

All-Star Ballpark Heaven

Economic and Fiscal Impact Study

A Two-Phased Development Plan

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All-Star Ballpark Heaven: Economic and Fiscal Impact Study Executive Summary

- Youth sports activity is big business and getting bigger. American families spent \$7 billion traveling to youth sports tournaments during 2010. According to Sports Events Magazine, over 2.2 million youth participate in Little League Baseball and over 1.2 million females ages 8 to 18 play softball.
- Dyersville, Iowa has become identified with baseball. Twenty-two years after release of the film “Field of Dreams” the movie site in Dyersville continues to attract tens of thousands of tourists per year.
- Go the Distance Baseball, LLC has prepared a comprehensive development and marketing plan for a youth baseball tournament and training facility for the Field of Dreams site east of Dyersville. The plan is summarized in this report.
- Three facilities similar to the proposed All-Star Ballpark Heaven exist, but they are located on the East Coast and they are currently running at or near capacity. Within the Midwest there are about 750 day and weekend camps training intermediate and advanced level players that may serve as an immediate market for a top level Midwest tournament facility.
- The economic impact of this proposed tournament and training facility will be considerable both to the surrounding six-county region (Buchanan, Clayton, Delaware, Dubuque, Jackson, and Jones Counties) and to the state. By the fourth year of operation, the project will result in a growth of nearly 1,200 full-time equivalent jobs. Of course most of the jobs will be part-time and concentrated in the summer months. Therefore, the number of part-time job-holders could be 3-4 times the 1,200 number.
- The proposed development will involve an investment of \$38 million over two phases. In the first phase, 189 construction workers will impact 306 jobs in the economy. In phase II, 156 construction jobs impact a total of 253 jobs in the state economy.
- The project will add about \$25 million to the labor income of the region by the eighth year of its operation. The food services and hotel and motel sectors in the six-county region will see an increase of nearly 500 jobs; retail stores and recreation, another 400 jobs each year.
- The demand for hotel and motel rooms will likely significantly exceed what is currently available. When fully built out, the project will bring about 1,500 families to the area each week. The shortfall of more than a thousand rooms will likely prompt a growth in both hotel and restaurant construction in the area.
- By 2017, this project is expected to result in an annual increase of \$4.2 million in total state and \$2.2 million in local tax receipts.

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Introduction

According to the National Association of Sports Commissions (NASC), American families spent \$7 billion traveling to youth sports tournaments during 2010. That amounts to about 10 percent of national leisure travel industry expenditures and spending on attending such tournaments is growing at a rate of 4 percent annually.¹

Also, during 2010, according to the National Sporting Goods Association (NSGA), 280 million children between 7-18 years of age participated at least twice in one or more of 17 sports activities. The NSGA survey reports that over 26.9 million children participated in baseball and 10.8 million participated in softball. The same survey found that the central part of the United States had the highest softball participation rates.²

The proposed development by Go the Distance Baseball, LLC of a youth baseball and softball training and tournament complex at the “Field of Dreams” film site east of Dyersville will place Iowa in the forefront of the youth sports industry. This company will operate the site under the name All-Star Ballpark Heaven. This development will further enhance Iowa’s reputation as a venue for sports and recreation complementing events such as RAGBRAI, the Drake Relays, the Iowa Olympics and the Hy-Vee Triathlon, as well as local school, park and club sports programs throughout the state.

Purpose and Scope of the Study

This study analyzes the potential economic and fiscal impacts of the proposed youth baseball and softball training and tournament complex. The analysis starts with a brief history of the Field of Dreams site followed by a demographic and economic profile of the six counties surrounding this location. The counties included in the primary impact area are Buchanan, Clayton, Delaware, Dubuque, Jackson and Jones.

The analysis consists of three major parts. First, the analysis presents data on baseball and softball tournaments throughout the United States. In addition, this part of the analysis provides detailed descriptions of the three facilities and programs most similar to what is proposed for the All-Star Ballpark Heaven complex. Second, the economic impact of the proposal is estimated using input-output analysis. Third, estimates are made of the revenue impacts attributable to the proposed development for individual income, sales, hotel-motel and property taxes.

¹ Terry Johnson, “Youth Sports Score Big as Economic Boost,” Smiley Pete Publications

² National Sporting Goods Association (www.nsga.org)

Background

In 1982 William Patrick (Ray) Kinsella, who earned a Master of Fine Arts degree in English through the Iowa Writers' Workshop, wrote the novelized biography "*Shoeless Joe*", which was adapted into the movie "*Field of Dreams*" in 1989.

In 1987, Universal Pictures began work on the film "*Shoeless Joe*" that would later be retitled "*Field of Dreams*." In early 1988, the director selected a farm just outside of Dyersville, Iowa, perhaps fulfilling the vision of author Kinsella, and the rest is history.

"*Field of Dreams*" is a magical film about an Iowa corn farmer, Ray Kinsella, who hears a voice telling him: "If you build it, he will come." He interprets this as an instruction to build a baseball diamond in his corn field from which will emerge the ghosts of Shoeless Joe Jackson and the other seven Chicago Black Sox players banned from baseball for throwing the 1919 World Series.

The movie was nominated for three Academy Awards including Best Picture. In 2008, the American Film Institute added this film to its list of best ten classic American films in the fantasy genre. To date the film has grossed \$84.4 million, and the rentals have added \$30.5 million.

And, people keep coming to this site. For the most recent four-year period, an estimated 65,000 visitors per year have traveled from around the world to visit the "Field of Dreams" site. It has not been uncommon on any day of the week any time of the day, to meet other travelers who had made the pilgrimage to Dyersville and joined a baseball game made up of international visitors.

Description of the Area

The site of the proposed All-Star Ballpark Heaven complex is about 26 miles west of Dubuque and 4.4 miles east of Dyersville, Iowa, a few miles north of U.S. Highway 20. Other expressway level highways that serve the area are U.S. 61, which extends south through the Iowa-Illinois Quad-Cities to St. Louis, and U.S. 151, which extends from Interstate 380 at Cedar Rapids and progresses northeast through Dubuque into Wisconsin where it connects with Interstates 39, 90, and 94 near Madison.

In most cases, air travel connections would be served through the Eastern Iowa Airport at Cedar Rapids, which is located 72 miles south of Dyersville. Major carriers serving this airport include American, Delta, and United.

Although there is no railroad passenger service in the area currently, plans are being developed to bring AMTRAK service from Chicago to Iowa City and possibly extend on to Omaha. Also, there have been discussions regarding the possible reestablishment of AMTRAK service from Chicago to Dubuque.

The area surrounding the proposed All-Star Ballpark Heaven site contains a number of recreation, tourism and vacation attractions. The City of Dubuque has been going through a major revival over the past decade. This city, which was first settled in 1785, includes a mix of French, German, and Irish cultures. In addition, the city boasts a rich transportation history, having at one time been regional hubs for the Milwaukee and Illinois Central Railroads, been home to the world's largest wagon manufacturer, and served as a very active Mississippi River port. Much of this heritage has been preserved through a very rich fabric of historic architecture. Much of the historic architecture is now being restored.



Ice Harbor looking toward the Julien Dubuque Hotel

Among the major attractions in Dubuque are the National Mississippi River Museum and Aquarium, Five Flags Civic Center, the Grand Opera House, the Grand Harbor Resort and Water Park and the 4th Street (Fenelon Place) Elevator.



Five Flags Center



4th Street Elevator

Currently, within a 50 mile radius of the All-Star Ballpark Heaven site, are located 81 hotels and motels, 32 bed and breakfast inns and 47 campgrounds. A list of these locations is provided in an appendix to this report.

Also, within about an hour's drive from the proposed development is the City of Galena, Illinois, which is known for its historic architecture, restaurants, specialty stores and golf and ski resorts. Another nationally known tourist attraction about an hour drive from Dubuque is Taliesin East, one of architect Frank Lloyd Wright's studio complexes located in Spring Green, Wisconsin. The Amish Community in Hazleton about 50 miles west of Dyersville and the Czech Village and Museum in Cedar Rapids, as well as many other sites, offer opportunities to learn about the diverse populations that settled northeast Iowa.

Other attractions include state, county and city parks, ethnically diverse churches and monasteries, wineries, sports facilities, art museums and galleries, rivers for fishing and canoeing and many small towns with unique Main Streets and Courthouse Squares. All of these attractions within close proximity to the proposed All-Star Ballpark Heaven site should enhance the marketability of the training and tournament programs. Conversely, the development of All-Star Ballpark Heaven should make the area more attractive for tourism and bring added economic vitality to the area's other attractions.

All-Star Ballpark Heaven Proposal

Development Plan Description

All-Star Ballpark Heaven will be developed in two phases. The first phase will consist of 12 ball fields and stadia, an indoor training facility and clubhouse lodging accommodations for players and coaches. The baseball fields will include dugouts, spectator seating, scoreboards and lighting. The 88,000 square foot indoor training facility will include a turf infield, batting and pitching cages, speed and agility training facilities, educational classrooms, a banquet facility, a community indoor pool and a theater.



Phase I All-Star Ballpark Heaven

The lodging facilities will feature a clubhouse theme for each team, complete with game rooms, individual lockers, sports TV and more. Other improvements that will be added during Phase I include concessions and catering facilities, parking for spectators and improvements to the Field of Dreams field and house.

Work on Phase II of the development is expected to commence about three years following completion of Phase I. During the second phase, 12 additional ball fields will be added along with additional clubhouse team lodging facilities. Other improvements that may be made to the site include an RV park and campground and recreational facilities, including a splash pad, ropes or canopy course, zip lines, arcades and a playground for younger siblings of the players.

The total estimated cost of building the entire complex is \$38 million.



Phase II All-Star Ballpark Heaven complete

Tournaments and Training Programs

All-Star Ballpark Heaven will offer 13 weeks of tournament play and training for boys and girls ages 8 through 14. Both baseball and softball programs will be provided. Tournament play will extend from April through November each year. Teams will be guaranteed seven games of play (weather permitting). A typical week's schedule is as follows:

Sunday afternoon: Team registration and check-in

Sunday evening: Welcome and Opening Ceremonies

Monday: Seeding rounds begin, skills competitions in the evening

Tuesday: Seeding games, athletes rotate through sports leadership training

Wednesday: Seeding games conclude, special family activity night

Thursday: Tournament games begin

Friday: Tournament games conclude and Closing Ceremonies

Saturday morning: Check-out

The anticipated charges for the week long programs will be \$770 per person.

In addition to the week long program there will be offered 16 weeks of weekend only baseball and softball tournaments. The charges for these tournaments will be about \$33 per participant.

The indoor training facility and programs will be available year-round. In addition, facilities will be available for lease for other uses outside of the tournament season.

Marketing, Operations and Staffing

All-Star Ballpark Heaven will be marketed nationally both as a baseball and softball training and tournament facility and as a family vacation destination. Most of the clientele for this development will come from outside Iowa. As discussed below, youth sports is a growth market and although there are many baseball and softball day camps and local tournaments, there are only a few dozen overnight programs. Only three facilities nationally provide a high-level training and tournament experience comparable to what will be offered by All-Star Ballpark Heaven. The three other comparable facilities are all located on the East Coast.

Marketing All-Star Ballpark Heaven will involve a multi-track strategy. Building of the full-time marketing staff will begin in January 2013. Major features of the marketing plan include:

- Establish an inbound and outbound call center database with CRM (customer relations management) capabilities to manage sales calls and capture leads and data for marketing purposes
- Create a web site to handle tournament registrations and to view all family-friendly activities at the All-Star Ballpark Heaven site as well as surrounding attractions
- Development of a nationwide email campaign aimed at current youth baseball and softball coaches through lists that target this audience
- Print advertising placed in select journals and magazines targeted to youth baseball and softball participants and coaches
- Place advertising on selected youth baseball and softball web sites
- Enhance current social media and list-building efforts on Facebook and Twitter
- Improve and expand the *Field of Dreams* e-commerce web site
- Attend and sponsor a booth at national baseball coach conventions

When at full capacity, the facility will be able to serve 120 teams per week. At full capacity, All-Star Baseball Heaven will employ 86 people, with 24 people employed the entire year. In addition to services

provided by company employees, many support services will be obtained from local contractors. For example, when at full capacity, an estimated 6,000 meals will be served daily, prepared in an on-site industrial style kitchen by a locally contracted caterer.

The full-time staff will include a general manager and a three person marketing staff. Other key full-time staff will include a training director, tournament director, groundskeeper/facilities supervisor, accounting director and tourism director. Nine other full-time staff will support the training facility. One full-time and three part-time employees will maintain and staff the Field of Dreams site.

