



MARKET FEASIBILITY REPORT

PREPARED FOR: RAPID CITY SPORTS COMMISSION

DRAFT REPORT DELIVERY DATE: AUGUST 2023



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*Hoover, AL – Finley Center – Managed by Sports Facilities Management

EXECUTIVE SUMMARY

DEFINITIONS OF SUCCESS

In February of 2023, the Rapid City Sports Commission in Rapid City, South Dakota (henceforth, the “Client”) engaged Sports Facilities Advisory, LLC (SFA) to complete a market feasibility report related to the analysis of existing sports and recreation facilities and the potential development of new sports facilities in Rapid City. The Client’s primary intent is to explore options for facility enhancements of the sports assets throughout the City of Rapid City and the potential development for additional facilities.

In order to understand the Client’s desired outcomes, SFA facilitated an exercise to define success for the project. Based on that exercise, SFA created those desired outcomes as the “definitions of success.” As such, SFA considers meeting the following criteria critical to determining the success of the project:

- Capitalize on the continued growth in sports tourism to develop premier sports tourism facilities that attracts, hosts, and retains sports tournaments and events to establish Rapid City as a destination
- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and wellness assets
- Improve financial performance of existing assets and limit operational subsidy of the new facilities

SFA created a facility program and opinion of cost for the development of a new indoor and outdoor facility and costs for potential enhancements of existing facilities by priority for the Parkview Softball Complex, McKeague Field, Pete Lien Field Baseball Field, Harney Little League, O’Harra Stadium Football Field, and Rapid City Timberline Little League. In addition, SFA included recommendations and strategies for each facility and Rapid City as a whole to achieve these definitions of success.

EXECUTIVE SUMMARY

Based on SFA's market analysis and industry experience, SFA developed a new recommended facility program model and opinion of cost for the development of a new indoor and outdoor facility and costs for potential enhancements of existing facilities. A brief overview of the recommended developments of the sports and recreation assets for the locations are listed below.

RECOMMENDED FACILITY PROGRAM (High Priority - New Indoor Sports Complex)

INDOOR SPORTS FACILITY

- 8 Basketball Courts
 - 16 Volleyball Courts (over basketball courts)
- Full Indoor Turf Field
 - 2 Youth Multi-Purpose Fields (over full turf area)
 - 5 Small-Sided Multi-Purpose Fields (over full turf area)
 - 1 Baseball/Softball Infield (over full turf area)
 - 4 Batting Cages/Pitching Tunnels (over full turf area)
- Sports Performance Area
 - Sports Performance Turf Area
 - 4 Batting Cages/Pitching Tunnels (over sports performance turf)
 - Sprinting Track
 - Sports Performance Training Area
- Flex Space
- Medical Leased Space
- Total Opinion of Cost: \$63.1M

EXECUTIVE SUMMARY

RECOMMENDED FACILITY PROGRAM (High Priority - New Soccer Complex)

OUTDOOR SPORTS FACILITY

- 12 Synthetic Turf Multipurpose Fields
- Primary Support Building
 - Kitchen
 - Café Seating/Lobby
 - Restrooms
 - Ticketing Office
 - Ref Rooms, Meeting Room, Office
- 2 Secondary Support Buildings
- Maintenance Building
- Total Opinion of Cost: \$24.5M

RECOMMENDED FACILITY PROGRAM (High Priority - Existing Facility Upgrades)

EXISTING FACILITY UPGRADES

- Parkview Softball Complex (Turf Infields)
- McKeague Field (Turf Field)
- Pete Lien Baseball Field (Turf Field)
- Total Opinion of Cost: \$4.23M

RECOMMENDED FACILITY PROGRAM (Medium Priority - Existing Facility Upgrades)

EXISTING FACILITY UPGRADES

- Harney Little League Fields (Turf Infields)
- Total opinion of cost: \$1M

EXECUTIVE SUMMARY

RECOMMENDED FACILITY PROGRAM (Low Priority - Existing Facility Upgrades)

EXISTING FACILITY UPGRADES

- O’Harra Stadium Football Field (Replace Turf)
- Rapid City Timberline Little League Fields (Upgrade fencing, dugouts, backstops)

RECOMMENDATIONS FOR NEXT STEPS

Based on the work completed to date, SFA believes that an opportunity exists to develop a new premium sports tourism complex along with facility enhancements and improvements to additional existing sports assets in Rapid City. SFA has detailed the recommendations for low, medium and high priorities for a new sports tourism complex and existing facility enhancements that have the highest likelihood to achieve the Client’s goals and definitions of success. SFA right sized the assets to meet the local demand and sports tourism opportunity for the indoor and outdoor models.

SPORTS TOURISM COMPLEX – NEXT STEPS

- Explore and define the potential for funding mechanisms, development incentives, and/or strategic partnerships that could create a viable investment into the construction and operation of the new recommended facilities and enhancements to existing facilities.
- Determine if the potential locations/site options have the highest likelihood of supporting the best path forward for development and enhancements.
- Complete a detailed financial forecast (pro forma) for the New Indoor Sports Complex and upgraded existing assets
 - The financial model will help to understand the operational realities of the recommended models and assist in determining which amenities will best contribute to the Client’s definitions of success, including the economic impact a sports tourism facility could generate.
- Create the optimized facility program and business model(s).
- Complete a narrative document summarizing the optimized facility program and business model, financial forecast, and economic impact analysis.



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INTRODUCTION

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In order to understand the Client’s desired outcomes, SFA facilitated an exercise to define success for the project. Based on that exercise, SFA created those desired outcomes as the “definitions of success.” As such, SFA considers meeting the following criteria critical to determining the success of the project:

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INTRODUCTION

SCOPE OF WORK

THE FULL SCOPE OF WORK OUTLINED IN THE AGREEMENT CONSISTS OF THE FOLLOWING STEPS:

- **Step 1: Project Kick-Off Call**
 - In this step, SFA facilitated an initial phone call to cover six topics such as project history, existing data, potential partners, etc.

- **Step 2: Existing Data Review and Market Analysis**
 - SFA discussed the current facilities used for local programming and sports tourism with the Client. SFA then conducted market research on various local sports and recreation assets, as well as sports tourism assets in the region.

- **Step 3: Site Visit, Facilities Tour, and Development Planning Session (DPS)**
 - SFA visited the Client in-market and observed operations and physical spaces at existing facilities in Rapid City. Additionally, SFA facilitated a “deep dive” planning and strategy session with the Client that focused on defining success and refining the Client’s vision, value propositions, financial resources, core competencies, products and services, strategic alliances, and financial success metrics.

- **Step 4: Existing Facility Analysis and Opinion of Cost for Improvements**
 - Based on the insight gained and reflective of SFA’s other findings related to the opportunities for sports tourism, SFA evaluated and made recommendations for existing facility enhancements and produced a set of opinions of cost for improvements.

INTRODUCTION

SCOPE OF WORK

THE FULL SCOPE OF WORK OUTLINED IN THE AGREEMENT CONSISTS OF THE FOLLOWING STEPS:

- **Step 5: New Facilities Recommendations: Facility Program & Opinions of Cost for Development**
 - Based on the City's definitions of success and in consideration of all factors that influence the opportunity, SFA developed facility programs and an opinions of cost for developing the new facilities that best allows the City to achieve its desired outcomes. SFA utilized its vast experience in youth and amateur sports facility planning and management to detail the type and size of all playing areas and the supporting amenities necessary to serve the intended uses and create a top-tier athlete and guest experience. SFA's facility programs will inform its opinions of cost, which is based on SFA's direct role in the development of similar sports complexes across the United States.

- **Step 6: Market Feasibility Report**
 - To culminate the work outlined above, SFA prepared this Market Feasibility Report that details the findings, insights, and recommendations. The report features various substantive sections, including:
 1. Executive Summary
 2. Introduction
 3. Market Overview
 4. Existing Facility Analysis and Recommendations
 5. New Facility Program and Opinion of Cost
 6. Business Model Overview
 7. Potential Funding Options
 8. Financial Performance Benchmarks
 9. Conclusion and Next Steps

PROCESS & WORK COMPLETED

OUTLINE OF PROCESS USED TO FORM RECOMMENDATIONS

In order to create the recommendations detailed in this report, SFA utilized a proven process to develop an in-depth understanding of goals, opportunities, and viable strategies for improving the market's access to quality sport and recreation facilities. While the process included dozens of steps and was not linear, SFA summarizes the work completed as a six-phase process that begins with developing a contextual understanding of desired outcomes and ends with recommendations to achieve those outcomes. The "SFA Funnel Model" depicted here demonstrates SFA's process to develop and refine recommendations for the Client.



OUTLINE OF WORK PERFORMED

IN ORDER TO COMPLETE ITS WORK, SFA PERFORMED THE FOLLOWING STEPS:

- **Reviewed existing data, including:**
 - Rapid City Tourism Data
 - Rapid City Economic Impact Data
 - Existing Facility Locations and Details
 - And more
- **Conducted a market analysis, including:**
 - Demographics and socioeconomics
 - Sports participation
 - Sports tourism industry, participation, and competition trends
- **Researched existing local recreation and fitness/training assets including:**
 - Facility amenities
 - Facility quality
 - Event seasonality
- **Researched existing sports and events and tournaments, including:**
 - Location
 - Length
 - Number of teams
 - Pricing
 - And more
- **Created facility program plans and opinions of cost for the development of new facilities and redevelopment of existing facilities**
- **Created an opinion of cost for the improvement and enhancement of existing facilities**
- **Identified preliminary funding sources for the Client to consider in determining the opportunities to invest in new recreation and sports tourism assets**



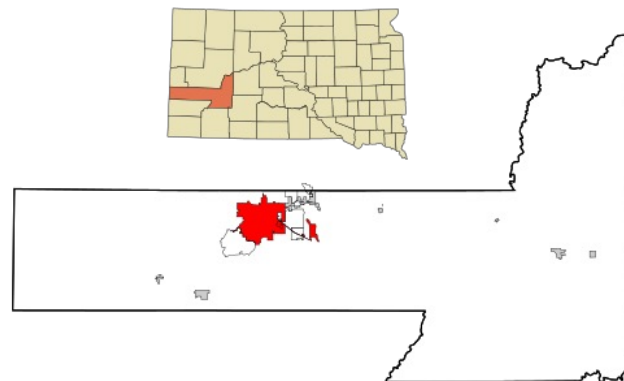
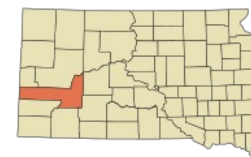
MARKET OVERVIEW

Rapid City, South Dakota

Throughout the analytical process SFA relies on location-related market data to help inform the recommendations. As directed by the Client, SFA explored and reviewed market conditions throughout the Rapid City market.

The city of Rapid City operates as the county seat of Pennington County in South Dakota. The city occupies 55.13 square miles and functions as the “Gateway to the Black Hills”, with neighboring Mount Rushmore and the Crazy Horse Memorial. Over 74,000 residents call Rapid City home, along with numerous businesses. Rapid City is accessible by Interstate-90 that connects the area to neighboring communities and regional population hubs. Furthermore, Rapid City maintains a vibrant arts scene that add cultural value, celebrating the lasting multicultural heritage in the area.

SFA has provided a thorough review of demographic and socioeconomic characteristics, sports participation trends, and existing service providers in the Rapid City market within the corresponding sections of this report.



KEY DATA: **DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS**

SFA conducted an in-depth demographic and socioeconomic analysis of the local, sub-regional, and regional market. The goal of this portion of the analysis is to determine the key characteristics of the most regular users of new facilities during non-tournament and event times. SFA also determined the characteristics of those users who would participate in tournaments and events in Rapid City. SFA has included comprehensive local demographic reports in the Appendix of this document.

As previously mentioned, SFA has not recommended a specific site for the new facilities modeled in this report, but rather made recommendations that best meet the definitions of success set forth by the Client, that also match the market opportunity, research, and analysis, based on the sites of existing facilities. In doing so, SFA compiled data from a central point in Rapid City. Following Client conversations and further review of the market, SFA will proceed with a more in-depth analysis of any existing or potential locations.



The chart that follows displays some of the key demographic factors used in analyzing the utilization of facilities by the local population; these customers will be the most frequent users of a sports facility during non-tournament and event times. SFA also analyzed the regional population based on drive time from the Rapid City market. While these statistics do not serve as strict predictors of a facility’s opportunity to meet its objectives, SFA has developed a proprietary analytical process which considers these factors and several others as an integral part of the financial forecast, sports participation projections, and other analyses required in SFA’s study.

KEY LOCAL, SUB-REGIONAL, AND REGIONAL DEMOGRAPHIC FACTORS

Rapid City, South Dakota						
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Population	65,615	98,446	122,471	187,188	205,864	713,391
Growth Projections – Next 5 Years	+2.50%	+2.90%	+3.15%	+2.90%	+2.65%	+0.80%
Median Age (U.S. Median: 38.5)	36.7	37.2	37.4	39.6	39.8	40.1
Median HH Income (U.S. Median: \$70,784)	\$53,049	\$58,705	\$60,008	\$60,587	\$60,276	\$63,069
Median HH Income % Above/Below Adjusted Cost of Living (Index: 95.6)	-21.61%	-13.25%	-11.32%			
Spending Rec. Lessons (U.S Avg.: \$143)	\$106.57	\$115.13	\$117.30	\$115.37	\$112.93	\$111.54

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

POPULATION SIZE:

SFA uses drive times from the preliminary location to analyze the population of the possible participants that a sports complex would seek to capture. The immediate area of Rapid City, within the 30-minute drive-time window, is made up of approximately 122,000 people, while the overall region (240 minutes) is made up of approximately 713,000 people.

SFA views the local market as a positive factor for local programming, since the assets are right-sized to meet local utilization needs. The regional population presents a challenge as it offers a smaller population base to attract teams and participants from.

