

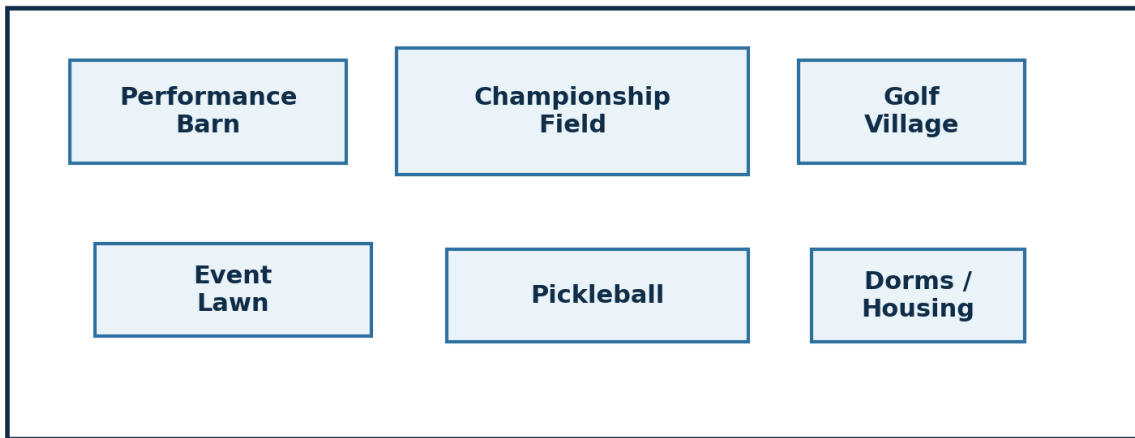
THE FIELD HOUSE

AT YORK COUNTY

Development Prospectus & Investment Memorandum

Sports • Wellness • Events • Youth Development • Hospitality

Conceptual Mixed-Use Sports & Wellness Campus



Prepared by	Nick Whitrow, M.Ed. Founder & Academy Director Cameron Lee Founder & Director of Athletic Development & Performance
Prepared for	Prospective Investors • Commercial Lenders • Strategic Partners • Community Stakeholders
Property	2201 McFarland Road, York, South Carolina 29745
Version	Complete First Draft June 2026 Confidential

CONFIDENTIAL DRAFT - FOR DISCUSSION PURPOSES ONLY

IMPORTANT NOTICE

Confidentiality, Use and Draft Status

This document is a first draft development prospectus and investment memorandum for The Field House at York County. It has been prepared for discussion with prospective lenders, private investors, strategic partners, advisors and community stakeholders. It is not a securities offering, construction bid package, appraisal, engineering report, legal opinion or tax advice.

All financial projections are preliminary and are based on management assumptions, comparable industry data, early-stage planning, and currently available property information. Final underwriting should be completed with support from a commercial real estate attorney, CPA, lender, architect, civil engineer, appraiser and insurance advisor.

Use this draft strategically

This version is intended to create momentum, communicate the full vision, identify diligence gaps, and support initial capital conversations. Before formal circulation, the acreage, zoning permissions, cost estimates, financing terms, engineering constraints and legal investment structure should be independently verified.

DEVELOPMENT PROSPECTUS

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LETTER FROM THE FOUNDERS

Building a Destination, Not Simply a Facility

The Field House at York County is rooted in a simple belief: when sport is done well, it develops more than athletes. It develops confidence, discipline, resilience, leadership and community.

Across York County and the greater Charlotte region, families are seeking better spaces for training, competition, wellness, recreation and youth development. Schools are growing. Communities are expanding. Travel sports continue to evolve. At the same time, many families want programs that are organized, values-driven and accessible.

The Field House is designed to respond to that need. The vision is to create a destination where youth athletes train, families gather, adults stay active, teams compete, professionals collaborate, and the community has a place to celebrate. This is not intended to be a single-sport complex. It is a mixed-use sports, wellness, hospitality and community development.

We believe the opportunity is timely, the location is strategic, and the existing property creates a rare foundation for phased execution. The early ability to activate existing buildings is central to the plan: begin producing revenue, prove demand, deepen partnerships, and expand responsibly.