Youth Baseball-Softball Training and Tournament Facility Market Analysis

Team Baseball and Softball Markets

United States Specialty Sports Association (USSSA) Baseball says its team roster has grown from 1,000 in 1997 to over 40,000 by 2007.³ According to SportsEvents Magazine, "Tournament play is a major growth area for baseball and softball organizations." Statistics from a 2008 USA Sports Participation Survey, conducted by the Sporting Goods Manufacturers Association (SGMA), indicate that more than 16 million people in the United States play baseball, more than 2.3 million play fastpitch softball and nearly 9.5 million play slowpitch softball. According to Mike May, director of communications for SGMA, "Baseball and softball have more organizations than any other sport."⁴

Focusing in on the youth sports markets, an estimated 2.2 million players on 7,000 plus teams play Little League Baseball and 60,000 players participate in AAU Baseball. The Amateur Softball Association estimates over 1.2 million girls ages 8 through 18 play softball with approximately 83,000 playing fastpitch softball.⁵

The iSport website currently documents nearly 1,800 youth baseball training camps across the United States.⁶ In addition, there are several youth baseball tournament organizations that have established playoffs, including Nike Sports Camps, US Sports Camps, Florida Coast Baseball Camps, ABC Baseball Camps and NBC Baseball Camps.

As an indicator of the prevalence of these camps and tournaments, InfoSports.com has already listed four baseball tournaments scheduled in Iowa communities this summer.⁷ They are:

- [Below Zero Baseball Tournament - USSSA](#) (Monticello, IA, 01/14/12 - 01/15/12)
- [1st Annual Sting State Qualifier IA WI IL](#) (Dubuque, IA, 05/12/12 - 05/13/12)
- [Comet Classic USSSA Global World Series Qualifier](#) (Clinton, IA, 05/18/12 - 05/20/12)
- [River City Wood Bat Classic](#) (Council Bluffs, IA, 06/08/12 - 06/10/12)

³ Anne Kadet, "Trophy Kids," SmartMoney, July 1, 2008.

⁴ Marcia Bradford, "Expanding Opportunities on Ball Fields," SportsEvents Magazine, 2012.

⁵ Ibid.

⁶ <http://baseball.isport.com/baseball-camps/>.

⁷ <http://www.infosports.com/listing.cgi?s=b&t=t&lr=IA>.

Table 1 shows how many youth baseball camps are located in Iowa and the surrounding states. Most of these are full or half-day camps or summer camps. Only 41 across the nation and two in our region are listed as overnight camps (one in Cedar Rapids). These camps attract players whose skills range from beginners to advanced.

Table 1. Baseball Camps for Beginners through Advanced Players

State	Half-Day	Full Day	Overnight	Summer	Other	Total
Illinois	27	11	0	5	0	61
Iowa	3	0	1	0	0	7
Kansas	2	1	1	1	0	16
Minnesota	9	16	0	5	0	63
Missouri	3	7	0	3	1	27
Nebraska	0	3	0	0	2	11
North Dakota	1	0	0	0	0	5
South Dakota	1	0	0	0	2	5
Wisconsin	11	3	0	1	0	45
Total Region	57	41	2	15	5	240
Total US	306	345	41	789	5	1,793

Table 2 shows only camps that seek to attract those individuals who are identified as intermediate or advanced players. Nationally and regionally, the numbers now drop by about half. Only one camp in our region (the Cedar Rapids camp) and only 12 across the nation provide an overnight week-long experience. These are listed in Table 3. Only one of these 12 camps provides their services to girls as well as boys.

Table 2. Baseball Camps for Intermediate or Advanced Players

State	Half-Day	Full Day	Overnight	Summer	Other	Total
Illinois	27	9	0	5	0	41
Iowa	3	0	1	0	0	4
Kansas	2	0	0	1	0	3
Minnesota	5	11	0	5	0	21
Missouri	3	5	0	3	1	12
Nebraska	0	2	0	0	2	4
North Dakota	1	0	0	0	0	1
South Dakota	1	0	0	0	2	3
Wisconsin	11	0	0	1	0	12
Total Region	53	27	1	15	5	101
Total US	214	249	12	252	5	756

Table 3. Overnight Camps for intermediate or Advanced Players

State	City	Gender	Age	Fee
California	Redlands	Male	7-18	\$495
Colorado	Denver	Male	7-18	\$395
DC		Male	7-18	\$495
Florida	Lakeland	Male	12-18	\$699-\$899
Iowa	Cedar Rapids	Male	7-18	\$395
Maryland	Bel Air	Male	7-18	\$395
Michigan	Spring Arbor	Male	7-18	\$395
New Jersey	Atlantic City	Male	7-20	\$175-\$250
New York	Milford	Male	5-18	\$795
North Carolina	Rocky Mount	Male	7-19	\$395
Rhode Island	Smithfield	Coed	13-18	
Washington	Sammamish	Male	5-19	\$379-\$499

Source: iSport.com and US Sports Camps

In addition to these camps, three facilities provide a first-class experience of training and tournaments for youth baseball enthusiasts. They are Cooperstown Dreams Park, home of the American Youth Baseball Hall of Fame and two sites run by the Ripken brothers, Cal, Jr. and Bill. These three facilities are most like what the developers of the proposed All Star Ballpark Heaven have in mind for the Dyersville site. The intermediate and advanced players in the surrounding states are most likely to be the potential immediate market for the new facility. As the developers build out to Phase II of their plan, their market will likely match that of the three high-end facilities. For that reason, we examined each of those three.

Cooperstown Dreams Park

The Cooperstown facility was built in 1996 and consists of 22 ball fields about four miles south of Cooperstown, NY. It hosts more than 1,200 teams and a total of more than 14,000 players each year (<http://www.cooperstowndreamspark.com/thedream.html>). The cost to participate is currently \$795 per player and/or coach (minimum of 11 players and 2 coaches). That provides a total team cost of at least \$10,348.

This includes meals and accommodations, player uniforms and warm up clothes, insurance, laundry service and a DVD of their team performance. In addition to the registration fees, the operation is also partially supported by a host of corporate sponsors including:

- Pepsi
- Bank of America
- Reebok
- Campbell's
- Sara Lee
- Baseball, The Magazine
- Tropicana
- Frito Lay
- Louisville Slugger
- Gatorade
- Hormel Foods
- Inmotionair
- Quaker
- Heintz

- 3n2 Clutch Performance
- Rubbermaid
- Sherwin-Williams
- Tyson
- Jugs Sports

In addition to the permanent staff, Cooperstown provides more than 400 summer jobs.

Ripken Baseball Group

The Ripken sites are located in Myrtle Beach, SC and Aberdeen, MD.

The Aberdeen facility is home of the Single A affiliate Aberdeen IronBirds. Ripken Stadium opened in 2002 with a capacity of 6,300. "The idea of The Aberdeen Project probably started on September 6, 1995, the night that Cal Ripken, Jr. became baseball's all-time "Ironman" when he played in his 2,131st consecutive game. That evening Cal received a \$75,000 gift from the Major League Baseball Player's Association to build a "Field of Dreams" in the Ripken hometown of Aberdeen, MD."⁸

Ripken Baseball uses West Nottingham Academy to house overnight campers. West Nottingham Academy is the country's oldest boarding school, and the picturesque campus gives campers the look and feel of a college campus. West Nottingham Academy features:

- Air-conditioned dorms or bunk houses
- Large cafeterias
- TV lounges and game rooms

"Week-long day and overnight camps are available throughout the summer months at Ripken Academy. In 2010, we had over 1,500 softball and baseball campers come through the complex!"⁹ Amenities include Orioles games at Camden Yards, Iron Birds games, mini golf, swimming, jerseys and caps. Typically, the camp sessions consist of between 200-250 players each week.

The Aberdeen tournaments are held at the Ripken Baseball Academy in Aberdeen, MD. It consists of a youth-sized version of Oriole Park at Camden Yards, known as Cal Sr.'s Yard and youth-sized replicas of Wrigley Field, Fenway Park, Memorial Stadium and four skinned softball fields. The fall 2012 week long tournaments cost \$995-\$1,045 per team.

As of January 21, all but 19 of the 66 scheduled tournament sessions from March through August had been sold out.

The Myrtle Beach tournament facilities opened in June 2006. Phase 1 of the complex consists of 7 fields: 2 regulation-sized diamonds and 5 youth diamonds constructed with a synthetic turf infield and outfield. Teams are provided two or three (depending on team size) luxury condominiums at Myrtlewood Villas. However, they also offer a non-accommodations package at about \$525 for teams that prefer to make separate arrangements for staying in the Myrtle Beach area.

⁸http://www.milb.com/team1/page.jsp?ymd=20090206&content_id=506401&vkey=team1_t488&fext=.jsp&sid=t488.

⁹<http://www.ripkenamps.com/facility.cfm>.

The 2012 tournaments cost from \$550-\$705 per team. So far, 15 of the 65 scheduled sessions between February and November are sold out.

In addition to the registration fees, the operations at the two sites are also partially supported by a host of corporate sponsors, including:

- Rawlings
- Eastbay
- Lowes Foods
- Cooperstown Bat Company
- League Athletics.com
- Gatorade
- All American Imaging
- Best Golf Cars
- Dick's Sporting Goods
- Turface Athletics
- Cages Plus
- Baseball America
- Wendy's
- PitchingMachinesNow.com
- Under Armour
- Coca Cola Zero
- Myrtle Beach Pelicans Baseball
- MagnaCoach
- New Era
- Union Memorial/MedStar Health

Family and fan accommodations in Aberdeen include Courtyard, Springhill Suites and Fairfield Suites, Fairfield Inn by Marriott, Wingate by Wyndham and Candlewood Suites. Hotel accommodations in Myrtle Beach include Myrtlewood Villas, Courtyard by Marriott, Myrtle Beach Seaside Resorts, Caravelle Resort, Ripken Hotels, Sheraton Myrtle Beach Convention Center Hotel, Ocean Dunes Resort and Villas, Myrtle Beach Comfort Suites, Hampton Inn, Dayton House Resort, Holiday Inn Express and Kingston Plantation Villas.

Economic Impact Analysis

Local Area Demographic and Economic Profile

According to the 2010 Census, the six counties (Buchanan, Clayton, Delaware, Dubuque, Jackson and Jones) that are the focus of this study had a population of 190,990, which equaled 6.27 percent of the State's total population. As shown in Table 4, the population of this area has remained relatively flat over the past four decades declining by 1,464 (0.76%) over that period.

During the past decade and over the past four decades only Dubuque and Jackson Counties experienced population increases. Dubuque County's population increased by 4,510 (5.06%) between 2000 and 2010 and by 3,044 (3.36%) over the past four decades. Jackson County's population increased by 417 (2.06%) between 2000 and 2010 and by 770 (2.88%) over the past four decades.

Population increased statewide over the past decade and over the past four decades by 220,987 (4.10%) and by 120,031 (7.82%), respectively. Thus, the region surrounding the Field of Dreams site has significantly trailed the state in population growth both over the past decade and the past four decades. However, Dubuque County has exhibited renewed vitality over the past decade as evidenced by the development of its Ice Harbor area, the restoration of numerous historical buildings and the attraction of new employers such as IBM.

Table 5 shows that employment growth in the study area has also trailed the state's growth. While total jobs statewide increased by 50.31 percent during the past four decades, job growth within the study

area increased by 41.30 percent. But again, two of the six counties did exceed the state growth rate over the past decade. Job growth between 2000 and 2009 in Delaware County equaled 232 (2.20%) and job growth in Dubuque County equaled 2,916 (4.68%).