POPULATION TREND:

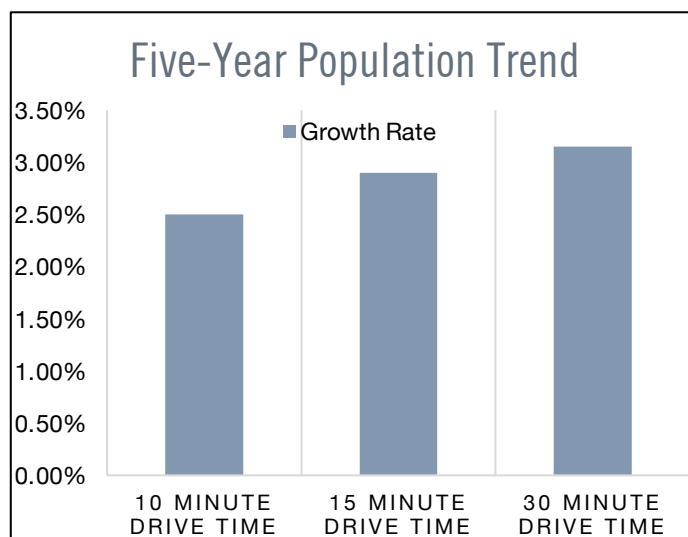
The population is expected to increase in the immediate area, with estimates up to an approximate 3.15-percent increase over five years in the 30-minute drive time interval.

SFA views the increasing population trend as a positive factor for existing facility enhancement and new facility development in Rapid City.

AGE:

The median age within all local drive time intervals is less than the national median of approximately 38.5. Based on SFA's experience, a below average median age typically suggests that there are a high percent of children and young adults in the market, which are key age segments for sports and recreation.

The median age market characteristic will not impact the success of the sports tourism assets but is a positive factor for the enhancement and development of local-programmed assets.



MEDIAN HOUSEHOLD INCOME:

The median household income levels in all drive time intervals appear to sit below the national median, which is approximately \$70,784. SFA adjusted the median household income based on the cost of living in Rapid City, SD. Based on these adjustments, SFA calculated that the adjusted median household income falls between 21.61 percent and 11.32 percent below the median in Rapid City.

As a result, SFA views median household income as a challenging factor in determining the local market opportunity, although this could minimally impact the sports tourism assets.

FEES FOR RECREATIONAL LESSONS:

The surrounding communities have below average spending on recreational lessons when compared to the national average, which is approximately \$143. Based on SFA's experience, communities with above-average level of household expenditures on fees for recreational lessons displays the willingness to purchase recreation-based programs and services in the immediate area.

Because fees (spending) for recreational lessons are below average, SFA views spending on recreation as a potentially challenging factor for the local market opportunity.

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC INSIGHTS

Within the local Rapid City market, or within the 30-minute drive time window, the population ranges up to approximately 122,000 people, which is a positive characteristic for new and existing facility development. In addition, the local median age falls below the national median, which demonstrates a likely high presence of younger families and children in the market. This is a positive characteristic for the local market. In addition, the population is projected to increase nearby within the next five years, demonstrating another favorable characteristic for existing facility enhancement and new facility development. While the median household income and spending on recreational lessons characteristics could present challenges for the local market, a sports tourism complex would rely more heavily on the regional market and the regional population. However, the overall Rapid City region consists of less than 750,000 people. The average regional market analyzed by SFA consists of a population of between 4.8 to 6 million people.



KEY DATA: SPORTS IN THE REGION

As part of the process of analyzing the opportunity for the development in Rapid City, SD, SFA determined the total number of sports participants in the local, sub-regional, and regional markets.

SFA calculates sports participation using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). The projections consider only active sports participants who play their respective sport in an organized format a specific number of times per year. The qualifying participation threshold varies by sport and is intended to separate casual participants from core participants; core participants are more likely to pay to visit the facility because they play consistently enough to consider paying for and participating in an organized program on a regular basis.

The following table lists the “primary” sports and activities that could be accommodated within the facility types that most regularly drive a high volume and frequency of indoor and outdoor sport participants and events, as well as the number of potential participants that could be attracted from the local, sub-regional, and regional marketplaces. “Primary” sports are those identified as having regular competitive seasons or a large base of participants to draw from the market.

POTENTIAL CORE SPORTS PARTICIPANTS

Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.03%	7,389	11,294	43,043
Soccer	3.74%	4,581	7,001	26,682
Volleyball	3.27%	4,008	6,126	23,348
Baseball	2.88%	3,531	5,397	20,568
Softball	2.25%	2,757	4,214	16,061
Tackle Football	1.61%	1,967	3,007	11,460
Flag Football	1.24%	1,516	2,316	8,828
Pickleball	1.22%	1,496	2,287	8,714
Martial Arts	1.13%	1,390	2,124	8,095
Gymnastics	1.08%	1,321	2,019	7,695
Wrestling	0.83%	1,013	1,548	5,900
Futsal	0.77%	946	1,446	5,511
Cheerleading	0.67%	816	1,246	4,750
Lacrosse	0.53%	666	1,019	3,797
Ultimate Frisbee	0.25%	398	608	1,753
Rugby	0.15%	185	283	1,077

SFA calculates the potential participants by multiplying each primary sport’s core participation rate with each drive time population. SFA notes that this calculation does not factor in existing service providers, and it is likely that existing facilities in the local, sub-regional, and regional marketplaces will impact the likelihood that a new facility could capture more or less core participants from those areas.

KEY DATA: SPORTS IN THE REGION

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA groups core participation rates and potential participants in the region by asset type. As shown in the charts below, there is a sizable base of potential participants that new indoor court, multi-purpose field, and diamond field assets could capture.

Indoor Court Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Basketball	6.03%	7,389	11,294	43,043
Volleyball	3.27%	4,008	6,126	23,348
Pickleball	1.22%	1,496	2,287	8,714
Martial Arts	1.13%	1,390	2,124	8,095
Gymnastics	1.08%	1,321	2,019	7,695
Wrestling	0.83%	1,013	1,548	5,900
Futsal	0.77%	946	1,446	5,511
Cheerleading	0.67%	816	1,246	4,750
Total	15.01%	18,379	28,091	107,056

Grouping court sports together, court-based assets in Rapid City, SD could serve approximately 15.01 percent of the regional population totaling over 107,000 players of various sports including basketball, volleyball, and gymnastics.

Multi-Purpose Field Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Soccer	3.74%	4,581	7,001	26,682
Tackle Football	1.61%	1,967	3,007	11,460
Flag Football	1.24%	1,516	2,316	8,828
Lacrosse	0.53%	666	1,019	3,797
Ultimate Frisbee	0.25%	398	608	1,753
Rugby	0.15%	185	283	1,077
Total	7.51%	9,313	14,234	53,598

Grouping multi-purpose field sports together, multi-purpose field assets in Rapid City, SD could serve approximately 7.51 percent of the regional core sport participant population totaling almost 54,000 soccer, football, and other multi-purpose field sport participants the region.

Diamond Field Sport/Activity	Core Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Baseball	2.88%	3,531	5,397	20,568
Softball	2.25%	2,757	4,214	16,061
Total	5.13%	6,288	9,611	36,629

Grouping diamond field sports together, assets in Rapid City, SD could serve approximately 5.13 percent of the regional core sport participant population totaling over 36,000 baseball and softball participants the region.

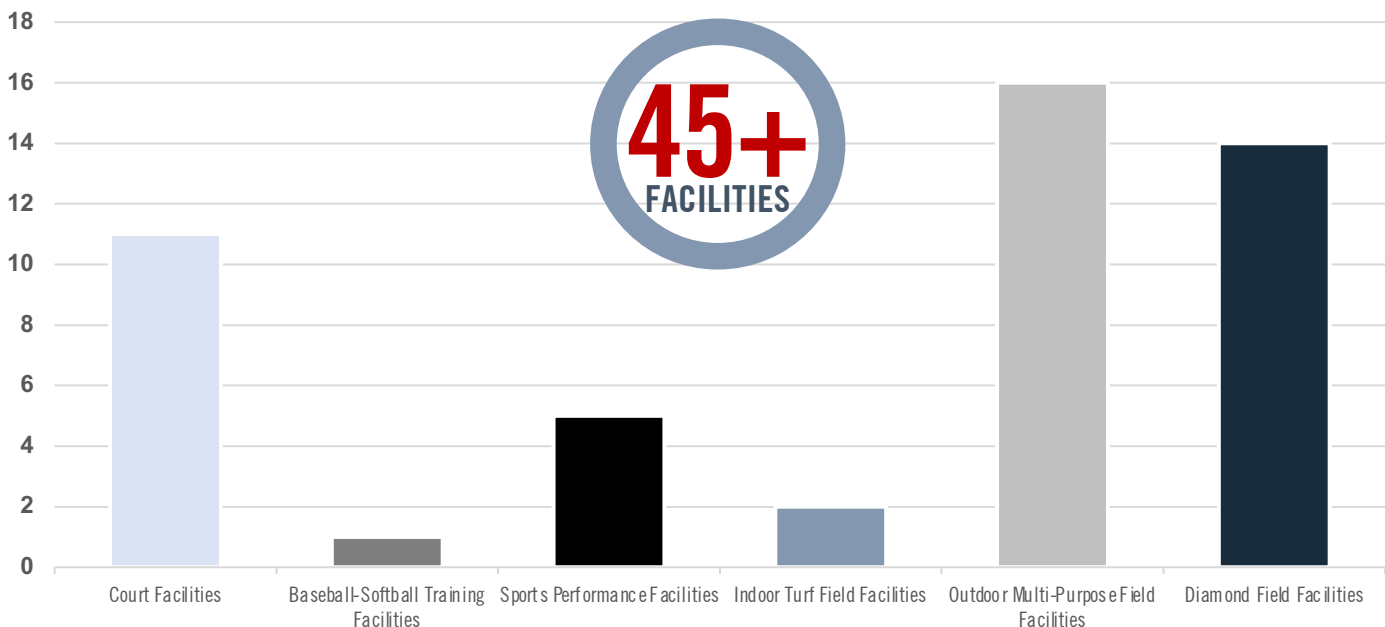
KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA reviewed the local and regional market for existing service providers. SFA analyzes specific asset types based on the Client's vision and direction for the facility. In addition, SFA conducts a standard review of the market to identify additional areas of focus for a new facility in the market. SFA researched the following asset types in the greater Rapid City area:

- INDOOR COURT FACILITIES
- INDOOR BASEBALL-SOFTBALL TRAINING FACILITIES
- SPORTS PERFORMANCE FACILITIES
- INDOOR TURF FIELD FACILITIES
- MULTI-PURPOSE FIELD FACILITIES
- DIAMOND FIELD FACILITIES



EXISTING SERVICE PROVIDERS



KEY DATA: EXISTING SERVICE PROVIDERS - LOCAL

The tables that follow show a sampling of the assets analyzed by SFA. SFA presented these facilities in order of proximity to a central point between existing sports and recreation locations rather than their similarity to the Rapid City, SD project. SFA included facilities from the aforementioned asset types within the body of the report due to their relevance to the recommended facility program. SFA has included an expanded list of facilities analyzed in the local market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)
YMCA of Rapid City	1
Rapid City Community Center South	6
Rapid Skillz 360	7
Liberty Center YMCA	17

Sports Performance Facilities	Drive Time (Minutes)
Benson Sports Training	3
Rapid Skillz 360	5
EVOLVE Fitness	8
Rushmore Crossfit-Fitness	9

Diamond Field Facilities	Drive Time (Minutes)
RLL Majors Complex	4
Rushmore Little League	5
Canyon Lake Little League Complex	6
Pete Lien Memorial Field	6

Indoor Baseball-Softball Training Facilities	Drive Time (Minutes)
Rapid Skillz 360/Pierced Hands Baseball Training	5

Indoor Turf Field Facilities	Drive Time (Minutes)
The Monument	3
Rapid Skillz 360/Pierced Hands Baseball Training	5

Multi-Purpose Field Facilities	Drive Time (Minutes)
Central HS Fields	3
Sioux Park Fields	5
Denver Fields	6
Stars of the West Sports Complex	8

KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

In exploring the sports tourism opportunity for the Rapid City market, SFA researched indoor court, multi-purpose field, and diamond field facilities in the region. The table that follows shows a sampling of the tournament-capable facilities analyzed by SFA, that matches the recommendations included in the facility program later in this report. SFA presented these facilities in order of proximity to a preliminary site location rather than similarity to the Rapid City, SD project. SFA has included an expanded list of facilities analyzed in the regional market in the Appendix.

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Beast Foundation	282	4 BB/4 VB courts
Sanford Sports Complex	293	7 courts (6 courts plus 1 championship court with full telescopic seating)

Multi-Purpose Field Facilities	Drive Time (Minutes)	Assets/Amenities
Black Hills Rapids Soccer Complex	13	12 MP Fields
North Casper Sports Complex	241	8-12 MP Fields (Lined for smaller youth fields, quantity varies from 8-12 configurable full-sided fields)
Sandford Sports Complex	293	10 MP Fields
Farm Field Park	305	20 MP Fields

Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
Rapid City Youth Baseball	7	13 BB/SB Fields (various sizes from t-ball to 300')
Star of the West Sports Complex	22	8 BB/SB Fields
Bicentennial Park	139	8 BB/SB Fields
Cheyenne Junior Baseball Complex	281	12 BB/SB Fields (1 turf stadium)
Mandan Veterans	283	13 BB/SB Fields (12 fields and 1 turf stadium)



KEY DATA: EXISTING SERVICE PROVIDERS

Although SFA is not engaged for a financial forecast, it is important to note that SFA conducts additional analyses during the pro forma development to determine each competing facility's effect on the ability of new youth and amateur sport assets to achieve operational success. The facilities researched represent potential competitors in the market that are currently hosting programs, tournaments, or other events that may impact the operations at a new facility. The factors SFA will use to perform this analysis include, but are not limited to:

EXISTING SPORTS AND RECREATION INVENTORY:

SFA analyzes existing facility inventory in terms of the quantity of existing sports assets, the quality of those assets, and their proximity to critical supporting structures and businesses.

PROXIMITY TO THE FACILITY:

SFA determines the proximity of existing sports and recreation assets to the new facility, recognizing that closer assets will have a larger impact from a competitive standpoint than assets that are farther away.

PRICING:

SFA examines the market prices of user fees, rental rates, registration fees, etc. Unless otherwise directed, SFA sets prices in its financial forecast that are either in line with or slightly above current-year market rates.

SEASONALITY:

SFA utilizes its experience in managing similar facilities to determine the optimized seasonality for hosting programs and events. In addition, SFA recommends asset types based on their ability to flexibly support year-round programming, especially in climate-challenged markets.