This prospectus is the first complete draft of that vision. It is designed to be challenged, refined and improved. It is also designed to communicate that The Field House is more than a business idea. It is the beginning of a long-term asset and community institution for York County.

Nick Whitrow, M.Ed.

Founder & Academy Director

Cameron Lee

Founder & Director of Athletic Development & Performance

CHAPTER 1

The Investment Opportunity

Executive Summary

The Field House at York County is a planned mixed-use sports, wellness, recreation, hospitality, events and youth development campus at 2201 McFarland Road in York County, South Carolina. The development is designed to capitalize on the continued growth of western York County and the Charlotte metropolitan region while creating a diversified operating business supported by long-term real estate value.

Unlike traditional sports complexes that rely primarily on seasonal field rentals, The Field House is planned as a year-round destination with multiple independent revenue streams. The business model combines sports performance training, after-school academy programming, tournament operations, pickleball, golf simulator entertainment, professional office suites, athlete housing, wellness and recovery services, wedding and event venue operations, multi-sport field activity, baseball programming, food and beverage, retail, sponsorships and corporate rentals.

The project benefits from existing improvements that can be adapted into revenue-producing uses during Phase One. The user-provided measurement packet identifies a 100 ft x 40 ft multi-use barn, a detached garage, guest house, equipment shed and other measured improvements. The measured residential structure also includes 3,035 square feet of heated living area and 4,389 square feet of total measured area. These existing assets create the basis for a phased activation strategy rather than a fully speculative ground-up development.

The working acquisition target is \$1.2 million. The preliminary capital plan assumes an initial Phase 0 / Phase One funding need between approximately \$2.2 million and \$2.55 million depending on contingency, scope, lender requirements and final construction pricing. The recommended approach is to treat \$2.2 million as the minimum executable capitalization and \$2.55 million as the preferred risk-adjusted capitalization.

Core investment thesis

The Field House is not merely a gym or sports complex. It is a mixed-use destination campus designed to combine recurring membership revenue, programming revenue, event revenue, hospitality revenue, tenant income and long-term real estate appreciation.

Investment Highlights

- Strategic York County location within the growing Charlotte regional economy.
- Existing buildings provide a lower-cost path to early revenue activation.
- Diversified revenue model reduces dependence on a single sport, program or season.
- Phased development allows proof of concept before major sports field expansion.
- Potential to serve youth athletes, adults, schools, clubs, corporations and families.
- Revenue opportunities span training, academy, events, tournaments, pickleball, golf, offices, lodging, wellness, retail and sponsorships.
- Leadership team brings relevant sports operations, coaching, education, youth programming and athletic performance experience.

- Underlying real estate provides potential appreciation and collateral value independent of the operating company.
- Potential community benefits include youth development, jobs, sports tourism, visitor spending and partnerships with schools and civic organizations.

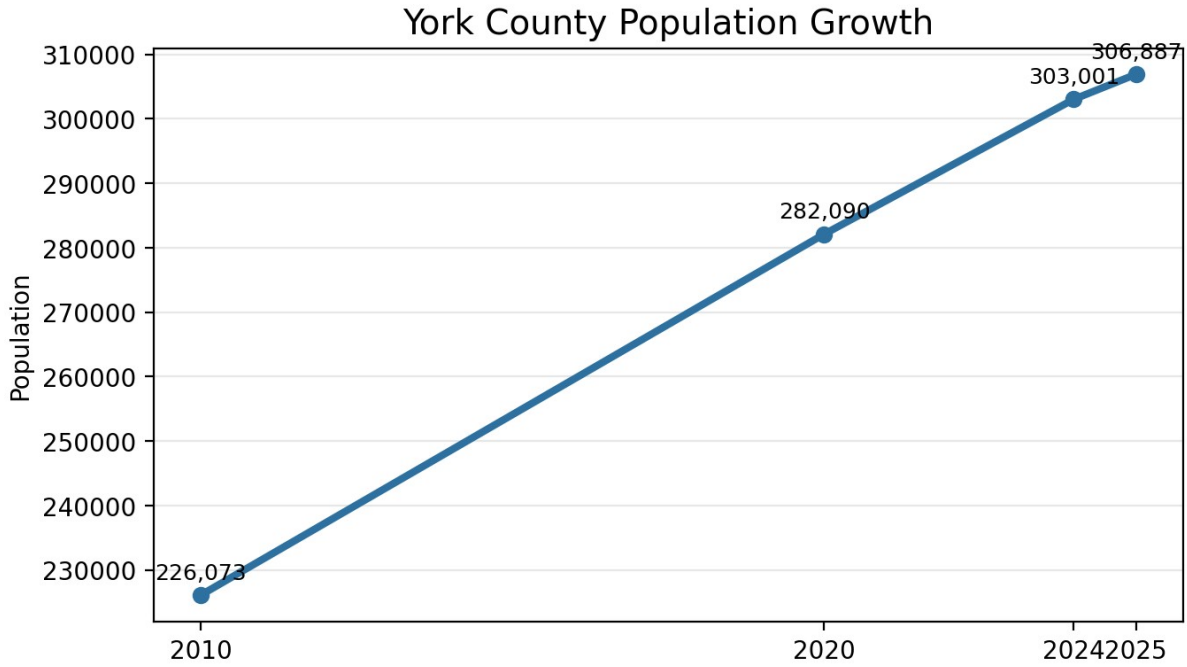
The Seven Pillars of the Investment Case