Table 4. Decennial Population, 1970 - 2010

Co No	County	Decennial Population Counts				
		1970	1980	1990	2000	2010
10	Buchanan	21,762	22,900	20,844	21,093	20,958
22	Clayton	20,606	21,098	19,054	18,678	18,129
28	Delaware	18,770	18,933	18,035	18,404	17,764
31	Dubuque	90,609	93,745	86,403	89,143	93,653
49	Jackson	20,839	22,503	19,950	20,296	19,848
53	Jones	19,868	20,401	19,444	20,221	20,638
Region		192,454	199,580	183,730	187,835	190,990
State		2,825,368	2,913,808	2,776,755	2,926,324	3,046,355
Region Share		6.81%	6.85%	6.62%	6.42%	6.27%

Co No	County	Population Change				
		1970 - 80	1980 - 90	1990 - 00	2000 - 10	1970 - 10
10	Buchanan	1,138	-2,056	249	-135	-804
22	Clayton	492	-2,044	-376	-549	-2,477
28	Delaware	163	-898	369	-640	-1,006
31	Dubuque	3,136	-7,342	2,740	4,510	3,044
49	Jackson	1,664	-2,553	346	-448	-991
53	Jones	533	-957	777	417	770
Region		7,126	-15,850	4,105	3,155	-1,464
State		88,440	-137,053	149,569	120,031	220,987
Region Share		8.06%	11.56%	2.74%	2.63%	-0.66%

Co No	County	Population Percent Change				
		1970 - 80	1980 - 90	1990 - 00	2000 - 10	1970 - 10
10	Buchanan	5.23%	-8.98%	1.19%	-0.64%	-3.69%
22	Clayton	2.39%	-9.69%	-1.97%	-2.94%	-12.02%
28	Delaware	0.87%	-4.74%	2.05%	-3.48%	-5.36%
31	Dubuque	3.46%	-7.83%	3.17%	5.06%	3.36%
49	Jackson	7.99%	-11.35%	1.73%	-2.21%	-4.76%
53	Jones	2.68%	-4.69%	4.00%	2.06%	3.88%
Region		3.70%	-7.94%	2.23%	1.68%	-0.76%
State		3.13%	-4.70%	5.39%	4.10%	7.82%

Table 5. Total Employment, 1970 - 2009

Co No	County	Total Employment				
		1970	1980	1990	2000	2009
10	Buchanan	7,585	8,515	8,579	9,938	9,836
22	Clayton	8,593	10,000	9,961	11,844	10,971
28	Delaware	6,752	8,148	8,532	10,537	10,769
31	Dubuque	43,244	52,948	55,086	62,370	65,286
49	Jackson	8,254	9,345	9,848	10,700	9,917
53	Jones	7,827	8,742	8,502	9,546	9,451
Region		82,255	97,698	100,508	114,935	116,230
State		1,294,601	1,536,822	1,634,995	1,920,708	1,945,942
Region Share		6.35%	6.36%	6.15%	5.98%	5.97%

Co No	County	Total Employment Change				
		1970 - 80	1980 - 90	1990 - 00	2000 - 09	1970 - 09
10	Buchanan	930	64	1,359	-102	2,251
22	Clayton	1,407	-39	1,883	-873	2,378
28	Delaware	1,396	384	2,005	232	4,017
31	Dubuque	9,704	2,138	7,284	2,916	22,042
49	Jackson	1,091	503	852	-783	1,663
53	Jones	915	-240	1,044	-95	1,624
Region		15,443	2,810	14,427	1,295	33,975
State		242,221	98,173	285,713	25,234	651,341
Region Share		6.38%	2.86%	5.05%	5.13%	5.22%

Co No	County	Total Employment Percent Change				
		1970 - 80	1980 - 90	1990 - 00	2000 - 09	1970 - 09
10	Buchanan	12.26%	0.75%	15.84%	-1.03%	29.68%
22	Clayton	16.37%	-0.39%	18.90%	-7.37%	27.67%
28	Delaware	20.68%	4.71%	23.50%	2.20%	59.49%
31	Dubuque	22.44%	4.04%	13.22%	4.68%	50.97%
49	Jackson	13.22%	5.38%	8.65%	-7.32%	20.15%
53	Jones	11.69%	-2.75%	12.28%	-1.00%	20.75%
Region		18.77%	2.88%	14.35%	1.13%	41.30%
State		18.71%	6.39%	17.47%	1.31%	50.31%

Source: Bureau of Economic Analysis (BEA)

Notes:

- (1) Total employment is defined as the number of jobs. One person may hold more than one job. So, total employment reported by BEA does not equal total employment reported by the Bureau of Labor Statistics (BLS).
- (2) 2010 employment numbers will be released April 25, 2012.

Table 6. Study Area Non-Farm Personal Income

Co No	County	Non-Farm Personal Income (\$1,000s)				
		1970	1980	1990	2000	2009
10	Buchanan	57,987	184,811	283,182	477,610	632,102
22	Clayton	53,550	149,117	236,938	418,819	538,838
28	Delaware	42,110	134,483	234,729	404,803	557,028
31	Dubuque	319,462	867,459	1,409,483	2,301,232	3,295,141
49	Jackson	62,279	180,642	271,727	447,881	624,856
53	Jones	56,893	155,527	254,657	431,783	562,791
	Region	592,281	1,672,039	2,690,716	4,482,128	6,210,756
	State	9,755,144	27,186,725	45,761,809	77,495,196	108,105,973
	Region Share	6.07%	6.15%	5.88%	5.78%	5.75%

Co No	County	Non-Farm Personal Income Change (\$1,000s)				
		1970 - 80	1980 - 90	1990 - 00	2000 - 09	1970 - 09
10	Buchanan	126,824	98,371	194,428	154,492	574,115
22	Clayton	95,567	87,821	181,881	120,019	485,288
28	Delaware	92,373	100,246	170,074	152,225	514,918
31	Dubuque	547,997	542,024	891,749	993,909	2,975,679
49	Jackson	118,363	91,085	176,154	176,975	562,577
53	Jones	98,634	99,130	177,126	131,008	505,898
	Region	1,079,758	1,018,677	1,791,412	1,728,628	5,618,475
	State	17,431,581	18,575,084	31,733,387	30,610,777	98,350,829
	Region Share	6.19%	5.48%	5.65%	5.65%	5.71%

Co No	County	Non-Farm Personal Income Percent Change				
		1970 - 80	1980 - 90	1990 - 00	2000 - 09	1970 - 09
10	Buchanan	218.71%	53.23%	68.66%	32.35%	990.08%
22	Clayton	178.46%	58.89%	76.76%	28.66%	906.23%
28	Delaware	219.36%	74.54%	72.46%	37.60%	1222.79%
31	Dubuque	171.54%	62.48%	63.27%	43.19%	931.47%
49	Jackson	190.05%	50.42%	64.83%	39.51%	903.32%
53	Jones	173.37%	63.74%	69.55%	30.34%	889.21%
	Region	182.31%	60.92%	66.58%	38.57%	948.62%
	State	178.69%	68.32%	69.34%	39.50%	1008.19%

Notes:

- (1) Source: Bureau of Economic Analysis (BEA)
- (2) 2010 personal income data will be released April 25, 2012.

Table 6 shows that the study area's share of state non-farm personal income has been in decline since 1980. In 1970, the study area accounted for 6.07 percent of the state's non-farm personal income. The share increased slightly to 6.15 percent in 1980, but then over the next three decades the share dropped to 5.75 percent. The decrease may seem small, but if the 6-county study area had maintained the same share as in 1980, non-farm personal income in the area during 2009 would have been \$43.2 million higher.

These statistics provide baselines for the comparison of economic impacts resulting from the development of the All-Star Ballpark Heaven complex. These estimates are derived using an Iowa input-output (IMPLAN) model.

Economic Impact Estimates

This study is primarily concerned with analyzing the demand-side effects of the All-Star Ballpark Heaven project on the state economy and it also looks at the impact on a local six-county region (Buchanan, Clayton, Delaware, Dubuque, Jackson and Jones). It investigates the effects on the state and regional economies based on the various goods and services that the project, its employees, vendors, participants and visitors purchase. These effects are quantifiable.

Supply-side effects, or the indirect effects that the project would have on the area, are also important to evaluate, although more difficult to quantify. For example, the presence of this high-end recreation complex can help the near-by communities attract new businesses. This study does not attempt to estimate the value of this indirect benefit even though it may become a substantial asset to business recruiters.

By providing access to the tournaments, the training facility and the swimming pool, the project will enhance the quality of life for the citizens of the region.

The methodology employed in this study involved examining data for four types of the activities of the project:

1. Construction Phase I (Year 0)
2. Facility Operations – 12 baseball fields (Years 1-3)
3. Construction Phase II (Year 3)
4. Facility Operations – 24 baseball fields (Years 4-8)

For each of these components and for the total, the study examined the impact on the area economies using four metrics or indicators:

1. Jobs: the estimate of annual full-time person-years of job growth that this activity generated.
2. Labor Income: the measure of increased personal income as a result of this economic activity.

This consists of employee compensation and proprietary income, which includes payments received by self-employed individuals as income.

3. Output Production: a measure of the increased value of all goods, services and labor within the service area because of this economic activity. At the state level, it represents the growth that occurred in the State Gross Domestic Product.
4. Value Added consists of four components: employee compensation, proprietors' income, other property income, and indirect business taxes.

In each case – output, income and jobs – the total impact is the sum of the following factors:

1. Direct Effect: the initial economic activity of the project that drives the subsequent effect on other sectors of the economy.
2. Indirect Effects: inter-industry transactions that will result from purchases made from project suppliers. Supplier employment loss or gain as a result of the direct effects would be the indirect effects.
3. Induced Effects: the effects of the changes in household income as a result of employees hired or laid-off by the company and its suppliers. These changes affect the related industries.

Figure 1 depicts the two construction phases and the eight years of operational activity. The economic impact was estimated for each of these periods using an Iowa IMPLAN Input-Output Model (See Appendix A for a detailed description of the IMPLAN model).

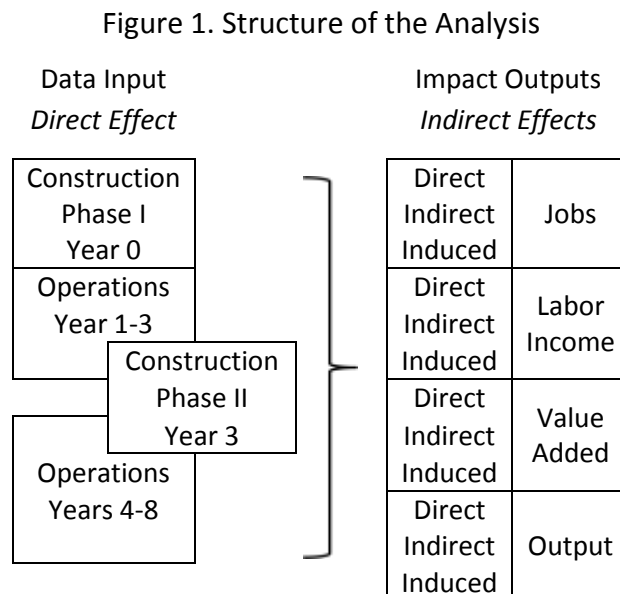


Table 7 shows that in year 0, the economic impact of the construction activity on Iowa would be an increase of \$37.1 million in output, \$13.2 million increase in labor income and an additional 306 full-time equivalent jobs. In each instance, the largest portion of that benefit was concentrated in the six-

county region around the Dubuque-Dyersville site.¹⁰ In the first year of operations, the job growth would be 350, increasing to 1,422 by the eighth year. The additional labor income would be \$8.3 million, growing to \$34.1 million by year eight. Again, in each year and for each measure, between 70% and 90% of the benefit would be concentrated in the six-county region.

Table 7. Economic Impact of All Star Ballpark Heaven - Selected Years

Area Impacted	Year 0	Year 1	Year 3	Year 4	Year 8
	Construction	Operation	Const & Operation	Operation	Operation
Statewide Economic Impact					
Jobs	306	350	906	1,161	1,422
Labor Income (\$1,000s)	\$13,181	\$8,383	\$26,533	\$27,836	\$34,101
Value Added (\$1,000s)	\$17,402	\$14,424	\$41,292	\$48,022	\$58,829
Output (\$1,000s)	\$37,046	\$25,746	\$78,648	\$83,658	\$102,485
Six-County Regional Economic Impact					
Jobs	293	289	782	966	1,183
Labor Income (\$1,000s)	\$12,400	\$6,194	\$21,804	\$20,377	\$24,962
Value Added (\$1,000s)	\$15,969	\$10,068	\$31,980	\$33,169	\$40,634
Output (\$1,000s)	\$34,169	\$23,203	\$71,527	\$74,971	\$91,842

Tables 8 through 11 show the year-by-year pattern of economic growth that the IMPLAN model projects. In year three, the developer plans to begin construction of the second phase (an additional 12 ball fields, additional lodging facilities and additional parking). Thus, in that year we see both the construction impact and the impact of operations.

¹⁰ Throughout this report, numbers in tables and charts may not add up to the totals because of individual rounding of the components.