MARKETING REACH AND CAPTURE RATE:

SFA bases the ability of a new facility to effectively market and capture sports and recreation participants, tournaments, and events on market factors such as demographics and socioeconomics, competitive factors such as the quality of existing facilities in the region, and destination factors such as site accessibility and the reputation of the destination.

PROGRAM MIX AND SERVICE OFFERINGS:

SFA creates a financial forecast that reflects a robust, detailed set of revenue streams for the facility based on the type, size, quantity, and quality of assets.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

KEY DATA: EXISTING SERVICE PROVIDERS

KEY INSIGHTS:

- SFA observed a low volume of indoor court facilities in the local market, with most facilities featuring a single court operating within 30 minutes from the central site location.
- SFA researched indoor baseball-softball training facilities and identified a single facility within one hour from Rapid City, with additional sports performance facilities offering small turf spaces in the local market.
- SFA observed a higher volume of multi-purpose and diamond field facilities in the local market, when compared to other assets, with most facilities located between 15 and 30 minutes from the central site location.
- SFA reviewed the existing service providers in the region and observed that the largest tournament-capable facilities located within five hours of Rapid City offer a maximum of seven hardwood basketball courts or 12 volleyball courts in standalone sports facilities. Furthermore, the outdoor multi-purpose field facilities offer 12 full fields, while the largest diamond field facilities feature eight full baseball fields and ten softball fields.
- In order to compete for tournaments and events on a regular basis, based on the regional competitive set, and based on trends in the industry, the following number of assets should be considered the minimum for each of the areas of focus:
 - Indoor Courts/Flat Floor: Eight (8) courts in one facility with additional courts available in close proximity for extra-large/overflow events.
 - Long Field: Twelve (12) fields at one complex with additional fields available in close proximity for extra-large/overflow events.
 - Diamond Field: Eight (8) fields at one complex with additional fields available in close proximity for extra-large/overflow events.
- Having a qualifying number of fields or courts alone does not make a facility competitive for tournaments and events on a regular basis. In order to compete for tournaments and events in today's highly competitive atmosphere, facilities must be "tournament class," meaning they have:
 - Sufficient, convenient parking and restrooms
 - High-quality, convenient concessions options
 - High-quality playing surfaces that maximize play and ensure consistency (e.g., hardwood courts, synthetic turf, effective drainage systems, etc.)
 - Amenities dedicated to spectator comfort (e.g., sufficient seating, shade structures, etc.)

FACILITY ENHANCEMENT RECOMMENDATIONS

SFA has recognized opportunities and provided recommendations for future facility development and existing facility upgrades related to the enhancement and coordination of existing youth and amateur sports tourism assets in the City of Rapid City. Based on data and insights throughout this report, SFA recommends the development of a new indoor and outdoor sports facility and redevelopment of the Parkview Softball Complex, McKeague Field, Pete Lien Field Baseball Field, O’Harra Stadium Football Field, and Harney Little League. While all the enhancements are needed, SFA has prioritized the opportunities by a low, medium, and high priority schedule. This prioritizes the facilities that best align with the definitions of success.

HIGH PRIORITY – NEW INDOOR SPORTS FACILITY

Rapid City has a variety of indoor court facilities, but there is a lack of access and number of courts needed in a central location to drive regional tournaments and events. Indoor turf training space is also a need that is currently unfulfilled by facilities in the market. In consideration of the Project Team’s definitions of success and based on the information outlined throughout this report, SFA has provided recommendations for the development of a new indoor sports tourism complex in Rapid City.

SFA believes that the recommended development of a new indoor sports complex will provide the Rapid City area with a best-in-class tournament quality indoor facility, which will allow the area to capitalize on the growing sports tourism in the region. SFA considers this a **high priority** for development in Rapid City.

Indoor Athletic Facility

Space	Indoor Programming Product/Service	Count	Dimensions L (') W (')	Approx. SF each	Total SF	% of Footprint
Courts	Basketball Courts (actual courts 84' x 50')	8	104 80	8,320	66,560	30.6%
	Volleyball Courts	16	60 30	Over Basketball Courts		0.0%
	Total Courts Sq. Ft.				66,560	30.6%
Turf	Turf Area (Full Turf Field)	1	320 220	70,400	70,400	32.4%
	Youth Multi-Purpose Field	2	210 130	Over Turf Area		0.0%
	Small-Sided Multi-Purpose Field	5	130 65	Over Turf Area		0.0%
	Baseball/Softball Infield	1	135 135	Over Turf Area		0.0%
	Batting Cages/Pitching Tunnels	4	75 15	Over Turf Area		0.0%
Total Turf Sq. Ft.				70,400	32.4%	
Sports Performance	Sports Performance Turf Area	1	120 60	7,200	7,200	3.3%
	Sprinting Track	1	120 15	1,800	1,800	0.8%
	Sports Performance Training Area	1	40 60	2,400	2,400	1.1%
	Batting Cages/Pitching Tunnels	4	75 15	Over Turf		0.0%
Total Sports Performance Sq. Ft.				11,400	5.2%	
Flex Space	Lobby/Welcoming Area	1	- -	2,000	2,000	0.9%
	Control Room	1	15 10	150	150	0.1%
	Ticket Office	1	10 10	100	100	0.0%
	Manager’s Offices	5	10 10	100	500	0.2%
	Office Area	1	- -	1,500	1,500	0.7%
	Kitchen	1	40 30	1,200	1,200	0.6%
	Café Seating Area	1	50 50	2,500	2,500	1.2%
	Flex/Team Rooms	3	60 25	1,500	4,500	2.1%
	Ref Rooms	2	15 10	150	300	0.1%
	Training Room	1	20 15	300	300	0.1%
	Restrooms	2	35 25	875	1,750	0.8%
	Leased Space - Medical	1	- -	5,000	5,000	2.3%
	Mezzanine	1	416 16	6,656	6,656	3.1%
Total Flex Space Sq. Ft.				26,456	12.2%	
Required SF for Products and Services					174,816	80.5%
Mechanical, Electrical, Storage, etc.		10% of P&S SF (Excl. Leased Space)			16,982	7.8%
Common Area, Stairs, Circulation, etc.		15% of P&S SF (Excl. Leased Space)			25,472	11.7%
Total Estimated Indoor Athletic Facility SF					217,270	100%
Estimated Building Footprint					195,543	
Total Building Acreage					4.49	

FACILITY ENHANCEMENT RECOMMENDATIONS

By developing eight (8) basketball courts with the capability to overlay sixteen (16) volleyball courts, the center will have the potential to host a wide range of court events (basketball, volleyball, pickleball, wrestling, cheer, dance, and more). The limited competition of quality assets with four or more courts within the city of Rapid City provides a viable market opportunity for the Client to develop a significant client base within the local and sub-regional market.

The full indoor turf field will provide the ability for weather resistant training and play space that can house two youth multi-purpose fields, five small sided multi-purpose fields, one baseball/softball infield, and four pitching tunnels.

The indoor sports performance area will provide space for sports specific strength and agility training on the turf area, sprinting track, training area, and batting cages/pitching tunnels.

It is also important to note that within the indoor facility there are spaces to host and offer coaches clinics, training, and other development opportunities. These spaces could also host outside events/rents, trainings, meetings, and more. Maximum utilization of these spaces will further help the facility achieve revenue and occupancy goals.

Site Development

		Quantity	Dimensions		Approx. SF	Total SF	% of Total
			L (')	W (')	each		
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles) - New Indoor Facility	870	20	20	400	348,000	71.9%
	Setbacks, Green Space, Trails, etc.		25% Indoor & Parking SF			135,886	28.1%
Total Estimated Site Development SF						483,886	100%
Total Site Development Acreage						11.11	
Total Complex Acreage						15.60	

SFA recommends 870 total parking spaces to support the indoor complex. In addition to parking, SFA expects other space requirements for setbacks, green space, trails, etc. to set the total complex acreage at approximately 15.6 acres of land.

FACILITY ENHANCEMENT RECOMMENDATIONS

SUMMARY OF DEVELOPMENT COSTS

Based on SFA’s experience in developing sports and recreation facilities, the tables below summarize the opinion of costs for the new indoor sports complex. Due to the highly volatile construction climate, SFA has included a low, mid, and high range for the opinion of cost. The total use of funds for the new indoor sports complex amounts to approximately \$63.1 million at the mid range. Full details on the construction and start-up cost estimate can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$40,444,079	\$44,937,866	\$49,431,652
FIELD AND SPORTS EQUIPMENT COST	\$3,285,643	\$3,650,715	\$4,015,786
FURNITURE, FIXTURES, AND EQUIPMENT	\$1,994,083	\$2,215,647	\$2,437,212
SOFT COSTS CONSTRUCTION	\$6,978,855	\$7,754,283	\$8,529,711
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$4,115,142	\$4,572,380	\$5,029,619
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$56,817,802	\$63,130,891	\$69,443,981

FACILITY ENHANCEMENT RECOMMENDATIONS

HIGH PRIORITY – NEW SOCCER COMPLEX

As described in the “Existing Regional Service Providers” section the ideal minimum standard for number of multi-purpose fields needed in one location to compete for regional events is approximately twelve. By developing 12 synthetic turf multipurpose fields, Rapid City will have the most of this field type in one location in the area. While a new complex like this could drive significant regional tournaments, these fields could also work in partnership with the existing fields at Rapid City Soccer Complex to drive even larger tournaments and events. The recommendations listed below allow for the complex to achieve first-class tournaments and events in the city of Rapid City.

SFA’s recommends the development of the new complex below:

- 12 Synthetic Turf Multipurpose Fields
- Primary Support Building
 - Kitchen, Café, Restrooms, Ticketing, Office/Control, etc.
- Secondary Support Building
- Maintenance Building
- Parking – 1,080 Spaces

SFA believes that the recommended new soccer complex can be used to attract high quality tournaments and events. This will allow the area to capitalize on the growing sports tourism industry in the region. SFA considers this a **high priority** for existing long field facility enhancement.

Outdoor Athletic Fields

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
MP Fields	Synthetic Turf Field - (With 12' Apron)	12	384	249	95,616	1,147,392	99.1%
	<i>Total Outdoor Multi-Purpose Fields Sq. Ft.</i>					1,147,392	99.1%
Support Buildings	Primary Support Building						
	Kitchen	1	40	30	1,200	1,200	0.1%
	Café Seating Area/Lobby	1	50	50	2,500	2,500	0.2%
	Restrooms	2	25	20	500	1,000	0.1%
	Training Room	1	15	10	150	150	0.0%
	Check-In/Ticketing Office	1	10	10	100	100	0.0%
	Ref Rooms	1	10	8	80	80	0.0%
	Large Flex/Meeting Room	1	40	25	1,000	1,000	0.1%
	Office/Control	1	20	20	400	400	0.0%
Secondary Support Buildings	2	40	40	1,600	3,200	0.3%	
<i>Total Support Buildings Sq. Ft.</i>					9,630	0.8%	
Maint.	Maintenance Buildings	1	30	30	900	900	0.1%
	<i>Total Maintenance Sq. Ft.</i>					900	0.1%
Total Estimated Outdoor Athletic Facilities SF						1,157,922	100%
Total Outdoor Athletic Facility Acreage						26.58	

FACILITY ENHANCEMENT RECOMMENDATIONS

Site Development

		Quantity	Dimensions		Approx. SF each	Total SF	% of Total
			L (')	W (')			
Parking Spaces Total	Parking Spaces Total (10'x18') (20' x 20' Inc. aisles)	1,080	20	20	400	432,000	38.8%
	Setbacks, Green Space, Trails, etc.	25% Parking SF, 50% Outdoor Fields				681,696	61.2%
Total Estimated Site Development SF						1,113,696	100%
Total Site Development Acreage						25.57	
Total Complex Acreage						52.15	

SFA recommends 1,080 parking spaces at the new soccer complex to support the outdoor complex. In addition to parking, SFA expects other space requirements for setbacks, green space, trails, etc. to set the total complex acreage to approximately 52.2 acres of land.

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the table below summarize the opinion of cost for the new soccer complex.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$8,557,104	\$9,507,894	\$10,458,683
FIELD AND SPORTS EQUIPMENT COST	\$9,720,619	\$10,800,688	\$11,880,757
FURNITURE, FIXTURES, AND EQUIPMENT	\$435,821	\$484,245	\$532,670
SOFT COSTS CONSTRUCTION	\$1,647,823	\$1,830,915	\$2,014,006
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$1,684,219	\$1,871,354	\$2,058,490
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$22,045,586	\$24,495,096	\$26,944,605

Due to the highly volatile construction climate, SFA has included a low, mid, and high range for the opinion of cost. The total use of funds for the new soccer complex amounts to approximately \$24.5 million at the mid range. Full details on the construction and start-up cost estimate can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

FACILITY ENHANCEMENT RECOMMENDATIONS

HIGH PRIORITY - MCKEAGUE AND PETE LIEN FIELDS

Although the existing McKeague, Post 22 and Pete Lien fields fall below the recommended minimum eight-field count for diamond fields in one location, SFA believes that an opportunity exists to redevelop the existing two fields and create a three-field full turf diamond field complex that will allow the city of Rapid City to attract, host, and retain new and existing tournaments and events in collaboration with the Parkview Softball Complex.

SFA's recommended upgrades to McKeague Field and Pete Lien Field include:

- Convert diamond fields to full synthetic turf. The benefits of this enhancement include:
 - Flexibility of play for different age groups and organizations based on fence distance requirements
 - Addition of softball and youth baseball capabilities
 - Flexibility of play for different sports such as baseball, softball, soccer, lacrosse, and flag football
 - Aligns McKeague Field and Pete Lien Field with the tournament capable fields for year-round playability.
 - Inclement weather mitigation
 - Creates a differentiator in the area with updated tournament grade fields
 - Provides the opportunity to be paired with existing facilities like the Parkview Softball Complex to provide additional inventory and championship style fields to achieve a sufficient field count to host large tournaments and events in the City of Rapid City.
- Purchase portable mounds. The benefits of this enhancement include:
 - Addition of youth baseball capabilities
 - Flexibility of play for different age groups and organizations based on mound distance requirements
- Purchase portable fencing for youth programs, tournaments, and events. The benefits of this enhancement include:
 - Addition of youth baseball and softball capabilities capabilities
 - Flexibility of play for different age groups and organizations based on mound distance requirements

SFA believes that the recommended diamond field upgrades will provide the city of Rapid City area with a high-quality tournament baseball/softball complex which will allow the area to capitalize on the growing travel baseball/softball opportunity in the region in collaboration with the Parkview Softball Complex. SFA considers this a **high priority** for the redevelopment of McKeague Field and Pete Lien Field.