Pillar	Question Answered	Field House Response
Demographics	Is the market growing?	York County and the Charlotte region continue to add population, households and school demand.
Economics	Can the business make money?	Revenue is spread across memberships, programming, events, lodging, offices, recreation and tournaments.
Location	Why this property?	Acreage, existing improvements and rural character create a foundation for phased redevelopment.
Leadership	Why this team?	Founders bring sport, education, operations and athletic development experience.
Diversification	What protects downside?	No single tenant, team or sport controls the business model.
Scalability	How does it grow?	Phase One activates existing assets; Phase Two adds fields; Phase Three expands wellness, lodging and destination services.
Legacy	Why will it matter?	The campus is designed as a community institution, not a short-term facility play.

CHAPTER 2

Why York County? Why Now?

Successful developments are rarely created by chasing today’s demand alone. They succeed by anticipating tomorrow’s needs. The investment case for The Field House is supported by population growth, school expansion, youth sports spending, sports tourism, fitness participation, pickleball growth and golf participation trends.



Source / evidence: U.S. Census Bureau QuickFacts reports York County population of 226,073 in 2010, 282,090 in 2020, 303,001 in 2024 and 306,887 in 2025. [S1]

Market Evidence	Implication for The Field House
York County grew from 282,090 residents in the 2020 Census to an estimated 306,887 in 2025, an 8.9% increase from the 2020 estimates base. [S1]	A larger and younger local population expands the addressable market for youth development, recreation, training, events and memberships.
The Charlotte region gained 57,300 residents through migration between July 2023 and July 2024, averaging 157 new residents per day. [S2]	Regional in-migration supports long-term demand for family-oriented amenities, youth programming and quality-of-life infrastructure.
Clover School District is opening Lake Wylie High School, Roosevelt Middle School and Liberty Hill Elementary School in August 2026. [S3]	School expansion suggests continued youth population growth and a need for complementary athletic, after-school and community programming.
Sports ETA reported a \$274.5 billion total economic impact sports tourism economy, including \$111.2 billion in direct spending, 339 million sports travelers and 124.3 million room nights. [S4]	Tournament and sports travel programming can become a serious economic driver rather than an ancillary feature.
Aspen Institute Project Play reported average spending of \$1,016 per child on a primary sport in 2024 and estimated more than \$40 billion in	Families are already allocating meaningful budgets to sports, camps, travel, training and skill development.

annual parent spending on youth sports activities. [S5]	
The Health & Fitness Association reported 81 million Americans belonged to a fitness facility in 2025 and more than 100 million used a fitness facility through membership or flexible access. [S6]	Fitness and wellness are mainstream consumer behaviors, supporting the performance and recovery center strategy.
SFIA reported 24.3 million pickleball participants in 2025 and 171.8% growth from 2022 to 2025. [S7]	Pickleball creates a multi-generational recreation revenue stream with league, membership, tournament and corporate event potential.
The National Golf Foundation reported junior golf participation near 4 million in 2025, the highest since 2004, and noted strong growth among girls and diverse participants. [S8]	Golf simulator programming can serve youth, adults, corporate groups and winter / rainy-day entertainment needs.