Table 8. Statewide Economic Impact - Phase I

Measure	Year 0	Year 1	Year 2	Year 3
Construction				
Jobs	306			253
Labor Income (\$1,000s)	\$13,181			\$10,894
Value Added (\$1,000s)	\$17,402			\$14,383
Output (\$1,000s)	\$37,046			\$30,618
Operation				
Jobs		350	507	653
Labor Income (\$1,000s)		\$8,383	\$12,149	\$15,639
Value Added (\$1,000s)		\$14,424	\$20,904	\$26,909
Output (\$1,000s)		\$25,746	\$37,311	\$48,030
Total Impact				
Jobs	306	350	507	906
Labor Income (\$1,000s)	\$13,181	\$8,383	\$12,149	\$26,533
Value Added (\$1,000s)	\$17,402	\$14,424	\$20,904	\$41,292
Output (\$1,000s)	\$37,046	\$25,746	\$37,311	\$78,648

Table 9. Six-County Economic Impact - Phase I

Measure	Year 0	Year 1	Year 2	Year 3
Construction				
Jobs	293			242
Labor Income (\$1,000s)	\$12,400			\$10,249
Value Added (\$1,000s)	\$15,969			\$13,199
Output (\$1,000s)	\$34,169			\$28,241
Operation				
Jobs		289	419	540
Labor Income (\$1,000s)		\$6,194	\$8,976	\$11,555
Value Added (\$1,000s)		\$10,068	\$14,590	\$18,782
Output (\$1,000s)		\$23,203	\$33,626	\$43,286
Total Impact				
Jobs	293	289	419	782
Labor Income (\$1,000s)	\$12,400	\$6,194	\$8,976	\$21,804
Value Added (\$1,000s)	\$15,969	\$10,068	\$14,590	\$31,980
Output (\$1,000s)	\$34,169	\$23,203	\$33,626	\$71,527

Table 10. Statewide Economic Impact - Phase II

Measure	Year 4	Year 5	Year 6	Year 7	Year 8
Construction					
Jobs					
Labor Income (\$1,000s)					
Value Added (\$1,000s)					
Output (\$1,000s)					
Operation					
Jobs	1,161	1,239	1,302	1,362	1,422
Labor Income (\$1,000s)	\$27,836	\$29,708	\$31,213	\$32,656	\$34,101
Value Added (\$1,000s)	\$48,022	\$51,251	\$53,847	\$56,337	\$58,829
Output (\$1,000s)	\$83,658	\$89,283	\$93,805	\$98,143	\$102,485
Total Impact					
Jobs	1,161	1,239	1,302	1,362	1,422
Labor Income (\$1,000s)	\$27,836	\$29,708	\$31,213	\$32,656	\$34,101
Value Added (\$1,000s)	\$48,022	\$51,251	\$53,847	\$56,337	\$58,829
Output (\$1,000s)	\$83,658	\$89,283	\$93,805	\$98,143	\$102,485

Table 11. Six-County Economic Impact - Phase II

Measure	Year 4	Year 5	Year 6	Year 7	Year 8
Construction					
Jobs					
Labor Income (\$1,000s)					
Value Added (\$1,000s)					
Output (\$1,000s)					
Operation					
Jobs	966	1,031	1,083	1,133	1,183
Labor Income (\$1,000s)	\$20,377	\$21,747	\$22,848	\$23,905	\$24,962
Value Added (\$1,000s)	\$33,169	\$35,399	\$37,192	\$38,912	\$40,634
Output (\$1,000s)	\$74,971	\$80,012	\$84,064	\$87,952	\$91,842
Total Impact					
Jobs	966	1,031	1,083	1,133	1,183
Labor Income (\$1,000s)	\$20,377	\$21,747	\$22,848	\$23,905	\$24,962
Value Added (\$1,000s)	\$33,169	\$35,399	\$37,192	\$38,912	\$40,634
Output (\$1,000s)	\$74,971	\$80,012	\$84,064	\$87,952	\$91,842

Charts 1 and 2 display the year-to-year pattern of projected growth in jobs and labor income that would be generated by this project.

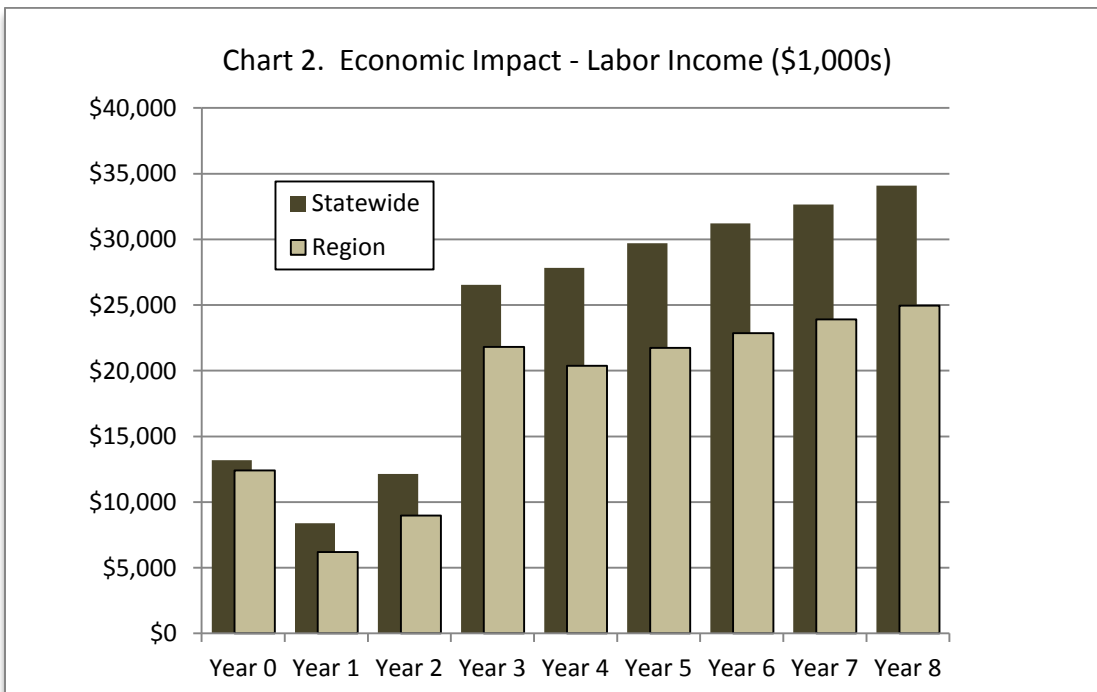
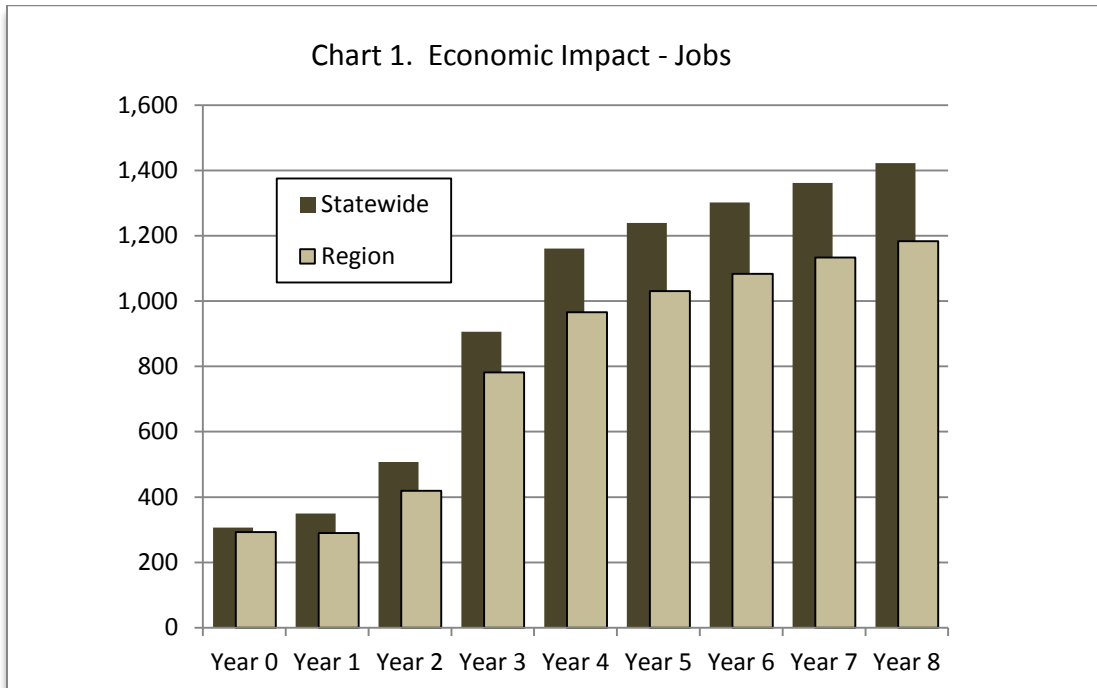


Table 12 shows the types of full-time equivalent annual jobs that would be created by year four of operations. The table is also included in Appendix B and C along with comparable tables for both the statewide and regional analysis for each component of the project.

Table 12. Top 10 Effected Sectors - Statewide Operations Phase (Year 4)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Food services and drinking places	265	\$4,233	\$5,977	\$12,752
Hotels and motels, including casino hotels	228	\$5,744	\$10,238	\$16,999
Retail Stores - General merchandise	222	\$5,388	\$8,765	\$3,451
Other amusement and recreation industries	166	\$1,929	\$4,344	\$18,768
Retail Stores - Gasoline stations	33	\$745	\$1,209	\$280
Real estate establishments	23	\$199	\$1,447	\$1,997
Wholesale trade businesses	10	\$710	\$1,220	\$1,677
Employment services	10	\$250	\$298	\$369
Services to buildings and dwellings	9	\$192	\$263	\$536
Offices of physicians, dentists and other health practitioners	8	\$634	\$676	\$1,120
All Others	187	\$7,814	\$13,586	\$25,709
Total	1,161	\$27,836	\$48,022	\$83,658

To summarize, by the eighth year of operation this project should generate about 1,400 new jobs, about 1,200 of them in the six-county region. It should add about \$34.1 million in payrolls, about \$25 million within the region. And, it should increase the value of goods and services produced by about \$102 million for the state and about \$92 million for the region.

Supply and Demand for Local Lodging

The developer's pro forma income statement shows a projected pattern of growth assuming 40% of full capacity utilization of the 12-field operation in year one to 92% of the 24-field operation in year eight. Full capacity is defined as 16 persons per team (including two coaches and 2 umpires), two teams per game, 60 games per day or 960 persons for Phase I (years one through three).

In Phase 2, the numbers would double to 1,920 participants with 24 fields and 60 games per day.

Table 13. Pro Forma Tournament Assumptions

Measure	Phase 1	Phase 2
Fields (including indoor)	12	24
Weeks	13	13
Weekends	16	16
Days per Week long Events	65	65
Days per Weekend Events	32	32
Games per Day	60	120
People per Team	16	16
Total number of Teams	60	120
People-Days per Week long Events	62,400	124,800
People-Days per Weekend Events	30,720	61,440
Number of Participants (at capacity)	960	1,920

Using the growth factor and the participation rates in the pro forma documents prepared by the developer, we analyzed whether or not the local lodging market would be able to accommodate the families and fans of the program participants.

Area Lodging Supply

Table 14 lists the 26 hotels and motels (2,176 rooms) within the market area of the project. Most likely families of the tournament and training participants will stay at one of these facilities. There are a handful of bed and breakfast facilities in the area but they are not likely to fill much of the lodging needs.

There are twelve state and county campsites¹¹ in the two-county area but their spots are often filled before the summer season begins.

Table 15 shows average monthly occupancy rates for hotel and motel rooms available in the City of Dubuque according to reports gathered by the Dubuque Convention & Visitors Bureau Welcome Center in 2011. The average occupancy rate for the year was 58.5%, but the seasonal variance was great. We have identified two groups of months that appear to be relevant to this project: the summer (June-August), which would include the 13-week tournament period and the off-season (all other months) in which the 16-weekend training sessions would be scheduled.

¹¹ These campgrounds have a combined 632 RV sites available.

Table 14. Lodging Available Near the Project Site

Name	City	Zip code	Rooms
Baymont Inn & Suites	Dubuque	52003	85
Best Western Plus Dubuque Hotel & Conference Center	Dubuque	52003	151
Canfield Hotel	Dubuque	52001	60
Comfort Inn	Dubuque	52003	52
Country Inn & Suites	Dubuque	52003	69
Days Inn Dubuque	Dubuque	52003	161
Econo Lodge Inn & Suites	Dubuque	52003	58
Fairfield Inn	Dubuque	52003	56
Glenview Motel	Dubuque	52003	30
Grand Harbor Resort and Waterpark	Dubuque	52001	193
Hampton Inn Dubuque	Dubuque	52003	97
Hilton Garden Inn Dubuque Downtown	Dubuque	52001	116
Holiday Inn Dubuque/Galena	Dubuque	52001	193
Holiday Inn Express	Dubuque	52002	87
Hotel Julien Dubuque	Dubuque	52001	133
MainStay Suites	Dubuque	52002	75
Motel 6	Dubuque	52003	97
Super 8 Motel	Dubuque	52003	67
Terrace Motel & Suites	Dubuque	52002	87
Timmerman's Hotel Resort	East Dubuque	61025	74
Comfort Inn Dyersville	Dyersville	52040	50
Dyersville Super 8 Motel	Dyersville	52040	45
Days Inn	Manchester	52057	43
Super 8 Motel	Manchester	52057	49
AmericInn Motel	Peosta	52068	48
Total			2,176

The average hotel occupancy rate during the summer season in 2011 was 70.4%. Assuming similar rates for future years in the absence of this project, on average 643 hotel and motel rooms would be available on any given day. Similarly, during the off-season the average occupancy rate was 54.6%, leaving 989 rooms available. These numbers represent our measure of available supply.

Table 15. Area Lodging Rooms Available

Month	Occupancy Rate	Available Capacity
January	42.2%	1,258
February	46.3%	1,169
March	53.0%	1,023
April	57.0%	936
May	61.0%	849
June	69.0%	675
July	71.4%	622
August	70.9%	633
September	71.7%	616
October	70.6%	640
November	49.7%	1,095
December	39.5%	1,316
Average Summer	70.4%	643
Average Off-Season	54.6%	989

Now, let's look at the demand for lodging that will be added as a result of this project. In Table 13, we identify the capacity of participants that the developers planned for in Phases I and II and also what the developers budgeted for an increasing attendance rate from 40% in the first year. Table 16 shows those numbers where 40% of 960 equals 384 in year 1 and 92% of 1,920 equals 1,766 in year 8.