FACILITY OVERVIEW

Based on the data and insights above, SFA has provided facility program recommendations for the redevelopment of McKeague Field and Pete Lien Field. The facility program outlines the recommended outdoor amenities and space requirements.

Outdoor Athletic Fields (Existing)

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Large BB/SB Fields	McKeague Field (Field-only, no seating areas)	1	375' Field		122,500	122,500	49.7%
	Post 320 Baseball Field (Field-only, no seating areas)	1	400' Field		124,000	124,000	50.3%
	<i>Total Baseball/Softball Fields Sq. Ft.</i>						246,500
Total Estimated Outdoor Athletic Facilities SF						246,500	100%
Total Outdoor Athletic Facility Acreage						5.66	

FACILITY ENHANCEMENT RECOMMENDATIONS

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the table below summarize the opinion of cost for the upgrades at McKeague Field and Pete Lien Field.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$0	\$0	\$0
FIELD AND SPORTS EQUIPMENT COST	\$2,302,047	\$2,557,830	\$2,813,613
FURNITURE, FIXTURES, AND EQUIPMENT	\$0	\$0	\$0
SOFT COSTS CONSTRUCTION	\$82,805	\$92,005	\$101,206
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$207,184	\$230,205	\$253,225
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$2,592,036	\$2,880,040	\$3,168,044

Due to the highly volatile construction climate, SFA has included a low, mid, and high range for the opinion of cost. The total use of funds for McKeague Field and Pete Lien Field amounts to approximately \$2.9 million at the mid range. Full details on the construction and start-up cost estimate can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

FACILITY ENHANCEMENT RECOMMENDATIONS

HIGH PRIORITY – PARKVIEW SOFTBALL COMPLEX

As described in the “Existing Regional Service Providers” section the ideal minimum standard for the number of diamond fields needed in one location to compete for regional events is eight. Accordingly, the Parkview Softball Complex is just below this threshold and can still create a significant regional draw. Still, SFA believes that there is an opportunity to improve the facility and create a diamond field complex that will allow the city of Rapid City to attract, host, and retain new and existing tournaments and events.

SFA’s recommended upgrades to the Parkview Softball Complex are:

- Convert all infields to synthetic turf. The benefits of this enhancement are:
 - Inclement weather mitigation
 - Creates a differentiator in the area with updated tournament grade fields
 - Flexibility of play for different age groups and organizing bodies based on base path requirements
- Purchase portable mounds. The benefits of this enhancement are:
 - Addition of youth baseball capabilities
 - Flexibility of play for different age groups and organizations based on mound distance requirements
- Purchase portable fencing for youth programs, tournaments, and events. The benefits of this enhancement are:
 - Addition of youth baseball and softball capabilities
 - Flexibility of play for different age groups and organizations based on fence distance requirements

SFA believes that the recommended diamond field upgrades will provide the city of Rapid City with a high-quality tournament baseball/softball complex which will allow the area to capitalize on the growing travel baseball/softball opportunity in the region. SFA considers this a **high priority** for existing diamond field facility enhancement.

Outdoor Athletic Fields (Existing)

Space	Outdoor Programming Product/Service	Count	Dimensions		Approx. SF each	Total SF	% of Footprint
			L (')	W (')			
Medium BB/SSB Fields	Parkview Softball (Field Perimeter - only)	6	200' Fence		41,500	249,000	100.0%
	<i>Total Baseball/Softball Fields Sq. Ft.</i>						249,000
Total Estimated Outdoor Athletic Facilities SF						249,000	100%
Total Outdoor Athletic Facility Acreage						5.72	

FACILITY ENHANCEMENT RECOMMENDATIONS

SUMMARY OF DEVELOPMENT COSTS

Based on SFA’s experience in developing sports and recreation facilities, the table below summarize the opinion of cost for the upgrades at Parkview Softball Complex.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$0	\$0	\$0
FIELD AND SPORTS EQUIPMENT COST	\$1,082,776	\$1,203,084	\$1,323,392
FURNITURE, FIXTURES, AND EQUIPMENT	\$0	\$0	\$0
SOFT COSTS CONSTRUCTION	\$38,947	\$43,275	\$47,602
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$97,450	\$108,278	\$119,105
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$1,219,173	\$1,354,636	\$1,490,100

Due to the highly volatile construction climate, SFA has included a low, mid, and high range for the opinion of cost. The total use of funds for the Parkview Softball Complex amounts to approximately \$1.35 million at the mid range. Full details on the construction and start-up cost estimate can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

FACILITY ENHANCEMENT RECOMMENDATIONS

MEDIUM PRIORITY – HARNEY LITTLE LEAGUE

Harney Little League currently houses natural grass and clay fields. While there are other diamond fields in the area, Harney’s fields are in need of repair and would provide the most benefit from significant improvement. SFA believes there is an opportunity to improve play for all little leagues in the area with the enhancement of six fields at Harney Little League in conjunction with other updates to the surrounding fields mentioned later in the report.

SFA’s recommended upgrades to the Harney are:

- Convert all infields to synthetic turf. The benefits of this enhancement are:
 - Increment weather mitigation
 - Creates a differentiator in the area with updated tournament grade fields
 - Flexibility of play for different age groups and organizing bodies based on base path requirements
- Purchase portable mounds. The benefits of this enhancement are:
 - Addition of youth baseball capabilities
 - Flexibility of play for different age groups and organizations based on mound distance requirements
- Purchase portable fencing for youth programs, tournaments, and events. The benefits of this enhancement are:
 - Addition of youth baseball and softball capabilities
 - Flexibility of play for different age groups and organizations based on fence distance requirements

SFA believes that the recommended Harney Little League upgrades will improve the City of Rapid City’s community assets, which will enhance the overall experience, however the improvements do not drive sports tourism. Due to this, SFA considers this a **medium priority** for redevelopment.

FACILITY ENHANCEMENT RECOMMENDATIONS

FACILITY OVERVIEW

Based on the data and insights above, SFA has provided facility program recommendations for the redevelopment of Harney Little League. The facility program outlines the recommended outdoor amenities and space requirements.

Outdoor Athletic Fields (Existing)

Space	Outdoor Programming Product/Service	Count	Dimensions L (') W (')	Approx. SF each	Total SF	% of Footprint
Small BB/SB Fields	Harney Little League Field	3	150' Fence	22,500	67,500	35.8%
	Harney Little League Field	1	175' Fence	30,625	30,625	16.2%
	Harney Little League Field	1	200' Fence	40,000	40,000	21.2%
	Harney Little League Field	1	225' Fence	50,625	50,625	26.8%
<i>Total Baseball/Softball Fields Sq. Ft.</i>					188,750	100.0%
Total Estimated Outdoor Athletic Facilities SF					188,750	100%
Total Outdoor Athletic Facility Acreage					4.33	

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the table below summarize the opinion of cost for the upgrades at Harney Little League.

USES OF FUNDS	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$0	\$0	\$0
FIELD AND SPORTS EQUIPMENT COST	\$803,326	\$892,584	\$981,842
FURNITURE, FIXTURES, AND EQUIPMENT	\$0	\$0	\$0
SOFT COSTS CONSTRUCTION	\$19,264	\$21,404	\$23,545
SOFT COSTS OPERATIONS	TBD	TBD	TBD
ESCALATION	\$72,299	\$80,333	\$88,366
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$894,889	\$994,321	\$1,093,753

Due to the highly volatile construction climate, SFA has included a low, mid, and high range for the opinion of cost. The total use of funds for Harney Little League amounts to approximately \$1 million at the mid range. Full details on the construction and start-up cost estimate can be found in the facility program and opinion of cost, which SFA has delivered as an associated document.

FACILITY ENHANCEMENT RECOMMENDATIONS

LOW PRIORITY – O’HARRA STADIUM FOOTBALL FIELD

O’Harra Stadium football field is located on the campus of South Dakota School of Mines and Technology and is used for outdoor events, track meets, and games. The stadium is home to the South Dakota School of Mines and Technology Hardrockers but is also utilized by high schools and other organizations.

SFA believes that there is an opportunity to make improvements to O’Harra Stadium that will enhance the player experience.

SFA’s recommended upgrades to O’Harra Stadium include:

- Return the field with new synthetic turf. The benefits of this enhancement are:
 - Improves O’Harra Stadium to provide year-round playability
 - Inclement weather mitigation
 - Reduce maintenance cost

SFA believes that the recommended O’Harra Stadium upgrades will improve Rapid City’s community assets, which will enhance the guest experience, however the improvements do not drive sports tourism. Due to this, SFA considers this a **low priority**.

LOW PRIORITY - RAPID CITY TIMBERLINE LITTLE LEAGUE

SFA believes improvements are needed for the Rapid City Timberline Little League fields. Current conditions contribute to safety concerns at these fields. SFA recommends certain improvements to rectify these concerns which include the replacement of backstops, dugouts, and fences; however, the improvements do not enhance the destination of the city of Rapid City or drive economic impact. Due to this, SFA considers this a **low priority**.

SUGGESTED TIMELINE AND ROLL OUT OF PRIORITIZED ASSETS

Based on the client's goals, SFA has proposed a recommended timeline for the development and redevelopment of the prioritized items listed in this report. The items are based on the market analysis of the local and regional needs, and the order of assets recommended for implementation first reflect those which will best serve those community needs.

In the next five years, SFA would recommend the development of the new indoor facility and the new soccer complex to be considered the top priorities. These assets will be the most efficient at driving tournaments and economic impact while also improving access for the community in the local market.

After the recommendations for the new indoor facility and the new soccer complex are completed, SFC recommends the client focus on the upgrades detailed for McKeague and Pete Lien fields as well as the upgrades at Parkview Softball Complex. The upgrades at these fields will draw a larger volume of baseball/softball tournaments and compliment each other for standard and championship field play.

Once the above assets are fully upgraded, SFC recommends the upgrades at Harney Little League and O’Harra Stadium be considered, respectively.

BUSINESS MODEL OVERVIEW

As mentioned throughout this report, one key area of focus will be to provide a youth and amateur sports tourism opportunity serving the Rapid City market.

The information below is based on the Client's vision, as well as SFA's recommendation to establish a balance between serving the local community through local programs and the regional market through hosting sports tourism tournaments and events. SFA has first detailed the sports tourism operating model, followed by the local programming operating model. SFA has arranged the information in this order based on the Client's goals, since a larger sports tourism facility will drive more revenue than a local-focused facility.

SPORTS TOURISM MODEL

To more clearly define the goal of generating economic impact through sports tourism events, SFA has described the sports tourism operating model below.

The goal of a sports tourism model is to attract out-of-town teams, players, coaches, and spectators to the market to generate revenue for the facility and to create economic impact through non-local visitors staying in hotels, eating at restaurants, shopping at stores, purchasing gas, etc. Within the sports tourism model, there are two primary ways of developing tournaments: creating in-house tournaments and outsourcing tournaments to existing organizers/rights holders.

In-house tournaments require a significant amount of time, energy, and human resources to develop and execute. This type of event requires the facility to market the event, register teams, secure hotels, train staff, hire officials, manage play, etc. As such, significant revenue can be generated, but the cost of doing business is high. Additionally, tournaments typically take multiple years to grow, and as a result first year (and often second year) events are small, marginally profitable, and create a minimal economic impact.

Outsourced tournaments require much less work on the part of the facility because inventory is rented to a tournament provider who oversees securing teams and running the event. Additionally, they often provide greater economic impact in the early years of operation because they are not first-year events, and therefore there are more teams in attendance. However, the amount of revenue the facility can generate on an outsourced tournament is limited because team registration fees go to the rights-holder, as do other revenue streams (e.g., hotel rebates, gate fees, etc.).

SFA has found that it is typical for facilities with a sports tourism business model to accomplish their goals by generating large amounts of economic impact rather than relying solely on the operational performance of the facility to determine success. Because large sports tourism-focused facilities generally depend on hosting events that generate economic impact, these provide the facility with one-off revenue streams that occur a limited number of times each year but require large facilities that are generally overbuilt for the local market opportunity. For facilities that pursue sports tourism as an economic driver, room night generation, direct spending, and new tax revenues earned from events are viewed as an attractive return on the investment relative to potential subsidization of operations. As such, these types of facilities serve as a driver of traffic and spending to other businesses in the adjacent area such as hotels, restaurants, retail stores, etc. These facilities often function as an anchor to mixed-use projects that benefit the community alongside additional development.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW

LOCAL PROGRAMMING MODEL

The local programming model is designed to make any facility development a year-round sports and recreation hub by serving as a community asset providing sports, physical health, recreation, and youth development programming, regardless of skill levels or abilities. By creating a fun, active space with high-quality programming and amenities, the spaces detailed in the facility program will be able to host a multitude of activities and serve a wide range of community pursuits.

Based on conversations with the Client, SFA's recommendations for the spaces and amenities detailed in the facility program, a sports tourism complex has the potential to offer programming for any or all of the following activities from in-house and/or partner organizations: practices, camps, clinics, leagues, showcases, tournaments, private individual and group training, and more.

PROGRAM MIX

The programs listed above offer a robust programming model to be featured at the Rapid City, SD complex including in-house and partner organization offerings. While a model more heavily focused on partner and rental programming typically takes less time to grow revenues and guarantees revenue for the model, it limits the long-term revenue growth opportunities.

BUSINESS MODEL OVERVIEW

PROGRAM MIX

SFA recommends a facility program mix that includes internal or in-house programs in addition to rental or outside service provider programs, however, believes that an in-house local programming model will delivery the best results to achieve the Client's goals. In-house programming presents the complex with the following growth and business development opportunities:

GREATER OWNERSHIP OF THE BUSINESS:

- Running in-house programs will allow the management team to dictate all aspects of the products and services being offered in the facility. This ownership provides the ability to make decisions regarding marketing, sales, and operations of all programs. Furthermore, the facility will rely less on the skills, experience, and relationships of outside people or organizations and therefore strengthen the complex's ability to offer best-in-class services to its customers.

CONTROL OF THE CUSTOMER EXPERIENCE:

- All programs are a reflection of the facility and affect customer perception of the brand. With a rental model, a facility has a minimal level of control over program quality and customer experience. If a program run by an outside organization does not meet customer expectations, the facility will be directly associated with that bad experience. On the other hand, internal programs allow the facility to control the quality of customers' experiences.