Market Interpretation

The market evidence does not prove that The Field House will succeed by itself. It does, however, support the broader thesis that the region is growing, families spend on youth sports, sports tourism is an established economic engine, fitness is a mainstream habit, pickleball is expanding rapidly and golf has strong youth and off-course potential.

The core strategy is to locate multiple complementary businesses on the same property so that demand from one category supports others. A tournament weekend may generate field revenue, concessions, parking, merchandise, dorm usage, recovery services and future membership leads. A weekday after-school academy may generate direct programming revenue while feeding summer camps, performance training and family memberships. A wedding or corporate event may activate the campus when sports demand is lower.

CHAPTER 3

Property & Site Analysis

The property under consideration is located at 2201 McFarland Road, York, South Carolina 29745. The York County property report identifies Parcel Number / TaxMapID 3420000001, county jurisdiction, zoning shown as AGC, York - 1 tax district, Duke Energy electric provider and York School District in the exported report. The draft plan should verify all jurisdictional, zoning, acreage and school district assumptions with county officials before financing or closing.

Critical diligence item: acreage discrepancy

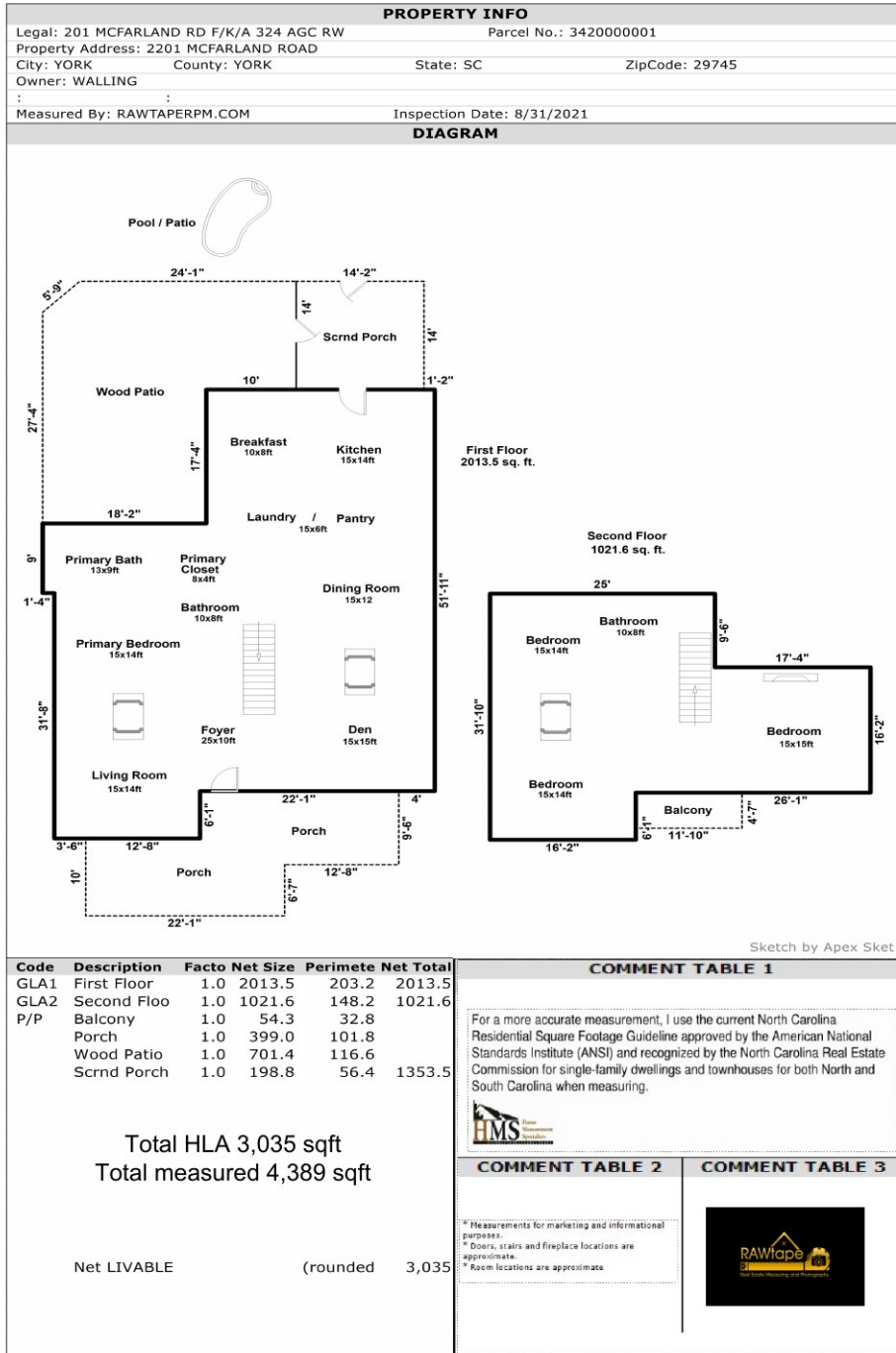
Earlier planning materials referenced approximately 41.854 acres, while a later draft referenced 33 acres. The uploaded county property report does not populate a deeded acres field in the exported text. The prospectus should use “acreage to be verified” until a survey, deed, plat or title commitment confirms the legally controlling acreage.