Table 16. Family Lodging Availability Near the Project Site - Week long Occupants

Year	Attendance Percentage	Participants	80% Family Attendance	Lodging Rooms Needed	Lodging Rooms Available	Shortfall of Rooms
1	40%	384	307	461	643	-182
2	60%	576	461	691	643	48
3	80%	768	614	922	643	279
4	84%	1,613	1,290	1,935	643	1,292
5	86%	1,651	1,321	1,981	643	1,338
6	88%	1,690	1,352	2,028	643	1,385
7	90%	1,728	1,382	2,074	643	1,431
8	92%	1,766	1,413	2,120	643	1,477

If we assume that 80% of the participants are accompanied by their families, and if the average family requires 1.5 hotel rooms, then we will see a shortfall of 48 rooms by the second year. This will be for

the week-long summer participants when occupancy in the local hotels peaks. By the eighth year, the shortfall will be nearly 1,500 rooms.

Applying the same logic to the off-season training participants, their families will manage to find a room during the first three years – if only 80% of the parents attend and if the participants only fill 40% of the program spots. If the developer’s numbers are understated, we may see the need for more lodging capacity even in the off-season.

Table 17. Family Lodging Availability Near the Project Site - Weekend Occupants

Year	Attendance Percentage	Participants	80% Family Attendance	Lodging Rooms Needed	Lodging Rooms Available	Shortfall of Rooms
1	40%	384	307	461	998	-537
2	60%	576	461	691	998	-307
3	80%	768	614	922	998	-76
4	84%	1,613	1,290	1,935	998	937
5	86%	1,651	1,321	1,981	998	983
6	88%	1,690	1,352	2,028	998	1,030
7	90%	1,728	1,382	2,074	998	1,076
8	92%	1,766	1,413	2,120	998	1,122

Clearly, the demand for lodging will outstrip the supply. Families will need to travel farther to find lodging. Fortunately, this growing shortfall will occur over an eight year period and permit other developers to consider this an additional investment opportunity. In any case, this is one economic issue that will likely be an additional consequence of the project and materially adds to its economic impact on the region and on the state.

Fiscal Impact Analysis

Study Area and State Fiscal Trends

Both local area and state tax revenues will be impacted by the development of All-Star Ballpark Heaven. The analysis included in this section focuses on four local and three state revenue sources. The local revenue sources likely to be most impacted by the proposal include the school individual income surtax, local option sales tax, local option hotel-motel tax and property tax. The state revenue sources likely to be the most impacted include individual income tax, sales tax and hotel-motel tax.

Individual Income Tax and Surtax

Iowa’s individual income tax closely parallels the federal individual income tax. Typically for earned income, state individual income taxes are due in the state where the income is earned. However, Iowa and Illinois have a reciprocal agreement which means income taxes on earned income are due to the state in which the taxpayer resides. Given the proximity of the proposed development to the Illinois

border, this feature of the income tax system may have a minor impact on additional individual income taxes attributable to the development.

Iowa allows school districts to impose a surtax on the amount of state individual income tax owed by taxpayers. The surtax may be imposed at rates up to 20 percent. Additional income resulting directly and indirectly from the proposed development may be expected to increase these local revenues.

Table 18 shows statewide and the 6-county study area state individual income tax and school district surtax payments over the past decade.

Table 18. Individual Income Taxes

Year	State Individual Income Tax			School Income Surtax		
	Statewide (\$1,000,000s)	6-County (\$1,000,000s)	Share	Statewide (\$1,000,000s)	6-County (\$1,000,000s)	Share
2000	1,791.2	101.5	5.67%	44.5	1.9	4.34%
2001	1,701.5	96.4	5.67%	46.8	1.9	3.98%
2002	1,732.9	99.6	5.75%	52.2	2.7	5.24%
2003	1,855.0	105.8	5.70%	58.8	3.2	5.38%
2004	2,035.4	115.1	5.65%	69.2	3.5	5.13%
2005	2,151.7	123.3	5.73%	75.8	3.7	4.87%
2006	2,314.9	131.0	5.66%	83.5	4.1	4.90%
2007	2,543.0	139.7	5.49%	94.6	4.5	4.77%
2008	2,481.3	139.5	5.62%	96.5	4.9	5.07%
2009	2,438.0	136.4	5.59%	92.1	4.7	5.08%
Avg. Annual Growth Rate	3.48%	3.34%		8.43%	10.35%	

Over this period the study area has accounted for between 5.49 percent and 5.75 percent of total of state individual income tax payments and for between 3.98 percent and 5.38 percent of local school district surtax payments. Consistent with the population, employment and personal income data presented above, the average annual growth rate of state individual income tax payments for the study area (3.34%) have been slightly below the overall growth rate for the state (3.48%). On the other hand, the school district surtax payments growth rate for the study area (10.35%) has outpaced the statewide surtax payments growth rate (8.43%). The main reason for the growth in surtax payments has been the implementation of surtaxes by three additional school districts within the study area.

State and Local Option Sales Taxes

The state imposes sales tax at a rate of 6 percent on purchases of tangible personal property unless specifically exempted by statute and on 84 enumerated services. Local governments upon receiving voter approval may impose up to a 1 percent local option sales and services tax (LOST). Within the 6-county study area all, jurisdictions have a 1 percent local option tax except for the City of Durango in

Dubuque County. Durango only accounted for 0.2 percent of taxable sales in Dubuque County during fiscal year 2011.

Generally, the tax bases for state sales tax and for the local option sales and services tax are the same. However, there are two major differences. First, electricity, natural gas and other heating fuels purchased for residential use are subject to the local option tax, but not to the state tax. Second, the local option tax applies based on the point of delivery rather than the point of sale. For example, an item of furniture sold by a store located in Dubuque but delivered by the seller to a customer in East Dubuque, Illinois or to a customer residing in the City of Durango would not result in any local option sales tax being collected.

Table 19 presents taxable sales for traditional retail businesses, bars and restaurants, and specialty stores for the State and for the 6-county study area for the past decade.

Table 19. Taxable Retail Sales

Year	Statewide Taxable Sales (\$1,000,000s)			6-County Taxable Sales (\$1,000,000s)		
	Traditional Retail	Bars & Restaurants	Specialty Retail	Traditional Retail	Bars & Restaurants	Specialty Retail
2000	13,825.3	2,469.0	2,110.7	778.9	132.2	102.4
2001	14,202.8	2,536.8	2,116.4	810.6	132.1	111.2
2002	14,681.0	2,607.4	2,166.5	847.8	134.2	120.2
2003	15,040.5	2,673.0	2,224.6	883.5	138.4	127.7
2004	15,801.7	2,813.1	2,293.4	933.6	143.3	135.4
2005	16,311.6	2,928.7	2,388.2	958.5	150.1	138.6
2006	17,009.9	3,109.6	2,443.8	988.6	155.4	137.3
2007	17,440.3	3,256.3	2,483.9	1,009.4	164.1	141.4
2008	17,792.5	3,361.0	2,511.6	1,024.1	174.1	137.7
2009	17,391.5	3,321.6	2,487.4	1,008.0	174.8	131.0
2010	17,443.8	3,382.5	2,555.7	1,025.2	181.6	140.2
Avg. Annual Growth Rate	2.35%	3.20%	1.93%	2.79%	3.23%	3.19%

Traditional retail includes department and discount stores, apparel and other specialty retailers; food, drug, and liquor stores, furniture, appliance, home furnishings, building materials, and hardware stores, bars and restaurants. Examples of specialty retailers are art, book, crafts, gift, hobby, jewelry, sporting goods and toy stores.

When compared to the population, economic and individual income tax statistics presented previously, which show the 6-county study area lagging behind the state as a whole, the growth in consumer spending in the area has slightly outpaced the state. For all types of traditional retailers, taxable purchases within the study area increased at an average annual rate of 2.79 percent compared to an average annual growth rate of 2.35 percent statewide.

Hotel-Motel Taxes

When the state sales tax rate increased from 5 percent to 6 percent on July 1, 2008, the state hotel-motel tax was changed to a separate excise tax with a rate of 5 percent. In addition to the state tax, local governments may impose up to a 7 percent local option hotel-motel tax. Both hotel-motel taxes apply to proceeds from the lease of sleeping rooms for less than 31 consecutive days. Table 20 presents both state and local option hotel-motel tax receipts for the years 2000 through 2010.

Table 20. Hotel-Motel Taxes

Year	State Hotel-Motel Tax			Local Option Hotel-Motel Tax		
	Statewide (\$1,000s)	6-County (\$1,000s)	Share	Statewide (\$1,000s)	6-County (\$1,000s)	Share
2000	23,906	1,183	4.95%	23,402	1,118	4.78%
2001	23,706	1,143	4.82%	24,199	1,108	4.58%
2002	23,957	1,141	4.76%	24,391	1,098	4.50%
2003	23,949	1,377	5.75%	26,408	1,439	5.45%
2004	25,459	1,511	5.94%	27,947	1,613	5.77%
2005	26,759	1,542	5.76%	29,861	1,656	5.55%
2006	28,717	1,808	6.30%	33,031	1,837	5.56%
2007	30,905	1,772	5.73%	36,415	1,926	5.29%
2008	33,629	1,756	5.22%	28,012	1,998	7.13%
2009	31,011	1,899	6.13%	35,990	2,018	5.61%
2010	33,195	2,098	6.32%	38,949	2,151	5.52%
Avg. Annual Growth Rate	3.34%	5.90%		5.23%	6.76%	

The growth rates for both the state and local option hotel-motel tax receipts within the 6-county study area have exceeded the growth rates statewide over the past decade. The state excise tax hotel-motel tax revenues for the study area have increased at an average annual rate of 5.90 percent compared to a statewide growth rate of 3.34 percent. Similarly, the average annual growth rate for local option hotel-motel tax revenues within the study area over the past decade has equaled 6.76 percent compared to a statewide rate of 5.23 percent.

Property Tax

In Iowa property taxes are the primary source of revenue for local government services, and in addition, they provide about half the funding for public elementary and secondary schools. The tax levy for a given parcel of property is determined based on the valuation of the property determined by the city or the county assessor for the jurisdiction in which it is located. The Iowa Legislature and the Iowa Department of Revenue set the rules followed in determining property valuations and in determining the shares of the valuations subject to tax. Local government jurisdictions and school districts set the

property tax levy rates that, when applied to the taxable portion of a property’s valuation, determines the amount of tax due.

The Iowa property tax system consists of seven primary classifications (i.e., agricultural buildings, agricultural land, commercial, industrial, railroad, residential and utility). Recreational property falls under the commercial classification. Assessors have the option of using one or all of three methods to set the valuation for such property. The three valuation methodologies include:

- Using sales price data from sales of comparable property
- Estimating the depreciated cost for the property
- Determining the present value of the net revenue generated from use of the property

Statewide during fiscal year 2010 residential property accounted for the largest share of gross property tax collections at 48.32 percent. The shares of tax collections accounted for by agricultural, commercial, and industrial property equaled 14.96 percent, 29.28 percent, and 4.61 percent, respectively. Table 21 shows the statewide amounts of property taxes levied against residential and commercial property, as well as the total property tax levy amount each year from 2000 through 2010. In addition, the table presents the same information for the 6-county study area.

Table 21. Property Tax Levy Amounts

Year	Statewide Property Taxes (\$1,000,000s)			6-County Property Taxes (\$1,000,000s)		
	Residential	Commercial	Total	Residential	Commercial	Total
2000	1,130.2	568.3	2,655.7	64.6	23.9	122.3
2001	1,202.5	607.0	2,707.3	66.8	25.9	128.9
2002	1,288.4	648.0	2,869.4	71.2	28.1	137.0
2003	1,370.7	707.8	3,066.9	73.3	30.6	145.3
2004	1,417.8	757.4	3,096.3	76.1	33.4	151.7
2005	1,558.4	954.2	3,305.6	83.7	40.8	164.9
2006	1,625.6	995.0	3,429.5	88.4	42.0	171.4
2007	1,733.6	1,076.8	3,649.9	93.3	47.0	181.9
2008	1,804.5	1,138.0	3,793.1	97.0	50.2	189.3
2009	1,927.5	1,213.2	4,032.7	107.2	54.1	201.9
2010	2,052.8	1,243.9	4,235.8	114.3	57.1	214.6
Avg. Annual Growth Rate	6.15%	8.15%	4.78%	5.87%	9.08%	5.79%

As shown in the table, statewide property taxes grew at an average annual rate of 4.78 percent during the past decade. Within the 6-county study area, property tax revenues grew at a somewhat faster rate of 5.79 percent. The proposed development will mostly impact the residential and commercial property classifications. The tax levies and annualized growth rates for these two property classifications are also shown in the above table.