HIGHER FINANCIAL RETURNS:

- Rental programs are limited in the level of revenue they are able to generate. This relatively flat revenue restricts the ability to capitalize on growth opportunities. An internal program business model creates the opportunity for the facility to grow programs and increase the amount of revenue that can be generated per hour. With the proper investment in and development of in-house programs, the facility will be able to generate significantly higher levels of revenue.

FACILITY DATABASE AND CROSS MARKETING:

- Internal programming presents the facility with the opportunity to build an extensive internal database of its customers. Owning and running in-house programs will allow the facility to capture and retain important customer contact information. This internal database will create a platform for the management team to cross-market appropriate programs to people who are already customers and invested in taking part in the products and services that the facility has to offer. The ability to cross-market to an internal database is substantially more effective than many traditional marketing initiatives.

ABILITY TO MAXIMIZE SCHEDULING:

- A rental-only model restricts the management team's ability to maximize program scheduling. This is a result of the desire of outside programmers and rentals to purchase only the best and prime time hours in the facility. With an in-house program model, the management team will be able to dictate the day and time that programs are run and therefore allow the facility to maximize the use of available scheduling time.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW

A gradual transition towards a higher level of internal programming after opening will allow the facility to maintain relationships and utilize outside programming during the maturation process. As the facility matures, shifting to an increased percentage of internal programs will allow the facility to capitalize on opportunities to grow programs and contribute to a higher level of financial sustainability.

Based on the vision of the Client, SFA believes that there will be a hybrid business model between the local programming model and the sports tourism operating model in order to maximize sustainability. As such, the level of financial and economic impact performance will depend on the type of assets, mix of assets, and business model within any facility that is developed.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

INTRODUCTION

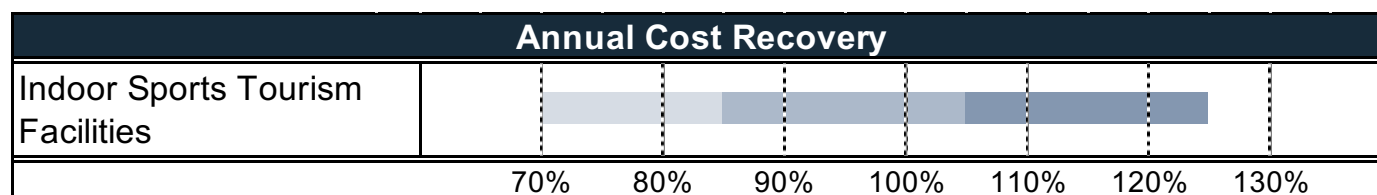
While SFA has yet to complete a full, detailed five-year financial forecast for the spaces in the facility program for the new indoor sports complex and existing facility upgrades, it has evaluated comparable financial performance opportunities based on industry benchmarks for financial performance. Taking the vision for the redevelopment of the new indoor sports complex, and enhancing existing facilities into account, SFA can provide data and information related to industry benchmarks for facility financial performance. These benchmarks are derived from case studies and relevant data collected from existing operations like the desired business models planned for the new sports complexes and the existing facility enhancements.

As part of this preliminary analysis, SFA has applied industry benchmarks to the assets outlined in the facility program models. The financial performance ranges below are not intended to represent a full set of projections or to be used in place of a detailed pro forma, but rather to demonstrate how the assets and spaces included in the facilities recommended for full analysis could perform if they achieved financial performance benchmarks from the youth and amateur sports and recreation industry. As part of future services, SFA could develop a full five-year projection of revenue and detailed pro forma.

INDOOR SPORTS COMPLEX FINANCIAL PERFORMANCE AND ECONOMIC IMPACT BENCHMARKS

As described earlier in the “Business Model Overview” section of this report, a new complex could feature a business model focused on sports tourism with emphasis on each programming type depending on the desire to maintain in-house or third-party programming. Based on the mix of assets in the facility program, the new indoor facility could offer multiple revenue types. The chart below shows industry ranges for revenue per square foot based on comparable indoor sports tourism facilities. Total revenue per square foot in the indoor facility ranges from \$9 to \$23 per square foot.

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Indoor Courts	Rev. Per SF - Track/Court Area	\$10.00	\$15.00	\$25.00
Indoor Turf	Rev. Per SF - Turf Area	\$10.00	\$15.00	\$25.00
Indoor Sports Performance	Rev. Per SF - SP Area	\$15.00	\$25.00	\$40.00
Leased Space	Rev. Per SF - Leased Area	\$15.00	\$25.00	\$35.00
Food & Beverage	Rev. Per SF - Total Facility	\$0.60	\$1.25	\$2.50
Sponsorship & Advertising	Rev. Per SF - Total Facility	\$0.60	\$1.00	\$2.00
TOTAL REVENUE		\$9.00	\$14.00	\$23.00



The chart above shows industry ranges for annual cost recovery based on comparable indoor sports tourism facilities. Total annual cost recovery for indoor sports tourism facilities ranges from 70-percent to 125-percent.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

Economic Impact	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Indoor Courts	Economic Impact Per Court	\$500,000	\$1,200,000	\$2,000,000
TOTAL ECONOMIC IMPACT PER COURT		\$500,000	\$1,200,000	\$2,000,000

The chart above shows industry ranges for the annual economic impact generated per court based on comparable indoor sports tourism facilities. Economic impact per court for indoor sports tourism facilities ranges from \$500,000 to \$2 million annually.

INDOOR SPORTS COMPLEX FINANCIAL PERFORMANCE EXPECTATIONS

The chart below shows industry ranges based on venue performance at a low, middle, and high-level, followed by a range of net operating income expectations. Indoor facility revenue expectations range from \$602,000 to \$1.9 million annually, while net operating income expectations range from requiring a subsidy of \$60,000 annually to generating a positive net income of \$188,000 annually. Where a new facility falls within this range will depend on the location, business and operating model, approach to pricing, and other important factors.

Asset	Asset Size	Revenue Expectation		
		Low	Mid	High
Indoor Facility	217,270 Square Feet	\$601,964	\$1,146,338	\$1,884,875
TOTAL REVENUE EXPECTATION		\$601,964	\$1,146,338	\$1,884,875

Asset	Asset Size	Net Operating Income Expectation		
		Low	Mid	High
Indoor Facility	217,270 Square Feet	(\$60,196)	\$0	\$188,488
TOTAL NET OPERATING INCOME EXPECTATION		(\$60,196)	\$0	\$188,488

Because of the Client's desire to focus on sports tourism-capable assets, the indoor facility could generate significant economic impact caused by direct spending from tournament and event visitation. SFA projected total economic impact ranges for the entire complex based on the number of courts and their corresponding performance benchmark thresholds. SFA provides realistic benchmark ranges due to the real-world operation of sports tourism complexes throughout the United States, the Southwest region, and in the state of South Dakota. In total, and as shown in the following chart, SFA expects the indoor facility to generate between \$4 million and \$16 million in economic impact annually.

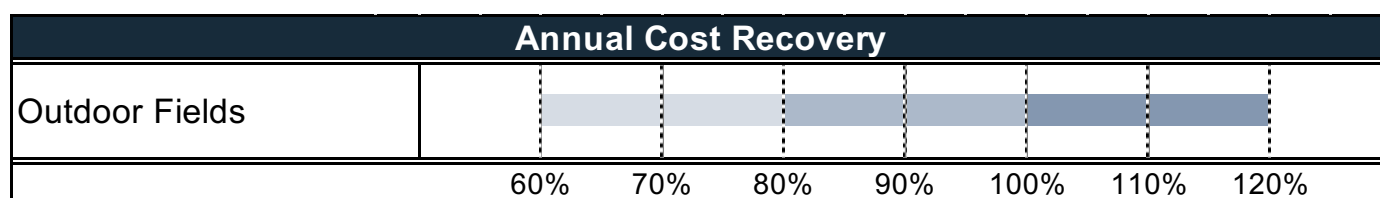
Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Indoor Facility	8 Courts	\$4,000,000	\$9,600,000	\$16,000,000
TOTAL ECONOMIC IMPACT EXPECTATION		\$4,000,000	\$9,600,000	\$16,000,000

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

NEW SOCCER COMPLEX FINANCIAL PERFORMANCE AND ECONOMIC IMPACT BENCHMARKS

As described previously in the “Business Model Overview” section of this report, the new soccer complex could feature a business model focused on sports tourism with emphasis on each programming type depending on the desire to maintain in-house or third-party programming. Based on the mix of assets in the facility program, the new outdoor complex could offer multiple revenue types. The chart below shows industry ranges for revenue per field based on comparable outdoor sports tourism facilities in the region and within the state of South Dakota. Total revenue per field in the outdoor facility ranges from \$35,000 to \$140,000 per field annually.

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Field Revenue (Inc. Gate)	Rev. Per Field	\$25,000	\$65,000	\$80,000
Food & Beverage	Rev. Per Field	\$5,000	\$15,000	\$45,000
Sponsorship & Advertising	Rev. Per Field	\$5,000	\$10,000	\$15,000
TOTAL REVENUE PER FIELD		\$35,000	\$90,000	\$140,000



The previous chart shows industry ranges for annual cost recovery based on comparable outdoor sports tourism facilities. Total annual cost recovery in the outdoor facility ranges from 60-percent to 120-percent.

Economic Impact	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Outdoor Fields	Economic Impact Per Field	\$750,000	\$1,500,000	\$2,500,000
TOTAL ECONOMIC IMPACT PER COURT		\$750,000	\$1,500,000	\$2,500,000

The previous chart shows industry ranges for the annual economic impact generated per field based on comparable outdoor sports tourism facilities. Economic impact per field for the outdoor facility ranges from \$750,000 to \$2.5 million annually.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

NEW SOCCER COMPLEX FINANCIAL PERFORMANCE EXPECTATIONS

The chart below shows industry ranges based on venue performance at a low, middle, and high-level, followed by a range of net operating income expectations. Total complex revenue expectations range from \$420,000 to \$1,680,000 annually, while net operating income expectations range from requiring a subsidy of \$168,000 annually to generating a positive net income of \$84,000 annually. Where a new facility falls within this range will depend on the location, business and operating model, approach to pricing, and other important factors.

Asset	Asset Size	Revenue Expectation		
		Low	Mid	High
Outdoor Field	12 Fields	\$420,000	\$1,080,000	\$1,680,000
TOTAL REVENUE EXPECTATION		\$420,000	\$1,080,000	\$1,680,000

Asset	Asset Size	Net Operating Income Expectation		
		Low	Mid	High
Outdoor Field	12 Fields	(\$168,000)	(\$108,000)	\$84,000
TOTAL NET OPERATING INCOME EXPECTATION		(\$168,000)	(\$108,000)	\$84,000

Because of the Client's desire to focus on sports tourism-capable assets, the new soccer complex could generate significant economic impact caused by direct spending from tournament and event visitation. SFA projected total economic impact ranges for the entire complex based on the number of fields and their corresponding performance benchmark thresholds. SFA provides realistic benchmark ranges due to the real-world operation of sports tourism complexes throughout the United States, the Southwest region, and in the state of South Dakota. In total, and as shown in the following chart, SFA expects the entire complex to generate between \$9 million and \$30 million in economic impact annually.

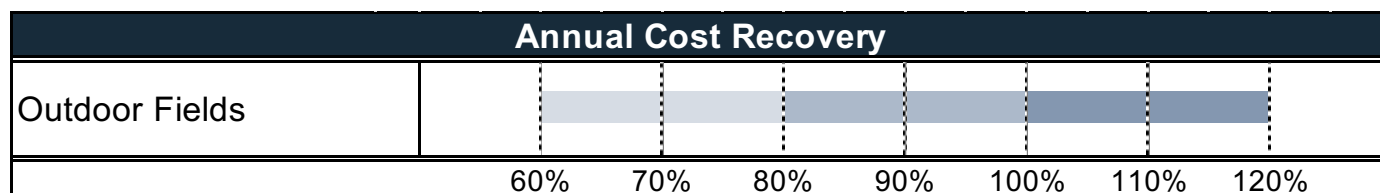
Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Outdoor Facility	12 Fields	\$9,000,000	\$18,000,000	\$30,000,000
TOTAL ECONOMIC IMPACT EXPECTATION		\$9,000,000	\$18,000,000	\$30,000,000

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

PARKVIEW SOFTBALL COMPLEX, MCKEAGUE AND PETE LIEN FIELDS FINANCIAL PERFORMANCE AND ECONOMIC IMPACT BENCHMARKS

As described previously in the “Business Model Overview” section of this report, Parkview Softball Complex paired with McKeague and Pete Lien Fields could feature a business model focused on sports tourism with emphasis on each programming type depending on the desire to maintain in-house or third-party programming. Based on the mix of assets in the facility program, the new outdoor complex could offer multiple revenue types. The chart below shows industry ranges for revenue per field based on comparable outdoor sports tourism facilities in the region and within the state of South Dakota. Total revenue per field in the outdoor facility ranges from \$35,000 to \$140,000 per field annually.

Revenue	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Field Revenue (Inc. Gate)	Rev. Per Field	\$25,000	\$65,000	\$80,000
Food & Beverage	Rev. Per Field	\$5,000	\$15,000	\$45,000
Sponsorship & Advertising	Rev. Per Field	\$5,000	\$10,000	\$15,000
TOTAL REVENUE PER FIELD		\$35,000	\$90,000	\$140,000



The previous chart shows industry ranges for annual cost recovery based on comparable outdoor sports tourism facilities. Total annual cost recovery in the outdoor facility ranges from 60-percent to 120-percent.

Economic Impact	Benchmark Metric	Benchmark Thresholds		
		Low Perf.	Mid Perf.	High Perf.
Outdoor Fields	Economic Impact Per Field	\$750,000	\$1,500,000	\$2,500,000
TOTAL ECONOMIC IMPACT PER COURT		\$750,000	\$1,500,000	\$2,500,000

The previous chart shows industry ranges for the annual economic impact generated per field based on comparable outdoor sports tourism facilities. Economic impact per field for the outdoor facility ranges from \$750,000 to \$2.5 million annually.

