that the competitors vying for the same revenue/tournament usage will have amenities within 5-15 minutes of their location. This will need to be overcome with strategic marketing because many of these entertainment destinations will not be interested in building in Dyersville because they will question their ability to survive on 5,000 residents during non-event months.

Additionally, it’s important for the founding team to take into account *planned* facilities in the tournament marketplace. Significant, regional complexes are currently being planned for Atlanta, Louisville, Champaign, and Indianapolis, just to name a few, and many municipalities are building multi-wheel destinations to attract economic impact.

April 2012

Operations

The complex needs to be set up with clear reporting and accountability structures. The facility needs to be managed to Key Performance Indicators (KPI's) based on facility benchmarks. Both facility operations and sales talent should be acquired for key positions. Industry consultants should be retained to ensure the facility stays ahead of the industry curve and is operated with best practices.

For this facility to compete with other like venues and achieve the financial and economic impact numbers being projected by the founding team, it will be imperative that the organization is run with a sales and marketing focus. This includes budgeting enough in salary and commissions to attract talent, properly training the staff, and executing on a national marketing campaign. Strategic alliances with the area CVB, national organizations (USSSA, AAU, CABA, NABF, PONY, Dixie Youth Baseball & Softball, Connie Mack, AAYSA, Little League, AABC, Babe Ruth, etc.), and key sponsors are necessary to proactively schedule events throughout the year.

Camp and Tournament revenue will be impacted the greatest by creating as many onsite consumer opportunities as possible. This includes traditional options such as concessions, parking, gate fees, etc.; as well as, more unique opportunities such as pay-to-play attractions, adventure programming, commissions on area commerce, teambuilding/leadership programs, and more. Tournament profitability and profit margin will be positively impacted by increasing the average length of stay by patrons.

Summary

The strategic direction and leadership of this project is strong; Go The Distance Baseball, LLC along with its assembled advisory board is comprised of extremely intelligent, experienced, and business savvy individuals. And although the demographics alone present substantial challenges for this type of business model – really, any type of sports/recreation facility – to work in this particular market; this founding team has clearly indicated that it has taken and will take the necessary steps to overcome such obstacles to ensure project success with the All-Star Ballpark Heaven project. Additionally, the work to date – including the business plan, an economic and fiscal impact study, conversations and meetings with government officials, and media exposure – has been superb.

In summary, while the Field of Dreams site is a tourist destination on a smaller scale, the recreational/lodging/dining/retail/entertainment options typically found at tournament/event destinations are not found in the Dyersville market. The proximity to Dubuque helps, but still remains a 35-minute drive compared to other successful tournament/event destinations which boast access to these types of options within 5-15 minutes.

To develop a true tournament destination in this market, it is the professional conclusion of SFA that the founding team must create and implement robust programs and service offerings to match the level of weeklong and weekend tournaments. Because of the demographics and the remote locations, it's not enough to simply provide smaller "one-off" programs as serious baseball and softball players, coaches, and parents are looking for a true "experience" and that encompasses much more than the games and training on the field.

It is the year-round training component that the founding team proposes to market as one of its key differentiators. SFA's contention is that this indoor training facility caters to a completely different consumer than the outdoor fields and tournament destination component. As explained in this study, without the subsidy through additional tournament costs or from the local government, this type of indoor operation cannot be sustained by the local community due to the demographics. Therefore, it is SFA's recommendation for the founding team to consider postponing the indoor facility and instead concentrate on building ancillary programs that will truly appeal to the core customer base (youth and families). SFA suggests the full build-out of elements (rock walls, climbing towers, canopy tours, ziplines, etc.) and programming that would drive teambuilding, family fun, youth development, and character-building, as well as provide the opportunity for local programming for corporate and group events and pay-to-participate options. It is these types of offerings that can complement the actual tournament/event and will help to contribute to the robust "experience" at All-Star Ballpark Heaven.

SFA is not suggesting overlooking the "training" component of the overall vision. SFA is simply suggesting that the training component be conducted outdoors during the tournament season, thus eliminating the burden of sustaining an indoor sports operation without the requisite local community draw. Once the complex is established, an indoor training and community facility can be developed in a subsequent phase.

Finally, SFA has deemed the operations as feasible. If steps are taken to address the concerns listed in this document, SFA feels that this could be a successful complex and viable business model in the Dyersville market.