Fiscal Impact Estimates

Individual Income Tax and Surtax

Construction of the All-Star Ballpark Heaven facilities will occur during two phases. The first construction phase will occur during 2013, and the second phase will occur during 2016. Operation of the facility will begin during the spring of 2014. The proposed development will impact state individual income tax and local school district surtax revenues in four ways. First, the wages of workers employed during the construction phases for the project will be subject to taxes. Second, workers that work for All-Star Ballpark Heaven beginning 2014 will pay income taxes on their earnings. Third, additional workers hired by support businesses during both the construction phases and after the development begins operations will pay income taxes on their earnings. Fourth, school districts with surtaxes will benefit from increased revenues. The tax revenue impacts presented in this analysis cover the years 2013 through 2021, the eighth year of the facility's operation.

Estimates of the increased income tax revenues reflect the pro forma payroll information provided for employees of the All-Star Ballpark Heaven development and the labor income estimates derived using the IMPLAN model for the two construction periods and for the off-site businesses that will be impacted during the first eight years of the development's operations. The major assumptions used in making the estimates include:

- State income taxes will be paid at rates consistent with the effective tax rates of Iowa residents at different income levels as presented in the Iowa Department of Revenue Individual Income Tax Annual Report for tax year 2009, which is the most recent year of available data.
- The tax brackets for state income tax will be adjusted for inflation at a rate of 2 percent per year through 2021.
- The wages and salaries of employees of All-Star Ballpark Heaven and off-site employees will increase at a rate of 3 percent per year through 2021.
- The full contingent of staff for All-Star Ballpark Heaven will be hired during 2014 and this level of employment will remain constant throughout the first eight years of operations.
- Employees of All Star-Ballpark Heaven will have no other employment and as such will be subject to effective income tax rates commensurate with wages and salary income for that employment alone.
- School district surtaxes will be collected at a weighted average rate for the 6-county study area equal to 3.29 percent as determined from the tax year 2009 Iowa Department of Revenue Income Surtax Report.

As shown in Table 22, state individual income taxes during the two construction years will equal just under a half million dollars for 2013 and about \$450 thousand dollars for 2016. State income taxes that will be paid by employees of All-Star Ballpark Heaven rise from \$53 thousand the first year of operations to just under \$70 thousand by the eighth year. During the eight years of operations, employees of other businesses that provide contract services to All-Star Ballpark Heaven or to the families of tournament participants and to other tourists attracted by this new development will generate between \$179 thousand and \$701 thousand in additional state tax revenue per year. School districts in the 6-county study area will receive an estimated \$7 thousand to \$30 thousand per year in additional surtax revenues.

Table 22. State Individual Income Tax and School Surtax (\$1,000s)

Year	Construction	Operations		State Tax	School Surtax	Total
		Ballpark	Off-Site			
2013	494.5	0.0	0.0	494.5	16.3	510.8
2014	0.0	53.1	178.7	231.8	7.6	239.4
2015	0.0	56.3	269.4	325.7	10.7	336.4
2016	447.2	57.9	383.4	888.5	29.2	917.7
2017	0.0	59.7	673.2	732.9	24.1	757.0
2018	0.0	63.2	701.3	764.5	25.2	789.7
2019	0.0	66.1	653.0	719.1	23.7	742.8
2020	0.0	67.1	669.6	736.7	24.2	760.9
2021	0.0	69.1	682.7	751.8	24.7	776.5

State and Local Option Sales Taxes

Similar to the analysis for individual income tax, state sales tax impacts are estimated separately for the two construction phases of the development, for taxable services that will be provided by All-Star Ballpark Heaven and for other area businesses that will benefit from the development. Also, additional local option sales and services tax revenues are estimated. Two sources of information provide the basis for these estimates. Sales tax revenue estimates for All-Star Ballpark Heaven are based on the pro forma income statement provided by the project’s developer. The other tax revenue estimates reflect the estimates derived from the IMPLAN economic impact analysis for the project.

Investment for the first construction phase will equal \$23.24 million and for the second construction phase, the investment will equal \$19.21 million. The materials used in the construction and the furnishings and equipment for the clubhouses and the training facility are subject to sales tax. Since this will be new construction, the labor is not subject to sales tax. Thus, for the two construction phases, the share of the investment subject to tax was assumed to be 57.06 percent for Phase I and 56.83 percent for Phase II.

Many of the indirect and induced expenditures associated with the construction phases will also be subject to sales tax. The IMPLAN model explicitly identifies the top nine categories of other purchases that will result during the construction phases, plus another residual category of all other purchases. The shares of these other expenditures subject to sales tax were determined based on information, memoranda and statistics obtained from the Iowa Department of Revenue web site. Other statistical information obtained from the U.S. Census Bureau web site was also used to determine the share of different purchases subject to sales tax. For example, product line statistics from the 2007 Economic Census indicate that only 6 percent of grocery store purchases would be subject to sales tax because most food and pharmacy purchases are exempt from sales tax in Iowa.

The pro forma income statement for All-Star Ballpark Heaven identifies twelve sources of revenue. These are:

- Movie site shop and e-commerce sales
- Commemorative framed pictures
- Video club movie clips
- Tourism site concessions
- Tournament concessions
- Tournament merchandise sales
- Tournament team fees
- Tournament advertising and sponsorships
- Training fees and group programming
- Memberships
- Facility rentals
- Training facility advertising and sponsorships

All of these revenues are assumed to be fully subject to sales tax, except for the two advertising and sponsorship categories, which account for a small share of anticipated revenues.

Other taxable purchases attributable to the operation of the All-Star Ballpark Heaven complex were determined based on the IMPLAN model economic impact estimates. Table 23 presents the state and local option sales tax estimates for the years 2013 through 2021.

Table 23. State and Local Option Sales Taxes (\$1,000s)

Year	Construction	Operations		State Tax	Local Option Tax	Total
		Ballpark	Off-Site			
2013	1,046.3	0.0	0.0	1,046.3	174.4	1,220.7
2014	0.0	463.0	302.2	765.2	127.5	892.7
2015	0.0	670.7	445.9	1,116.6	186.1	1,302.7
2016	862.1	862.6	574.7	2,299.4	383.2	2,682.6
2017	0.0	1,570.1	1,023.2	2,593.3	432.2	3,025.5
2018	0.0	1,675.4	1,034.8	2,710.2	451.7	3,161.9
2019	0.0	1,760.1	1,028.5	2,788.6	464.8	3,253.4
2020	0.0	1,841.5	1,019.4	2,860.9	476.8	3,337.7
2021	0.0	1,922.9	1,010.4	2,933.3	488.9	3,422.2

Most of the sales tax revenues from off-site purchases would come from bars, restaurants, other recreation, entertainment and tourism venues, and from various types of retail stores. Within the 6-county study area, only the City of Durango in Dubuque County does not impose a local option tax, so all taxable purchases are assumed to be subject to a 1 percent local option sales and services tax.

It is anticipated that only about 5 percent of program participants will come from Iowa. Therefore, most of the sales tax revenues resulting from the development will be net gains to Iowa and the region.

Hotel-Motel Taxes

Estimates of taxable lodging expenditures are based on estimates derived from the IMPLAN economic impact model. Although lodging will be provided at All-Star Ballpark Heaven for team members, the families of team members will have to find lodging in local hotels and motels or at campgrounds. Based on the experiences of other facilities similar to the proposed development, it is estimated that about 80 percent of team members will be accompanied by family members.

The developers of All-Star Ballpark Heaven plan to include a number of amenities to encourage families to make their children's participation in the baseball and softball programs and tournaments a family experience. The large number of other attractions in the surrounding area listed in Appendix E should encourage such family vacations as well.

Table 24 presents estimates of additional state and local option hotel-motel tax revenues expected to result from the development of All-Star Ballpark Heaven. The local option hotel-motel tax estimates reflect the existing weighted average hotel-motel tax rates for the 6-county study area which equals 5.13 percent.

Table 24. Hotel-Motel Taxes (\$1,000s)

Year	State Tax	Local Option Tax	Total
2014	290.8	298.1	588.9
2015	424.3	434.9	859.2
2016	546.2	559.9	1,106.1
2017	850.0	871.2	1,721.2
2018	888.3	910.5	1,798.8
2019	914.0	936.8	1,850.8
2020	937.7	961.2	1,898.9
2021	961.4	985.5	1,946.9

Property Taxes

As stated previously, All-Star Ballpark Heaven will be developed in two phases. The first phase is expected to be completed for the 2014 season and the second phase improvements for the 2017 season. Under current law, only the investment that constitutes real property will be subject to property tax. Equipment and furnishings that will constitute part of the investment for each phase will not be subject to property tax because personal property is no longer subject to property tax in Iowa.

The different types of investment that will be made during each phase of the site's development and the division of investment amounts between real and personal property are shown in Table 28.

Based on information obtained from the developer, 92 percent of the training facility will constitute real property and only 8 percent equipment and other furnishings. For the clubhouses, the split between real property and furnishings is 65 percent and 35 percent. Although some aspects of the ball field

improvements, stadium seating, scoreboards and lighting may be classified as personal property, the divisions between real and personal property for these investments cannot be determined at this time. Therefore, the estimates of property taxes assume all of the value of these improvements constitutes real property.

Table 25. All-Star Ball Heaven Investments (\$1,000s)

Investment Type	Real Property	Personal Property	Total
Phase I All-Star Ballpark Heaven			
Property Purchase	4,000.0	0	4,000.0
Movie Site Improvements	40.0	0	40.0
Tournament Fields	6,000.0	0	6,000.0
Stadia	5,000.0	0	5,000.0
Team Clubhouses	4,680.0	2,520.0	7,200.0
Training Facility	4,600.0	400.0	5,000.0
Phase II All-Star Ballpark Heaven			
Movie Site Improvements	23.0	0	23.0
Tournament Fields	6,600.0	0	6,600.0
Stadia	5,100.0	0	5,100.0
Team Clubhouses	4,875.0	2,625.0	7,500.0

The valuations for real property are determined as of January 1st each year. For this analysis it is assumed all of the improvements for phase I will be completed by January 1, 2014, and that all the improvements for phase II will be completed by January 1, 2017. This means the first installment of property taxes for the phase I investments will not be due until September 2015, and the first property taxes will not be due for the phase II investments until September 2018.

Furthermore, the property tax estimates reflect the assumption that, due to the depressed real estate market, commercial property valuations will remain constant through assessment year 2016 and then increase at a rate of only 2 percent per year through 2021. The tax rate applied in estimating the tax levy amounts equals \$31.21 per \$1,000 of taxable valuation. This factor equals the consolidated tax rate for the City of Dyersville for 2010. Table 26 shows the estimated property taxes due for each of the two phases by year through 2021.

These estimates may be somewhat on the high side, particularly for the years 2014 through 2018. This is because during the first several years of operations, net profits are projected to be modest. Only after the full development is complete and utilization grows to near capacity, will profit margin increase significantly.

Table 26. Property Taxes (\$1,000)

Year	Phase I Taxes	Phase II Taxes	Total Taxes
2014	0.0	0.0	0.0
2015	425.1	0.0	425.1
2016	850.2	0.0	850.2
2017	850.2	0.0	850.2
2018	858.7	300.0	1,158.7
2019	875.8	606.0	1,481.8
2020	893.4	618.1	1,511.5
2021	911.2	630.4	1,541.6

Beyond the improvements proposed for the All-Star Ballpark Heaven complex, additional off-site investment in lodging facilities, bars and restaurants, retail space and recreation venues may be expected to occur. However, the property tax impacts for these likely investments are not provided in this report.

Fiscal Impact Estimates Summary

Table 27 summarizes the fiscal impact estimates by tax type and year. The impact estimates reflect the business projections prepared by Go the Distance Baseball, LLC, for the All-Star Ballpark Heaven development and the economic impact estimates prepared by Strategic Economics Group using an Iowa IMPLAN Model.

Table 27. Total Fiscal Impact - All Taxes (\$1,000s)

Year	State Income	School Income Surtax	State Sales	Local Option Sales	Hotel-Motel State	Hotel-Motel Local Option	Property Tax	Total State	Total Local
2013	494.5	16.3	1,046.3	174.4	0.0	0.0	0.0	1,540.8	190.7
2014	231.8	7.6	765.2	127.5	290.8	298.1	0.0	1,287.8	433.2
2015	325.7	10.7	1,116.6	186.1	424.3	434.9	425.1	1,866.6	1,056.8
2016	888.5	29.2	2,299.4	383.2	546.2	559.9	850.2	3,734.1	1,822.5
2017	732.9	24.1	2,593.3	432.2	850.0	871.2	850.2	4,176.2	2,177.7
2018	764.5	25.2	2,710.2	451.7	888.3	910.5	1,158.7	4,363.0	2,546.1
2019	719.1	23.7	2,788.6	464.8	914.0	936.8	1,481.8	4,421.7	2,907.1
2020	736.7	24.2	2,860.9	476.8	937.7	961.2	1,511.5	4,535.3	2,973.7
2021	751.8	24.7	2,933.3	488.9	961.4	985.5	1,541.6	4,646.5	3,040.7

Appendix A – Input-Output Methodology

The traditional indicators which economists use for measuring the economic importance of an activity include the size of its workforce and payroll, its capital investment and its local purchase of goods and services. Economists call these the 'direct expenditures' or 'direct effects'.