FINANCIAL PERFORMANCE AND ECONOMIC IMPACT EXPECTATIONS

PARKVIEW SOFTBALL COMPLEX, MCKEAGUE AND PETE LIEN FIELDS FINANCIAL PERFORMANCE EXPECTATIONS

The chart below shows industry ranges based on venue performance at a low, middle, and high-level, followed by a range of net operating income expectations. Total complex revenue expectations range from \$315,000 to \$1,260,000 annually, while net operating income expectations range from requiring a subsidy of \$94,500 annually to generating a positive net income of \$63,000 annually. Where a new facility falls within this range will depend on the location, business and operating model, approach to pricing, and other important factors.

Asset	Asset Size	Revenue Expectation		
		Low	Mid	High
Outdoor Field	9 Fields	\$315,000	\$810,000	\$1,260,000
TOTAL REVENUE EXPECTATION		\$315,000	\$810,000	\$1,260,000

Asset	Asset Size	Net Operating Income Expectation		
		Low	Mid	High
Outdoor Field	9 Fields	(\$94,500)	(\$81,000)	\$63,000
TOTAL NET OPERATING INCOME EXPECTATION		(\$94,500)	(\$81,000)	\$63,000

Because of the Client's desire to focus on sports tourism-capable assets, Parkview Softball Complex paired with McKeague and Pete Lien Fields could generate significant economic impact caused by direct spending from tournament and event visitation. SFA projected total economic impact ranges for the entire complex based on the number of fields and their corresponding performance benchmark thresholds. SFA provides realistic benchmark ranges due to the real-world operation of sports tourism complexes throughout the United States, the Southwest region, and in the state of South Dakota. In total, and as shown in the following chart, SFA expects the entire complex to generate between \$6.75 million and \$22.5 million in economic impact annually.

Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Outdoor Facility	9 Fields	\$6,750,000	\$13,500,000	\$22,500,000
TOTAL ECONOMIC IMPACT EXPECTATION		\$6,750,000	\$13,500,000	\$22,500,000

POTENTIAL FUNDING SOURCES

Based on SFA's experience in planning and funding facilities similar to the facilities included in the included facility program, communities and private clients have deployed the following funding mechanisms successfully in recent projects across the country. It should be noted that in today's development climate, most projects have a diverse set of funding sources and often rely on public-private partnerships.

BORROWING

- **Private Loan**

- A loan is taken out by a business to fund the development and early-stage operation of the facility.

SPECIAL DISTRICTS

- **Tax Increment Financing (TIF)**

- A district is developed specifically for the purpose of incentivizing development. Upon establishment, the tax base of the district is frozen and any increase to the tax base as a result of new developments are used to pay the TIF bonds.

- **Taxes on Business Improvement Districts (BIDs)**

- A district is developed where businesses are required to pay an additional tax to fund projects within the boundaries of the district.

- **Opportunity Zones**

- An economically distressed community where new investments, under certain conditions, become eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via their delegation of authority to the Internal Revenue Service.

PARTNERSHIPS

- **Public-Private Partnerships**

- Development and/or operational commitments are made both public and private organizations in order to provide capital, credit, or long-term income to secure or back a loan. Private sector partners are most commonly developers, medical sector organizations, for-profit sports or wellness organizations, and non-profit sports or wellness organizations. The Public-Private Partner relationship can encompass a few or all of the following facility development phases: design, build, finance, operate, and/or manage.

- **Public-Public Partnerships**

- Development and/or operational commitments are made two public sector organizations in order to provide capital, credit, or long-term income to secure or back a loan. Public sector partners are most commonly Cities/Towns/ Villages, Counties, Parks & Recreation Departments, Chamber/CVB/Tourism Departments, and School Districts.



CONCLUSION AND NEXT STEPS

*Panama City Beach, FL– Publix Sports Park – Managed by Sports Facilities Management

Based on the work completed to date, SFA believes that an opportunity exists for development of a new sports tourism facility and existing facility enhancements in the Rapid City market with the capability of meeting the Client’s objectives that will:

- Capitalize on the continued growth in sports tourism to develop premier sports tourism facilities that attracts, hosts, and retains sports tournaments and events to establish Rapid City as a destination
- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and wellness assets
- Improve financial performance of existing assets and limit operational subsidy of the new facilities

Taking those definitions of success into account, SFA has detailed the initial recommendations for a potential new sports tourism facility and additional facility enhancements. The included facility program options are what SFA believes has the potential to meet the Client’s definitions of success through the individual asset types (court and multi-purpose/flex field spaces, sports performance spaces, and leased space) and ensuring that those assets are right sized to meet the local market opportunities.

The determination to build new a sports tourism facility and enhance existing facility assets and clarifying the best path forward for the Client, among other exercises, is crucial to fully analyzing the opportunity. These evaluations could take place during the development of full financial forecasts and economic impact analyses in future phases of work.

Within the next phase of work, SFA recommends that the Client:

- Explore and define the potential for funding mechanisms, development incentives, and/or strategic partnerships that could create a viable investment into the construction and operation of enhancing existing and/or building new facilities.
 - The exploration of funding mechanisms, development incentives, and strategic partnerships will assist in answering questions such as: how the facility will be utilized, does it make more sense to enhance existing facilities or develop new facilities, and how the development will be funded.
- Determine if the location(s)/site option(s) noted by the Client have the highest likelihood of supporting the best path forward for development.
- Complete a detailed financial forecast (pro forma) for the new indoor sports complex and upgraded existing assets
 - The financial model will help to understand the operational realities of the recommendations and what amenities and will best contribute to the definitions of success of the Client.
- Create the optimized facility program and business model(s).
- Complete a narrative document summarizing the optimized facility program and business model, financial forecast, and economic impact analysis.

IT IS CRITICAL THAT, PRIOR TO MOVING FORWARD WITH THE DEVELOPMENT, THE CLIENT CONSIDER THE FINDINGS AND RECOMMENDATIONS IN THIS DOCUMENT. EACH OF THE RECOMMENDATIONS SHOULD BE ADDRESSED THROUGHOUT THE NEXT PHASES OF WORK.

In conclusion, SFA believes that there is an opportunity for facility enhancements and potential development of an additional sports tourism facility that can achieve the Client's goals. SFA has recommended facility program spaces for facilities/assets with the highest likelihood of success. SFA recommends exploring the potential funding mechanisms, development incentives, and strategic partnership opportunities while simultaneously moving forward with a formal financial feasibility analysis of the development, operations, and impact of new sports tourism and recreation facilities.

SFA is available to assist in any or all the above steps and welcomes the opportunity to discuss these findings with the Client in order to support the formulation of a decision related to the development of sports facilities in Rapid City.

LEADING THE INDUSTRY SINCE 2003



PLANNING

- Market Opportunity
- Feasibility
- Facility Program Plans
- Site Selection
- Institutional-Grade Financial Modeling



FINANCE SUPPORT

- Partnership Prospecting & Development
- Negotiations
- Funding Strategy
- Development Partners
- P3 Development
- Project Management



DEVELOPMENT

- Owner's Representation
- FFE/OSE Procurement
- Venue Planning
- Operational Readiness
- Vendor Negotiations
- Sport Comfort & Compliance



OPENING

- Turn-Key Management
- Daily Operations
- Brand Development & Marketing Strategies
- Strategic Partnerships
- Event Booking & Sales
- Legal & Risk Management



SFNETWORK

- Largest Sports Tourism Network in the US
- National Marketing
- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

MANAGEMENT

SF SPORTS FACILITIES
COMPANIES

..... OUR MISSION
**IMPROVE THE
HEALTH & ECONOMIC
VITALITY OF THE
COMMUNITIES**

WE SERVE

\$15 Billion
IN PLANNED & FUNDED FACILITIES

3000 COMMUNITIES
SERVED

25 Million
VISITS AT SFM FACILITIES

- Institutional Grade Financial Forecasting
- Economic Impact Projections
- Strategic Program Planning
- Project Finance Support Services
- Outsourced Management
- National Network of Venues
- Operational Efficiency and Effectiveness

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INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

THE ASPEN INSTITUTE
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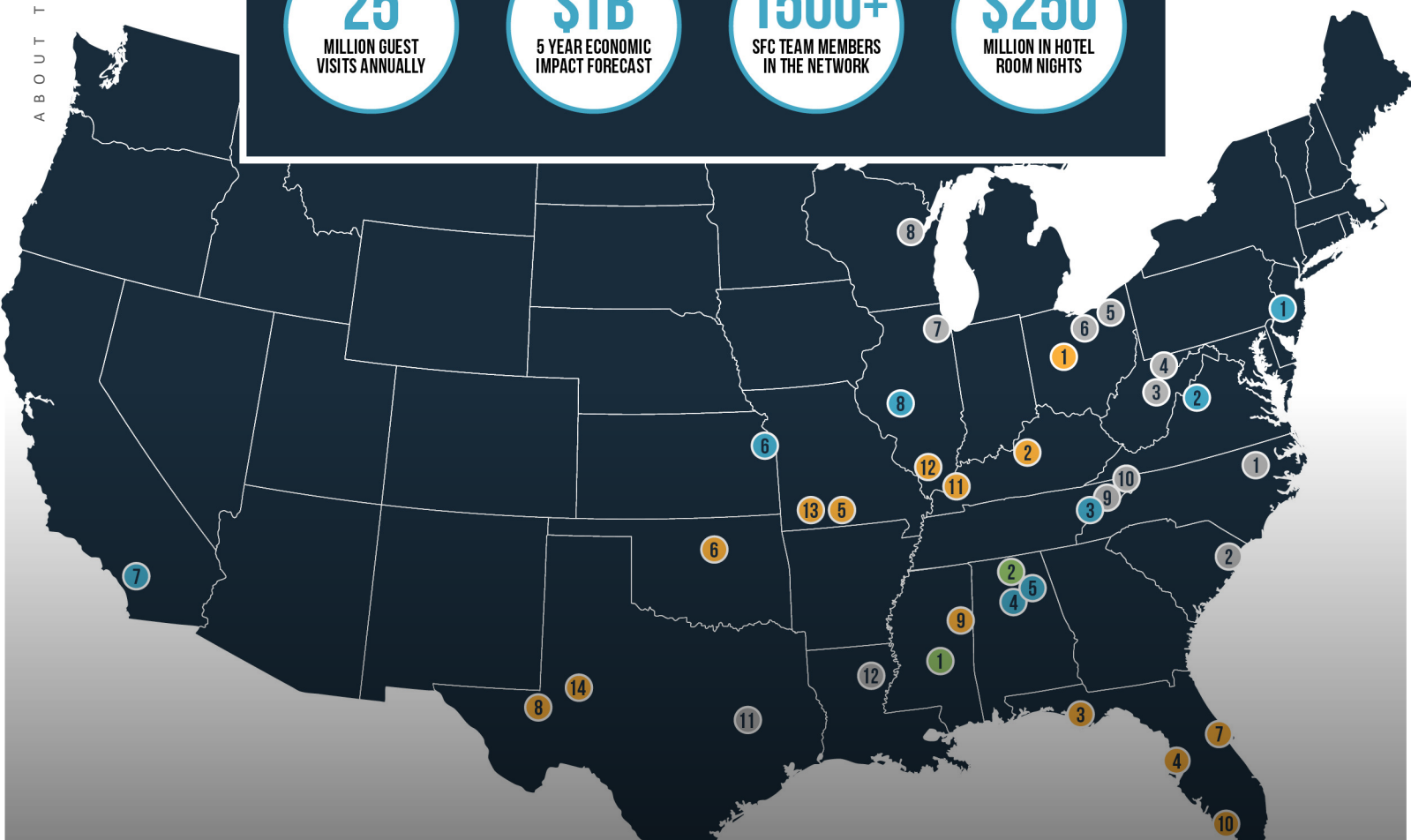
JOIN A CLIENT PORTFOLIO OF THE NATION'S BEST SPORTS AND RECREATION DESTINATIONS.

25
MILLION GUEST VISITS ANNUALLY

\$1B
5 YEAR ECONOMIC IMPACT FORECAST

1500+
SFC TEAM MEMBERS IN THE NETWORK

\$250
MILLION IN HOTEL ROOM NIGHTS



INDOOR FACILITIES

- | | | |
|----|------------------|----------------------------------|
| 1 | ROCKY MOUNT, NC | ROCKY MOUNT EVENT CENTER |
| 2 | MYRTLE BEACH, SC | MYRTLE BEACH SPORTS CENTER |
| 3 | BRIDGEPORT, WV | THE BRIDGE SPORTS COMPLEX |
| 4 | WHEELING, WV | HIGHLANDS SPORTS COMPLEX |
| 5 | HILLIARD, OH | BO JACKSON'S ELITE SPORTS |
| 6 | SANDUSKY, OH | CEDAR POINT SPORTS CENTER |
| 7 | BEDFORD PARK, IL | WINTRUST SPORTS COMPLEX |
| 8 | GRAND CHUTE, WI | COMMUNITY FIRST CHAMPIONS CENTER |
| 9 | MORRISTOWN, TN | MORRISTOWN LANDING |
| 10 | KINGSFORT, TN | TNT SPORTSPLEX |
| 11 | BRYAN, TX | LEGENDS EVENT CENTER |
| 12 | WEST MONROE, LA | WEST MONROE SPORTS & EVENTS |

OUTDOOR FACILITIES

- | | | |
|----|-----------------------|---------------------------------|
| 1 | XENIA, OH | ATHLETES IN ACTION |
| 2 | ELIZABETHTOWN, KY | ELIZABETHTOWN SPORTS PARK |
| 3 | PANAMA CITY BEACH, FL | PUBLIX SPORTS PARK |
| 4 | OLDSMAR, FL | EMPOWER ADVENTURES |
| 5 | BRANSON, MO | BALLPARKS OF AMERICA |
| 6 | EDMOND, OK | PELICAN BAY AQUATICS |
| 7 | COCOA, FL | LAUNCHPAD SPORTS COMPLEX |
| 8 | PECOS, TX | CYCLONE BALLPARKS |
| 9 | STARKVILLE, MS | CORNERSTONE SPORTS COMPLEX |
| 10 | NAPLES, FL | PARADISE COAST SPORTS COMPLEX |
| 11 | PADUCAH, KY | MCCRACKEN COUNTY SPORTS COMPLEX |
| 12 | MARION, IL | MARION STADIUM |
| 13 | REEDS SPRING, MO | SHO-ME BASEBALL CAMP |
| 14 | ODESSA, TX | THE BASIN SPORTS COMPLEX |

INDOOR/OUTDOOR FACILITIES

- | | | |
|---|-------------------|------------------------------------|
| 1 | HILLSBOROUGH, NJ | IRON PEAK SPORTS & EVENTS |
| 2 | HARRISONBURG, VA | HORIZONS EDGE SPORTS CAMPUS |
| 3 | GATLINBURG, TN | ROCKYTOP SPORTS WORLD |
| 4 | HOOVER, AL | HOOVER MET COMPLEX |
| 5 | ALBERTVILLE, AL | SAND MOUNTAIN PARK & AMPHITHEATER |
| 6 | OVERLAND PARK, KS | BLU-HAWK MULTI-SPORT |
| 7 | CARSON, CA | CREEK AT DOMINGUEZ HILLS |
| 8 | SPRINGFIELD, IL | SHEELS SPORTS PARK AT LEGACY POINT |

PARKS & RECREATION

- | | | |
|---|----------------|----------------------------|
| 1 | BRANDON, MS | BRANDON PARKS & RECREATION |
| 2 | GARDENDALE, AL | BILL NOBLE PARK |

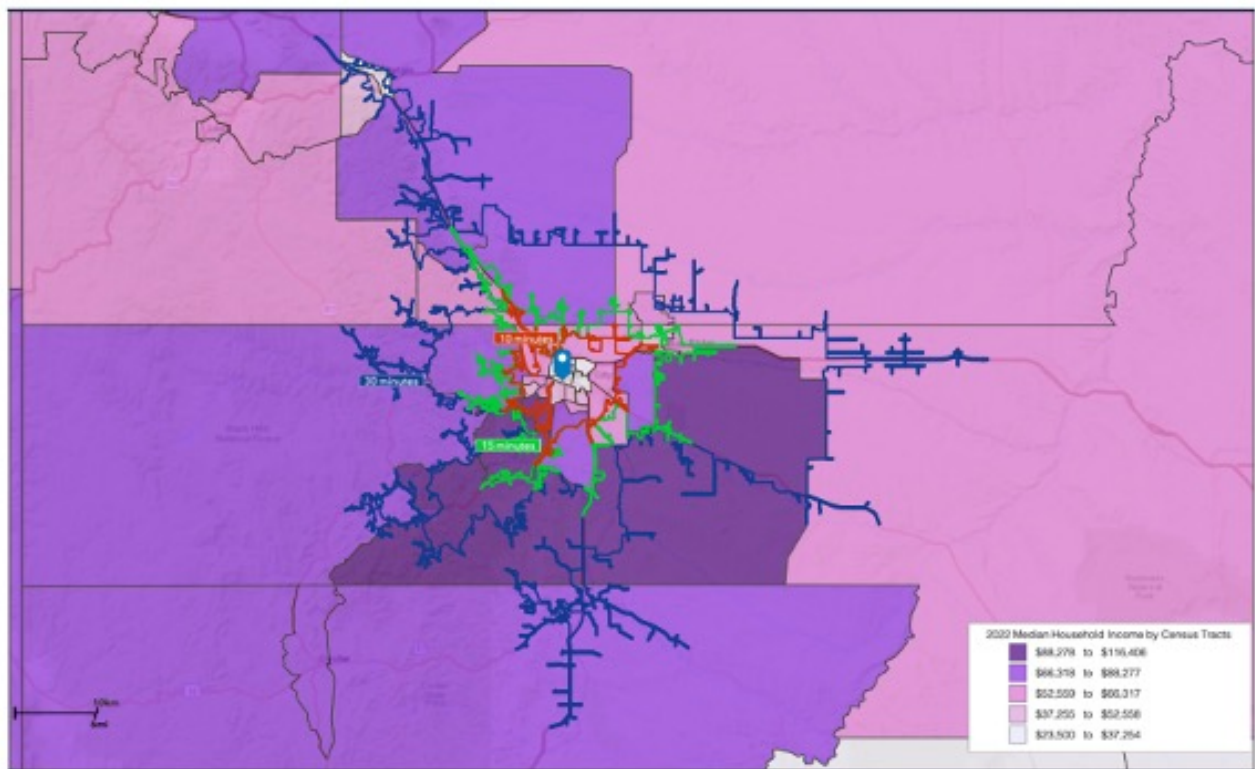
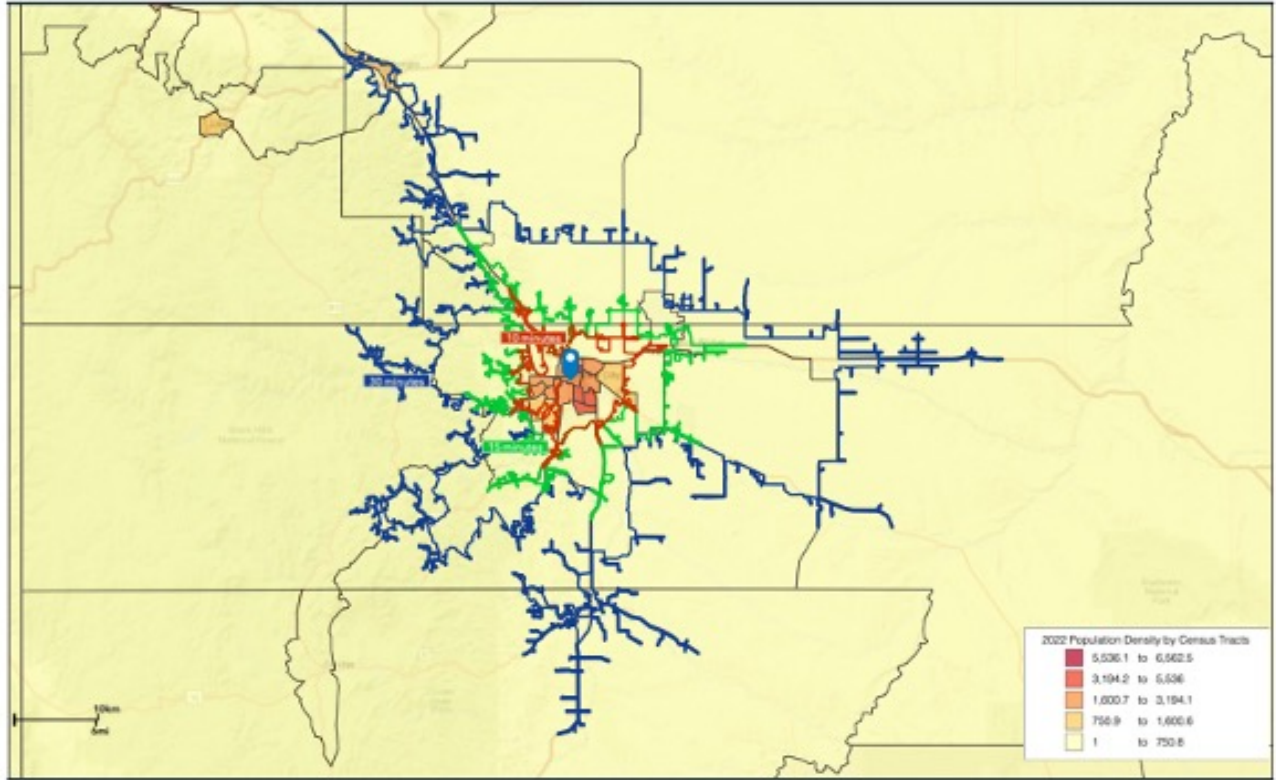
THE SPORTS FACILITIES
ADVISORY



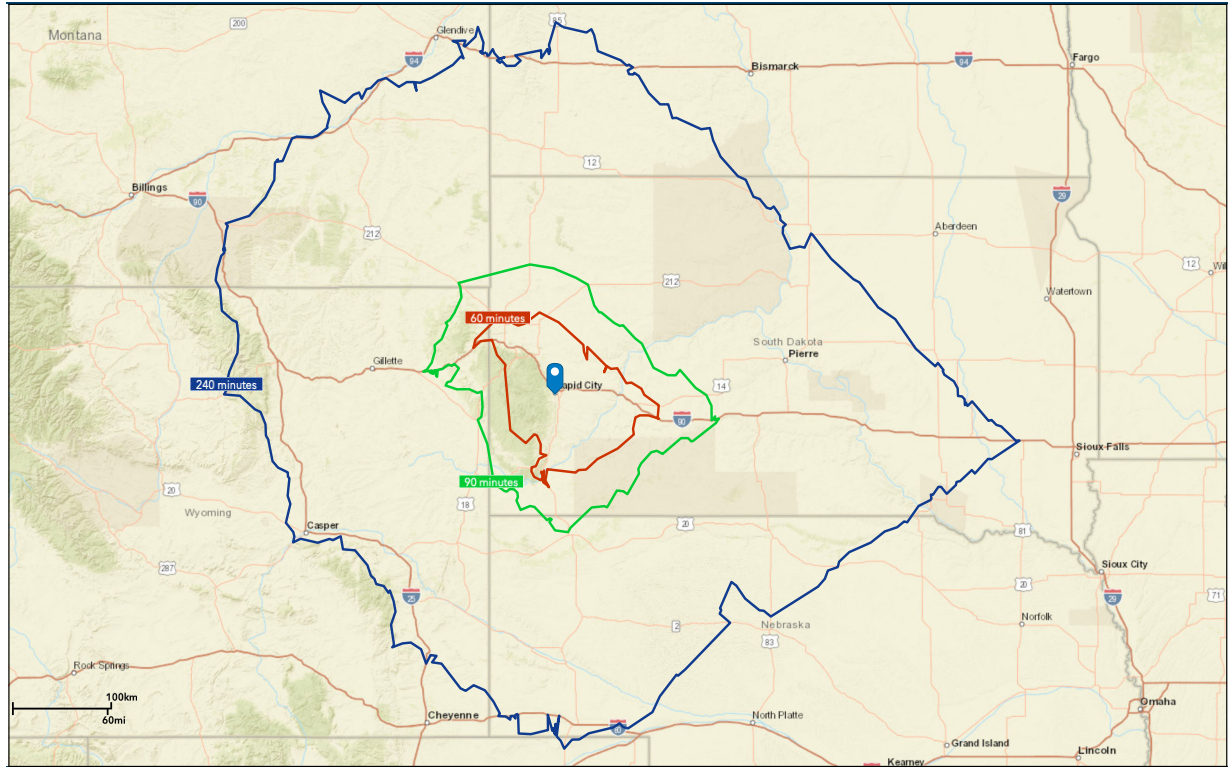
APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	10 minutes	15 minutes	30 minutes
Total Population	65,615	98,446	127,471
2022 Median Age (Esri)	36.7	37.2	37.4
2022 Median Household Income (Esri)	\$53,049	\$58,705	\$60,008
2022 Average Household Income (Esri)	\$78,270	\$82,598	\$83,805
2022 Per Capita Income (Esri)	\$33,238	\$34,195	\$34,208
2022 Household Population (Esri)	62,051	94,712	122,632
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	0.50	0.58	0.63
2017-2022 Median Household Income: Annual Growth Rate (Esri)	3.32	3.62	3.61
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	3.43	3.27	3.26
2022 Total Households (Esri)	27,581	40,516	51,571
2022 Total Family Households (Esri)	15,379	24,340	32,052
2022 Average Household Size (Esri)	2.25	2.34	2.38
Age Breakdown	10 minutes	15 minutes	30 minutes
2022 Total Population Age 0-4 (Esri) (%)	6.59%	6.64%	6.69%
2022 Total Population Age 5-9 (Esri) (%)	6.25%	6.49%	6.53%
2022 Total Population Age 10-14 (Esri) (%)	6.03%	6.36%	6.39%
2022 Total Population Age 15-19 (Esri) (%)	6.56%	6.39%	6.28%
2022 Total Population Age 20-24 (Esri) (%)	7.59%	6.82%	7.03%
2022 Total Population Age 25-29 (Esri) (%)	7.25%	6.98%	6.96%
2022 Total Population Age 30-34 (Esri) (%)	7.38%	7.24%	6.95%
2022 Total Population Age 35-39 (Esri) (%)	6.79%	6.96%	6.63%
2022 Total Population Age 40-44 (Esri) (%)	5.68%	6.04%	5.90%
2022 Total Population Age 45-49 (Esri) (%)	5.16%	5.45%	5.43%
2022 Total Population Age 50-54 (Esri) (%)	4.97%	5.12%	5.28%
2022 Total Population Age 55-59 (Esri) (%)	5.79%	6.03%	6.16%
2022 Total Population Age 60-64 (Esri) (%)	6.02%	6.21%	6.33%
2022 Total Population Age 65-69 (Esri) (%)	5.36%	5.46%	5.63%
2022 Total Population Age 70-74 (Esri) (%)	4.35%	4.30%	4.42%
2022 Total Population Age 75-79 (Esri) (%)	3.12%	3.03%	3.08%
2022 Total Population Age 80-84 (Esri) (%)	2.41%	2.17%	2.12%
2022 Total Population Age 85+ (Esri) (%)	2.70%	2.29%	2.20%
2022 Total Population Age 18+ (Esri) (%)	77.61%	76.90%	76.82%
Household Income Breakdown	10 minutes	15 minutes	30 minutes
2022 Household Income less than \$15,000 (Esri) (%)	12.30%	10.40%	10.30%
2022 Household Income \$15,000-\$24,999 (Esri) (%)	15.20%	13.20%	12.50%
2022 Household Income \$25,000-\$34,999 (Esri) (%)	9.60%	9.00%	8.50%
2022 Household Income \$35,000-\$49,999 (Esri) (%)	9.80%	9.60%	9.80%
2022 Household Income \$50,000-\$74,999 (Esri) (%)	17.70%	17.90%	17.90%
2022 Household Income \$75,000-\$99,999 (Esri) (%)	10.50%	12.40%	12.60%
2022 Household Income \$100,000-\$149,999 (Esri) (%)	14.90%	16.90%	17.30%
2022 Household Income \$150,000-\$199,999 (Esri) (%)	4.70%	5.60%	6.00%
2022 Household Income \$200,000 or greater (Esri) (%)	5.30%	5.10%	5.20%
Spending: Recreation	10 minutes	15 minutes	30 minutes
2022 Membership Fees for Social/Recreation/Civic Clubs (Avg)	207.74	221.06	223.27
2022 Fees for Participant Sports excluding Trips (Avg)	96.63	104.41	104.86
2022 Fees for Recreational Lessons (Avg)	106.57	115.13	117.30
2022 Camp Fees (Avg)	20.21	21.88	23.05

APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC MAPS



APPENDIX – REGIONAL DRIVETIME MAP



APPENDIX – LOCAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)
YMCA of Rapid City	1
Rapid City Community Center South	6
Rapid Skillz 360	7
Liberty Center YMCA	17
Bellamy Fitness Center @ Ellsworth AFP	19
Sturgis Community Center	31
Spearfish Rec and Aquatics Center	46
Donald E. Young Sports and Fitness Center	47
Handley Recreation Center	51
Belle Fourche Rec Center	55
Belle Fourche HS	56

Indoor Baseball-Softball Training Facilities	Drive Time (Minutes)
Rapid Skillz 360/Pierced Hands Baseball Training	5

Sports Performance Facilities	Drive Time (Minutes)
Benson Sports Training	3
Rapid Skillz 360	5
EVOLVE Fitness	8
Rushmore Crossfit-Fitness	9
Monument Health Sports Performance Institute - Powered by EXOS	10

Indoor Turf Field Facilities	Drive Time (Minutes)
The Monument	3
Rapid Skillz 360/Pierced Hands Baseball Training	5

APPENDIX – LOCAL FACILITIES

Diamond Field Facilities	Drive Time (Minutes)
RLL Majors Complex	4
Rushmore Little League	5
Canyon Lake Little League Complex	6
Pete Lien Memorial Field	6
Mckeague Field	6
Floyd Fitzgerald Stadium/Post 22 Baseball	7
Stars of the West Sports Complex	8
Robbinsdale Park	8
Parkview Softball Complex	9
Little League Field - Ellsworth	15
Sturgis Softball Fields	35
Ronnie Theisz Field	47
Black Hills Power Sports Complex	48
Belle Fourche Baseball Complex	57

Multi-Purpose Field Facilities	Drive Time (Minutes)
Central HS Fields	3
Sioux Park Fields	5
Denver Fields	6
Stars of the West Sports Complex	8
Minnesota Street Soccer Fields	10
Rapid City Soccer Complex	13
Dave Broadie Field	17
Ranger Field	31
Sturgis Football Field	31
Spartan Park	45
Black Hills Power Sports Complex	46
BHSU Fields	48
Custer Football Field	49
Lead-Deadwood Golddiggers Football	52
Belle Fourche Broncs Football Field	56
Woodward Field - Hot Springs	61

APPENDIX – REGIONAL FACILITIES

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
Beast Foundation	282	4 BB/VB Courts
Sanford Sports Complex	293	7 Courts (6 courts and 1 championship court with full telescopic seating)

Multi-Purpose Field Facilities	Drive Time (Minutes)	Assets/Amenities
Black Hills Rapids Soccer Complex	13	12 MP Fields
North Casper Sports Complex	241	8-12 MP Fields (Lined for smaller youth fields, can get from 8-12 full sided fields depending on configuration)
Sandford Sports Complex	293	10 MP Fields
Farm Field Park	305	20 MP Fields

Multi-Purpose Field Facilities	Drive Time (Minutes)	Assets/Amenities
Rapid City Youth Baseball	7	13 BB/SB Fields (various sides from t-ball to 300')
Star of the West Sports Complex	22	8 BB/SB Fields
Bicentennial Park	139	8 BB/SB Fields
Cheyenne Junior Baseball Complex	281	12 BB/SB Fields (1 turf stadium)
Mandan Veterans	283	13 BB/SB Fields (12 fields and 1 turf stadium)
Sanford Sports Complex	293	10 turf BB/SB Fields
Earl McCarts Fields	296	10 BB/SB Fields
Covell Lake Baseball Complex	298	8 BB Fields
Cottonwood Park	298	21 BB/SB Fields
Frank Olson Softball Diamonds	300	10 SB Fields (all moveable fences)
Aspen Park	305	8 BB/SB Fields

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Games	Dates	Price	Teams	Level
Sanford Sports Complex	Basketball	Stomping Grounds	Sioux Falls, SD	SD		5/5-5/7	\$350		10-17U
Sanford Sports Complex	Basketball	Spring Jam	Sioux Falls, SD	SD		4/22-4/23	\$350		10-17U
Sanford Sports Complex	Basketball	Hardwood Challenge	Sioux Falls, SD	SD		6/3-6/4	\$350		10-17U
Sanford Sports Complex	Basketball	Dakota Challenge	Sioux Falls, SD	SD		6/24-6/35	\$350		10-17U
Sanford Sports Complex	Basketball	Summer Slam	Sioux Falls, SD	SD		7/7-7/9	\$350		10-17U
Sanford Sports Complex	Basketball	Falls Brawl	Sioux Falls, SD	SD		7/14-7/16	\$350		10-17U
Sanford Sports Complex	Basketball	Summer Classic	Sioux Falls, SD	SD		7/21-7/23	\$350		10-17U
Sanford Sports Complex	Volleyball	May Day Challenge I	Sioux Falls, SD	SD		4/30	\$200		15-17U
Sanford Sports Complex	Volleyball	May Day Challenge II	Sioux Falls, SD	SD		5/30	\$200		15-17U
Sanford Sports Complex	Volleyball	Spring Fling	Sioux Falls, SD	SD		4/15	\$200		15-17U
Sanford Sports Complex	Volleyball	Big Sioux Classic	Sioux Falls, SD	SD		3/19	\$200		15-17U
Bozeman MT	Basketball	2023 Big Sky Classic	Bozeman, MT	MT		2/25-2/26		71	10-14U
	Basketball	Haley Sundsbak Memorial Tournament	Minot, ND	ND		March 4-5, 2023			Boys 3-8, Girls 3-8
Phenom Tournament Club	Basketball	Phenom WDA Aftermath	Bismarck, ND	ND	3	3/5	\$199		Boys 3-8, Girls 3-8
	Basketball	Patriot Hoops Fest 2023	Bismarck, ND	ND		March 18-19, 2023	\$80		Boys 3-8, Girls 3-8
	Basketball	Badlands Shootout	Watford City, ND	ND		March 18-19, 2023			Boys 5-8, Girls 5-8
	Basketball	Jamestown Spring Shootout	Jamestown, ND	ND		3/19			Boys 3-8, Girls 3-8
Multiple Local Schools/Sites	Basketball	MBBC Spring Spectacular	Mandan, ND	ND		March 25-26, 2023		98	Boys 2-8, Girls 2-8
	Basketball	Grand Am Fast Break Tournament	Grand Forks, ND	ND		March 31 -2, 2023			Boys 3-12, Girls 3-12
Phenom Tournament Club	Basketball	Phenom Spring Jam	Bismarck, ND	ND	3	April 1-2, 2023	\$199		Boys 3-9, Girls 3-9
	Basketball	Wilton-Wing 5th & 6th Boys	Wilton-Wing	ND		4/2			Boys 5-6
	Basketball	Hoopgod Boys Basketball Tournament	Bismarck, ND	ND		April 15-16, 2023			Boys 3-8
	Basketball	BHS 3 on 3 Tournament	Bismarck, ND	ND	3	4/16	\$110		Boys 2-8, Girls 2-8
	Basketball	Queen of the Courts	Bismarck, ND	ND		April 15-16, 2023			Girls 3-12
	Basketball	8th Annual Missouri River Shootout	Bismarck, ND	ND		April 21-23, 2023			Boys 5-12, Girls 5-12
	Basketball	Hoodgod High School Girls & Boys Basketball Tournament	Bismarck, ND	ND		May 6-7, 2023			Boys & Girls 9/10 & 11/12
	Basketball	Bearstail Summer Kick Off	Bismarck/Mandan, ND	ND		May 13-14, 2023	\$350		Boys 3-12, Girls 3-12
Multiple Local Schools/Sites	Basketball	Mandan Boys Winter Basketball Tournament	Mandan, ND	ND		December 9-10, 2023			Boys 2-8, Girls 2-6

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Games	Dates	Price	Price Notes
Dakota Alliance Soccer Club	MP	First National Bank Fall Kickoff	Sioux Falls, SD	SD	4	8/25-8/27	\$535	
Dakota Alliance Soccer Club	MP	DASC Winter Games	Sioux Falls, SD	SD		12/1-12/3	\$425	
Dakota Alliance Soccer Club	MP	Ohayon Invitational	Sioux Falls, SD	SD		5/12-5/14	\$600	
Black Hills Rapids Soccer Complex	MP	2023 Fright Fest	Rapid City, SD	SD		10/20-10/22	\$625	
Black Hills Rapids Soccer Complex	MP	Winter Classic Indoor Tournament	Rapid City, SD	SD		1/20-1/22	\$380	
Black Hills Rapids Soccer Complex	MP	President's Cup Indoor Tournament	Rapid City, SD	SD		3/3-3/5	\$380	
Black Hills Rapids Soccer Complex	MP	2023 Scheel's President's Cup	Rapid City, SD	SD		6/9-6/11	\$625	
Casper Soccer Complex	MP	Spring Jam	Casper, WY	WY		4/15-4/16		
Casper Soccer Complex	MP	Wyoming Cup Championship	Casper, WY	WY		5/27-5/29	\$705	
Casper Soccer Complex	MP	Casper Fall Classic	Casper, WY	WY		9/7-9/9		
Yankton Youth Soccer	MP	Yankton Dam Fireworks River City Rumble	Yankton, SD	SD		1/13-1/15		
Sodak Spurs	MP	Cubby's Futsal Tournament	Brookings, SD	SD		1/20-1/122		
Spearfish Soccer Club	MP	Spearfish Winter Classic	Spearfish, SD	SD		1/26-1/28		
Belle Fourche Soccer Club	MP	Center of the Nation Indoor Blast	Belle Fourche, SD	SD		2/11-2/12		
Spearfish Soccer Club	MP	Guadalajara Classic	Spearfish, SD	SD		2/24-2/26		
Sturgis Soccer Association	MP	Copa De Sturgis	Sturgis, SD	SD		4/21-4/23		
Yankton Youth Soccer	MP	Spring Invitational	Yankton, SD	SD		4/28-4/30		
SDYSA	MP	State Championships	Sioux Falls, SD	SD		5/5-5/7		
SDYSA	MP	Prairie Cup	Sioux Falls, SD	SD		5/5-5/7		
Hill City Soccer Club	MP	2023 Dacotah Bank Cup	Aberdeen, SD	SD		6/23-6/25		
Sodak Spurs	MP	2023 Fishbask Classic	Brookings, SD	SD		7/14-7/16		
Sturgis Soccer Association	MP	Black Hills Blacktop Tournament	Sturgis, SD	SD		7/14-7/16		
Sturgis Soccer Association	MP	Black Hills Cup	Sturgis, SD	SD		9/15-9/17		
Jackson Hole Youth Soccer	MP	Jackson Hole United	Jackson Hole, WY	WY		5/20-5/21	\$800	
Bicentennial Park	MP	Meyer Dana Orthodonix Classic	Gillette, WY	WY		10/7-10/9	\$600	
Cam-Plex	MP	Pepsi Cup	Gillette, WY	WY		1/13-1/15	\$350	
Cam-Plex	MP	Clash at the Cam-Plex	Gillette, WY	WY		2/17-2/9	\$350	

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	State	Games	Dates	Price	Notes	Teams	Level
Sanford Sports Complex	Softball	Fastpitch Frenzy	Sioux Falls, SD	SD		5/5-5/6	\$500			10-12U
Sanford Sports Complex	Baseball	Summer Slugfest	Sioux Falls, SD	SD		5/13-5/14	\$500			10-14U
Sanford Sports Complex	Baseball	Extra Inning Invitational - Baseball	Sioux Falls, SD	SD		6/8-6/11	\$500			15-18U
Sanford Sports Complex	Softball	Extra Inning Invitational - Softball	Sioux Falls, SD	SD		6/9-6/11	\$500			10-18U
Sanford Sports Complex	Baseball	Turf Showdown	Sioux Falls, SD	SD		6/17-6/19	\$500			10-14U
Sanford Sports Complex	Baseball	Pastime Classic	Sioux Falls, SD	SD		7/8-7/9	\$500			10-14U
Sanford Sports Complex	Softball	Diamond Days - Softball	Sioux Falls, SD	SD		7/14-7/16	\$1,000			10-18U
Sanford Sports Complex	Baseball	Diamond Days - Baseball	Sioux Falls, SD	SD		7/14-7/16	\$1,000			15-18U
Sanford Sports Complex	Baseball	5Tool Sports Let Freedom Ring	Sioux Falls, SD	SD		6/30-7/02	\$750			15-18U
Pasley Park	Baseball	Great Plains Baseball Bash	Sioux Falls, SD	SD	3	4/22-4/23	\$300			8-12U
Pasley Park	Baseball	Diamond Rat Classic	Sioux Falls, SD	SD	3	5/13-5/14	\$300			8-12U
Pasley Park	Baseball	Dakota Classic	Sioux Falls, SD	SD	4	6/16-6/19	\$650			
Pasley Park	Baseball	Sioux Falls Invitational	Sioux Falls, SD	SD	4	6/23-6/25	\$475			
Pasley Park	Baseball	Mid-Summer Classic	Sioux Falls, SD	SD		7/6-7/9	\$425			13-16U
Pasley Park	Baseball	Sioux Falls Slam	Sioux Falls, SD	SD	4	6/9-6/11	\$425			
Fargo Youth Baseball	Baseball	Fargo Invite	Fargo, ND	ND	4	5/12-5/14	\$350			9-12U
Fargo Youth Baseball	Baseball	NIT Early Bird	Fargo, ND	ND	3	5/19-5/21	\$200			9-12U
Fargo Youth Baseball	Baseball	Fargo Invite 14U	Fargo, ND	ND	4	6/2-6/4	\$450			14U
Fargo Youth Baseball	Baseball	Liam G. Medd Memorial	Fargo, ND	ND	4	6/9-6/11	\$450			13-15U
Fargo Youth Baseball	Baseball	Roger Maris Invitational	Fargo, ND	ND	4	6/23-6/25	\$350			9-12U
Fargo Youth Baseball	Baseball	NIT End of the Season	Fargo, ND	ND	3	7/21-7/23	\$200			9-11U
Fargo Youth Baseball	Baseball	NIT End of the Season II	Fargo, ND	ND	3	7/28-7/30	\$260			8-15U