Direct effects refer to the operational characteristics (employment, payroll, sales) of the activities that we studied. The secondary effects include two components: indirect effects and induced effects. Indirect effects measure the value of supplies and services that were purchased as inputs by the project from businesses and firms within the region and the state. Induced effects occurred when workers in the direct and indirect industries spent their earnings on goods and services from other vendors and businesses within the region and the state. Induced effects are also often called 'household effects'. The total economic impact is the aggregate of the direct, indirect and induced effects. It is the total effect on the economy of transactions that are attributable to the initial direct economic activity of the All Star Ballpark Heaven project.

But the workers and the vendors who receive those indirect and induced expenditures don't bury them in a mattress. They will spend some of the money, save some of it and thus begins the journey by which the dollars travel through many hands before they finally leave the economic region being studied. Economists call this phenomenon the 'multiplier effect'. The multiplier factor is calculated by dividing the sum of the direct, indirect and induced effects by the direct effect.

The multiplier effect for any economy or industry is examined using an 'input-output analysis'. The tool was devised by the 1973 Nobel Prize winning economist Wassily Leontief. It uses a matrix that measures inter-industry relations in an economy and shows how the output (sales) of one industry becomes the input (purchases) for another. The most widely used regional input-output economic impact tool is the IMPLAN model developed and distributed by Minnesota IMPLAN Group, Inc. (MIG). According to MIG, the model is currently in use by more than 1,000 public and private institutions.

The project staff for this study employed the latest version 3.0 of the IMPLAN model to determine the total impact of the direct expenditures made by the project in the two construction phases and the operations years through year 8. The total impact includes the direct, indirect and induced economic effects.

The project team developed the spending profile of the project in the six-county region of northeast Iowa. The team used the revenue projections and capital expenditure estimates prepared by Go the Distance Baseball, LLC as the direct effect variables for modeling output, employment and payroll as the direct effects of the proposed All-Star Ballpark Heaven development.

In addition to the direct employment and payroll effects, the overall operations of the project will generate secondary impacts within the state and region as services and supplies are purchased, and payroll dollars get spent in local businesses. The project staff applied the IMPLAN statewide regional economic input-output model, modified by staff at Iowa State University to determine the magnitude of these secondary impacts.

The following economic terms are used in the report and they have a specific meaning when used in the context of input-output modeling:

Multipliers: "Multipliers are a numeric way of describing the secondary impacts stemming from a change. For example, an employment multiplier of 1.8 would suggest that for every 10 employees hired in the given industry, 8 additional jobs would be created in other industries, such that 18 total jobs would be added to the given economic region."¹²

Direct effects take place only in the industries immediately affected.

Indirect effects concern inter-industry transactions that will affect all of their suppliers. Supplier employment loss or gain as a result of the direct effects would be the indirect effects.

Induced effects measure the effects of the changes in household income as a result of employees hired or laid-off by the company and its suppliers. These changes affect the related industries.

Total Impacts are the total changes to the original economy as the result of a defined event. (i.e., direct effects + indirect effects + induced effects = total impacts)

Jobs refer to the employment expressed as full-time worker years of employment.

Labor Income consists of employee compensation and proprietary income which includes payments received by self-employed individuals as income.

Total Value-Added consists of four components.

1. Employee Compensation
2. Proprietors Income
3. Other Property Income
4. Indirect Business Tax

Output is a measure of the value of goods and services produced in the project.

Appendix B displays the detailed Input-Output Tables.

¹² McIntosh, Chris. *The Regional Economy*. pg 15.

Appendix B – Statewide Input-Output Tables for All-Star Ballpark Heaven

I-O Table 1a Impact Summary - Statewide Construction Phase I (Year 0)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	189	\$8,494	\$9,650	\$23,240
Indirect Effect	46	\$2,227	\$3,322	\$6,130
Induced Effect	71	\$2,460	\$4,430	\$7,676
Total Effect	306	\$13,181	\$17,402	\$37,046

I-O Table 1b Top 10 Effected Sectors - Statewide Construction Phase I (Year 0)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Construction of other new nonresidential structures	189	\$8,494	\$9,650	\$23,240
Food services and drinking places	10	\$165	\$233	\$505
Architectural, engineering and related services	10	\$638	\$674	\$1,198
Wholesale trade businesses	6	\$381	\$653	\$898
Real estate establishments	4	\$37	\$269	\$371
Retail Stores - Food and beverage	4	\$97	\$158	\$180
Offices of physicians, dentists and other health practitioners	4	\$301	\$322	\$533
Retail Stores - General merchandise	4	\$96	\$157	\$178
Private hospitals	4	\$208	\$222	\$496
Automotive repair and maintenance except car washes	3	\$110	\$132	\$204
All Others	70	\$2,654	\$4,932	\$9,241
Total	306	\$13,181	\$17,402	\$37,046

Appendix B – Statewide Input-Output Tables for All-Star Ballpark Heaven

I-O Table 2a Impact Summary - Statewide Operations Phase (Year 2)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	381	\$7,496	\$12,714	\$22,522
Indirect Effect	62	\$2,415	\$4,164	\$7,798
Induced Effect	64	\$2,238	\$4,026	\$6,991
Total Effect	507	\$12,149	\$20,904	\$37,311

I-O Table 2b Top 10 Effected Sectors - Statewide Operations Phase (Year 2)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Food services and drinking places	131	\$2,089	\$2,949	\$6,292
Hotels and motels, including casino hotels	114	\$2,867	\$5,111	\$8,486
Retail Stores - General merchandise	72	\$1,758	\$2,859	\$1,148
Other amusement and recreation industries	66	\$766	\$1,725	\$7,451
Retail Stores - Gasoline stations	16	\$369	\$599	\$134
Real estate establishments	10	\$85	\$619	\$855
Wholesale trade businesses	5	\$313	\$538	\$740
Employment services	4	\$107	\$127	\$158
Services to buildings and dwellings	4	\$86	\$118	\$241
Offices of physicians, dentists and other health practitioners	3	\$277	\$295	\$489
All Others	82	\$3,433	\$5,963	\$11,318
Total	507	\$12,149	\$20,904	\$37,311

Appendix B – Statewide Input-Output Tables for All-Star Ballpark Heaven

I-O Table 3a Impact Summary - Statewide Construction Phase II (Year 3)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	156	\$7,020	\$7,976	\$19,208
Indirect Effect	38	\$1,841	\$2,746	\$5,066
Induced Effect	59	\$2,033	\$3,662	\$6,344
Total Effect	253	\$10,894	\$14,383	\$30,618

I-O Table 3b Top 10 Effectuated Sectors - Statewide Construction Phase II (Year 3)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Construction of other new nonresidential structures	156	\$7,020	\$7,976	\$19,208
Food services and drinking places	8	\$136	\$192	\$417
Architectural, engineering and related services	8	\$528	\$557	\$990
Wholesale trade businesses	5	\$315	\$540	\$743
Real estate establishments	4	\$31	\$222	\$307
Retail Stores - Food and beverage	3	\$81	\$130	\$149
Offices of physicians, dentists and other health practitioners	3	\$249	\$266	\$440
Retail Stores - General merchandise	3	\$80	\$130	\$147
Private hospitals	3	\$172	\$183	\$410
Automotive repair and maintenance except car washes	3	\$91	\$109	\$169
All Others	58	\$2,193	\$4,077	\$7,638
Total	253	\$10,894	\$14,383	\$30,618

Appendix B – Statewide Input-Output Tables for All-Star Ballpark Heaven

I-O Table 4a Impact Summary - Statewide Operations Phase (Year 4)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	872	\$17,244	\$29,339	\$50,021
Indirect Effect	142	\$5,465	\$9,463	\$17,623
Induced Effect	147	\$5,127	\$9,220	\$16,013
Total Effect	1,161	\$27,836	\$48,022	\$83,658

I-O Table 4b Top 10 Effected Sectors - Statewide Operations Phase (Year 4)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Food services and drinking places	265	\$4,233	\$5,977	\$12,752
Hotels and motels, including casino hotels	228	\$5,744	\$10,238	\$16,999
Retail Stores - General merchandise	222	\$5,388	\$8,765	\$3,451
Other amusement and recreation industries	166	\$1,929	\$4,344	\$18,768
Retail Stores - Gasoline stations	33	\$745	\$1,209	\$280
Real estate establishments	23	\$199	\$1,447	\$1,997
Wholesale trade businesses	10	\$710	\$1,220	\$1,677
Employment services	10	\$250	\$298	\$369
Services to buildings and dwellings	9	\$192	\$263	\$536
Offices of physicians, dentists and other health practitioners	8	\$634	\$676	\$1,120
All Others	187	\$7,814	\$13,586	\$25,709
Total	1,161	\$27,836	\$48,022	\$83,658

Appendix C – Regional Input-Output Tables for All-Star Ballpark Heaven

I-O Table 1a Impact Summary - Regional Construction Phase I (Year 0)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	188	\$8,543	\$9,700	\$23,240
Indirect Effect	42	\$1,828	\$2,680	\$4,903
Induced Effect	63	\$2,029	\$3,589	\$6,027
Total Effect	293	\$12,400	\$15,969	\$34,169

I-O Table 1b Top 10 Effected Sectors - Regional Construction Phase I (Year 0)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Construction of other new nonresidential structures	188	\$8,543	\$9,700	\$23,240
Food services and drinking places	9	\$139	\$197	\$449
Wholesale trade businesses	7	\$386	\$662	\$918
Architectural, engineering and related services	5	\$330	\$349	\$632
Retail Stores - Food and beverage	4	\$86	\$139	\$159
Retail Stores - General merchandise	4	\$92	\$150	\$171
Automotive repair and maintenance except car washes	3	\$117	\$142	\$220
Nursing and residential care facilities	3	\$86	\$93	\$173
Private hospitals	3	\$155	\$166	\$382
Offices of physicians, dentists and other health practitioners	3	\$241	\$257	\$421
All Others	64	\$2,225	\$4,116	\$7,405
Total	293	\$12,400	\$15,969	\$34,169

Appendix C – Regional Input-Output Tables for All-Star Ballpark Heaven

I-O Table 2a Impact Regional - Statewide Operations Phase (Year 2)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	308	\$5,203	\$8,444	\$22,522
Indirect Effect	67	\$2,317	\$3,575	\$6,776
Induced Effect	45	\$1,456	\$2,572	\$4,328
Total Effect	419	\$8,976	\$14,590	\$33,626

I-O Table 2b Top 10 Effected Sectors - Regional Operations Phase (Year 2)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Food services and drinking places	128	\$1,935	\$2,733	\$6,233
Hotels and motels including casino hotels	107	\$2,102	\$3,745	\$8,390
Other amusement and recreation industries	62	\$766	\$1,274	\$7,450
Retail Stores - General merchandise	24	\$605	\$985	\$1,119
Real estate establishments	6	\$43	\$318	\$439
Wholesale trade businesses	5	\$298	\$511	\$709
Performing arts companies	5	\$49	\$48	\$113
Services to buildings and dwellings	5	\$78	\$107	\$240
Retail Stores - Gasoline stations	3	\$67	\$108	\$125
Business support services	2	\$49	\$53	\$108
All Others	72	\$2,983	\$4,710	\$8,700
Total	419	\$8,976	\$14,590	\$33,626

Appendix C – Regional Input-Output Tables for All-Star Ballpark Heaven

I-O Table 3a Impact Summary - Regional Construction Phase II (Year 3)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	155	\$7,060	\$8,017	\$19,208
Indirect Effect	35	\$1,511	\$2,215	\$4,052
Induced Effect	52	\$1,677	\$2,966	\$4,981
Total Effect	242	\$10,249	\$13,199	\$28,241

I-O Table 3b Top 10 Effected Sectors - Regional Construction Phase II (Year 3)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Construction of other new nonresidential structures	155	\$7,060	\$8,017	\$19,208
Food services and drinking places	8	\$115	\$163	\$371
Wholesale trade businesses	6	\$319	\$547	\$758
Architectural, engineering and related services	4	\$273	\$288	\$523
Retail Stores - Food and beverage	3	\$71	\$115	\$131
Retail Stores - General merchandise	3	\$76	\$124	\$141
Automotive repair and maintenance except car washes	3	\$97	\$117	\$181
Nursing and residential care facilities	3	\$71	\$77	\$143
Private hospitals	2	\$128	\$137	\$316
Offices of physicians, dentists and other health practitioners	2	\$199	\$212	\$348
All Others	53	\$1,839	\$3,402	\$6,121
Total	242	\$10,249	\$13,199	\$28,241

Appendix C – Regional Input-Output Tables for All-Star Ballpark Heaven

I-O Table 4a Impact Summary - Regional Operations Phase (Year 4)				
Impact Type	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Direct Effect	725	\$11,902	\$19,334	\$50,021
Indirect Effect	149	\$5,169	\$7,998	\$15,125
Induced Effect	102	\$3,305	\$5,837	\$9,824
Total Effect	966	\$20,377	\$33,169	\$74,971

I-O Table 4b Top 10 Effectuated Sectors - Regional Operations Phase (Year 4)				
Sector	Jobs	Labor Income (\$1,000s)	Value Added (\$1,000s)	Output (\$1,000s)
Food services and drinking places	253	\$3,909	\$5,522	\$12,592
Hotels and motels including casino hotels	228	\$4,206	\$7,491	\$16,783
Other amusement and recreation industries	166	\$1,929	\$3,208	\$18,766
Retail Stores - General merchandise	72	\$1,830	\$2,977	\$3,383
Retail Stores - Gasoline stations	32	\$633	\$1,027	\$259
Real estate establishments	14	\$101	\$736	\$1,016
Performing arts companies	13	\$118	\$115	\$273
Wholesale trade businesses	12	\$670	\$1,150	\$1,595
Services to buildings and dwellings	10	\$171	\$235	\$525
Business support services	5	\$112	\$119	\$246
All Others	161	\$6,697	\$10,590	\$19,533
Total	966	\$20,377	\$33,169	\$74,971

Appendix D –Input-Output Model Assumptions
Model Scaling Factors

Years	Total Revenues	Stage
0	\$191,250	Construction (1)
1	\$7,724,242	Operations
2	\$11,194,136	Operations
3	\$14,409,884	Const (2) & Oper
4	\$26,210,288	Operations
5	\$27,972,543	Operations
6	\$29,389,122	Operations
7	\$30,748,371	Operations
8	\$32,108,620	Operations

Direct Effects Modeling Assumptions

Assumptions:	Phase I Years 1-3	Phase II Years 4-8
Players per Team	16	16
Number of Teams	60	120
Number of Weeks	13	13
Number of Weekends	16	16
Week Occupancy Days	62,400	124,800
Weekend Occupancy Days	30,720	61,440
Projected Revenue (\$1,000s):		
Player Fees	\$6,068	\$16,991
Facility fees and rentals	\$1,367	\$1,793
Merchandise	\$303	\$850
Concessions	\$1,466	\$3,755
Gift shop	\$1,806	\$2,550
Miscellaneous	\$183	\$272
Total Revenues	\$11,194	\$26,210
Community-based Spending		
Gasoline (\$20/family)		
week	\$250	\$499
weekend	\$307	\$614
Lodging (\$90/family/day)	\$8,381	\$16,762
Food (\$60/person/day)	\$5,587	\$11,174
Gen. Spending (\$168/family/week)	\$2,094	\$4,187
Total Spending	\$16,618	\$33,237
Total Direct Effect	\$27,812	\$59,447

Appendix E – Visitor Attractions in the Surrounding Area

Arts & Culture		
Name	City	Website
Grant Wood Art Gallery	Anamosa	www.grantwoodartgallery.org
Starlighters II Theatre	Anamosa	www.starlighters.org
Cedar Rapids Community Concert Association	Cedar Rapids	www.crcommunityconcerts.org
Cedar Rapids Museum of Art	Cedar Rapids	www.crma.org
Grant Wood Studio and Visitor Center	Cedar Rapids	www.grantwoodstudio.org
Orchestra Iowa	Cedar Rapids	www.orchestraiowa.org
Theatre Cedar Rapids	Cedar Rapids	www.theatreocr.org
Dubuque Museum of Art	Dubuque	www.dbqart.com
Dubuque Symphony Orchestra	Dubuque	www.dubuquesymphony.org
Grand Opera House	Dubuque	www.thegrandoperahouse.com
Elkader Opera House	Elkader	www.elkaderoperahouse.com
Maquoketa Art Experience	Maquoketa	www.maquoketa-art.org
Ohnward Fine Arts Center	Maquoketa	www.ohnwardfineartscenter.com
Old City Hall Art Gallery	Maquoketa	www.oldcityhallgallery.com

Recreation Sites		
Name	City	Website
Cedar Rapids Kernels Baseball Team	Cedar Rapids	www.kernels.com
Cedar Rapids Roughriders Hockey Team	Cedar Rapids	www.ridertownusa.com
U.S. Cellular Center	Cedar Rapids	www.uscellularcenter.com
American Lady Yacht Cruises	Dubuque	www.americanladycruises.com
Diamond Jo Casino	Dubuque	www.diamondjo.com
Dubuque River Rides	Dubuque	www.dubuqueriverrides.com
Five Flags Center	Dubuque	www.fiveflagscenter.com
Grand Harbor Resort and Waterpark	Dubuque	www.grandharborresort.com
Mystique Casino and Dubuque Greyhound Park	Dubuque	www.mystiquedbq.com
Sky Tours at YMCA Union Park Camp	Dubuque	www.skytourszipline.com
Sundown Mountain Ski and Snowboard Resort	Dubuque	www.sundownmtn.com
Farley Speedway	Farley	www.simmonspromotionsinc.com
Maquoketa YMCA Aquatic Center	Maquoketa	www.maqymca.org
Lady Luck Casino Marquette	Marquette	www.ladyluckmarquette.com
Monticello Aquatic Center	Monticello	

Appendix E – Visitor Attractions in the Surrounding Area (Continued)

Museums		
Name	City	Website
National Motorcycle Museum	Anamosa	www.nationalmcmuseum.org
Young Historical Museum	Bellevue	
Tri-County Historical Society Museum	Cascade	
African American Museum of Iowa	Cedar Rapids	www.blackiowa.org
Duffy's Collectible Cars	Cedar Rapids	www.duffys.com
Iowa Masonic Library and Museum	Cedar Rapids	www.gl-iowa.org
National Czech & Slovak Museum & Library	Cedar Rapids	www.ncsml.org
Science Station	Cedar Rapids	www.sciencestation.org
National Mississippi River Museum and Aquarium	Dubuque	www.rivermuseum.com
National Farm Toy Museum	Dyersville	www.nationalfarmtoymuseum.com
Carter House Museum	Elkader	www.carterhousemuseum.com
Motor Mill Historic Site	Elkader	www.motormill.org
Garnavillo Historical Museum	Garnavillo	
Lockmaster's House Heritage Museum	Guttenberg	
Heartland Acres Agribition Center	Independence	www.heartlandacresusa.com
Clinton Engines Museum	Maquoketa	www.clintonengines.com
Jackson County Historical Society Museum	Maquoketa	www.jciahs.com
Granger House Museum	Marion	www.marionhistoricalsociety.org
Froelich Historic Site	McGregor	www.froelichtractor.com
Heritage House Museum	New Vienna	
Edinburgh "Ghost Town" and Museum	Scotch Grove	www.rootsweb.com/~iajchs/jchs.html
Wilder Memorial Museum	Strawberry Point	www.wildermuseum.org

Appendix E – Visitor Attractions in the Surrounding Area (Continued)

Nature Sites		
Name	City	Website
Garden Sanctuary for Butterflies	Bellevue	www.exploreiowaparks.com
Cascade Historic Limestone Silo & Ag Interpretive Center	Cascade	www.cityofcascade.org/organizations-and-clubs
Indian Creek Nature Center	Cedar Rapids	www.indiancreeknaturecenter.org
Crystal Lake Cave	Dubuque	www.crystallakecave.com
Dubuque Arboretum & Botanical Gardens	Dubuque	www.dubuquearboretum.com
Mathias Ham House Historic Site	Dubuque	www.rivermuseum.com
Mines of Spain Recreation Area	Dubuque	www.minesofspain.org
Dyer-Botsford Victorian House & Doll Museum	Dyersville	www.dyersville.org
Big Springs Trout Hatchery	Elkader	www.iowadnr.gov
Osborne Visitor, Nature & Welcome Center	Elkader	www.claytoncountyconservation.org
Department of Natural Resources Aquarium and Hatchery	Guttenberg	www.iowadnr.com
Fontana Interpretive Nature Center	Hazleton	www.buchanancountyparks.com
Cedar Rock State Park	Independence	www.exploreiowaparks.com
Spook Cave & Campground	McGregor	www.spookcave.com
Upper Mississippi River National Wildlife and Fish Refuge	McGregor	www.fws.gov/midwest/uppermississippiriver/
Riverside Gardens	Monticello	
Wickiup Hill Outdoor Learning Center	Toddville	www.linncountyparks.com

Appendix F
Go the Distance Baseball, LLC, Projected Income and Expenses

	Pre-Opening 1	Pre-Opening 2	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
MOVIE SITE GIFT SHOP SALES (ONLINE AND OFFLINE)	95,625	191,250	1,275,000	1,806,250	2,125,000	2,550,000	3,187,500	3,825,000	4,462,500	5,100,000
TOURISM SITE										
Commemorative framed prints			49,896	70,686	83,160	99,792	124,740	149,688	174,636	199,584
Video dubs with movie clips			71,280	100,980	118,800	142,560	178,200	213,840	249,480	285,120
Concessions			178,200	252,450	297,000	356,400	445,500	534,600	623,700	712,800
TOURNAMENT REVENUE										
Concessions			809,088	1,213,632	1,618,176	3,398,170	3,479,078	3,559,987	3,640,896	3,721,805
Merchandise Sales			202,272	303,408	404,544	849,542	869,770	889,997	910,224	930,451
Team fees			4,045,440	6,068,160	8,090,880	16,990,848	17,395,392	17,799,936	18,204,480	18,609,024
Advertising/sponsorships			5,250	11,250	22,500	30,000	33,750	37,500	37,500	37,500
TRAINING FACILITY										
Training fees / group programming			1,071,616	1,339,520	1,607,424	1,741,376	2,196,813	2,303,974	2,357,555	2,411,136
Memberships			7,200	10,800	14,400	18,000	21,600	28,800	36,000	43,200
Facility rentals			6,000	12,000	18,000	21,600	25,200	28,800	32,400	36,000
Advertising/sponsorships			3,000	5,000	10,000	12,000	15,000	17,000	19,000	22,000
TOTAL REVENUE	95,625	191,250	7,724,242	11,194,136	14,409,884	26,210,288	27,972,543	29,389,122	30,748,371	32,108,620
COST OF GOODS SOLD										
Gift Shop	49,725	99,450	663,000	939,250	1,105,000	1,326,000	1,657,500	1,989,000	2,320,500	2,652,000
Photography			48,470	68,666	80,784	96,941	121,176	145,411	169,646	193,882
Concessions			57,024	80,784	95,040	114,048	142,560	171,072	199,584	228,096
Tournaments			1,622,400	2,433,600	3,244,800	6,814,080	6,976,320	7,138,560	7,300,800	7,463,040
Training	-	-	293,530	366,912	440,294	476,986	601,736	631,089	645,765	660,442
TOTAL COST OF GOODS SOLD	49,725	99,450	2,684,424	3,889,212	4,965,918	8,828,054	9,499,292	10,075,132	10,636,296	11,197,459
GROSS MARGIN	45,900	91,800	5,039,818	7,304,924	9,443,966	17,382,234	18,473,251	19,313,991	20,112,076	20,911,161
Payroll Expenses	118,460	210,056	2,535,465	2,611,529	2,689,875	2,770,572	2,853,689	2,939,299	3,027,478	3,118,303
Operating Expenses	-	-	316,817	357,729	394,418	494,903	526,400	553,310	579,686	606,324
Marketing Expenses	140,000	497,600	970,424	1,329,814	1,651,788	2,844,229	3,020,854	3,162,912	3,299,237	3,435,662
General and Administrative Expenses	23,000	36,900	46,100	47,483	48,907	50,375	51,886	53,443	55,046	56,697
Other Expenses	9,563	175,225	1,451,818	2,509,992	4,544,896	4,091,435	4,161,244	4,231,053	4,300,862	4,370,670
Total Expenses	291,023	919,781	5,320,624	6,856,546	9,329,885	10,251,514	10,614,073	10,940,017	11,262,309	11,587,657
EBITDA	(245,123)	(827,981)	(280,806)	448,377	114,081	7,130,720	7,859,178	8,373,974	8,849,766	9,323,504
9% Investors Dividend							2,160,000	2,160,000	2,160,000	2,160,000

Appendix G

Build Out Schedule - Completed Capital Development

Component	Year 1		Year 2		Year 3		Year 4	
	Units	\$ Spent	Units	\$ Spent	Units	\$ Spent	Units	\$ Spent
Movie Site Improvements	1	\$40,000	2	15,000	2	\$0	1	\$8,000
Tournament Fields	12	\$6,000,000	12	0	12	\$0	24	\$6,600,000
Stadia	2	\$5,000,000	2	0	2	\$0	4	\$5,100,000
Team Clubhouses	60	\$7,200,000	60	0	60	\$0	120	\$7,500,000
Training Facility	1	\$5,000,000	1	0	1	\$0	1	\$0
TOTALS		\$23,240,000		15,000				\$19,208,000