Existing Improvements

Existing Asset	Measured / Reported Size	Potential Field House Use
Primary residence	3,035 SF heated living area; 4,389 SF total measured area	Administration, premium hospitality, staff housing, executive offices, future event support or owner/operator use.
Multi-use barn	100 ft x 40 ft; approximately 4,000 SF	Phase One Performance Center, team training, testing, adult fitness, camps and recovery integration.
Guest house	20 ft x 18 ft; approximately 360 SF	Staff housing, visiting coach housing, short-term hospitality or site manager unit.
Detached garage	32 ft x 26 ft; approximately 832 SF	Athlete dormitory concept with up to 12 beds subject to code, bathrooms, egress and septic/sewer capacity.
Equipment shed	49 ft x 18 ft; approximately 882 SF	Maintenance, storage, golf simulator conversion candidate or operations support.
Agricultural barns / outbuildings	To be field verified	Golf simulator village, maintenance, event support, storage, concessions or future revenue adaptation.

Source / evidence: User-provided measurement packet and York County property report. Measurement packet page 1 identifies total HLA of 3,035 SF and total measured area of 4,389 SF; the visual site diagram shows the barn, guest house, detached garage and equipment shed. [F1] The property report identifies parcel, address, zoning and jurisdiction details. [F2]

MEASUREMENT DIAGRAM



Address Report
York County Government, SC

Property	Parcel	Address
Property Location: 2201 MCFARLAND RD F/K/A 324 AGC RW	Parcel Number: 3420000001 TaxMapID: 3420000001	Address: 2201 MCFARLAND RD, YORK, SC 29745
Subdivision:	Subdivision:	Unit Number:
Owner(s): WALLING RALPH L III & KRISTINA OMARA	LLot Number:	Lot Number:
Previous Grantor: WILEY JAMES MICHAEL	Deeded Acres:	Subdivision:
Sales Date: April 1, 2016	Deed Book/Page: 15556 / 113	Jurisdiction: COUNTY
Sales Price: \$417,000	Plat Book/Page: 77 / 166	Dwelling Type: R
Fire Code: (YR-I) York		Unit Type:
Tax District: York - 1 (FCWS)		Use Status: O
Municipal District:		ID Number: 61128
		Last Edit Date: 11/25/2008 9:10:52 AM

Taxes	Political	District
TaxMapID: 3420000001	Township: YORK	Zoning: AGC
Tax Billing Address: 2201 MCFARLAND RD, YORK, SC	Precinct Name: Delphia	Watershed ID: 03050103050
Land Value: \$359,700	Precinct Location: York County Fire Training Center	Watershed Name: Fishing Creek (Upper)
Building Value: \$157,104	York County Council District: 3	Flood Zone: no
Total Market Value: \$592,228	York County Council Member: Robert Winkler	Building Inspector District: C-3
Total Tax Value: \$220,451	SC House District: HD-049	Fire District: York
Total Assessed Value: \$8,818	SC Senate District: 17	Urban Area: Non-Urbanized
	Census Tract: 061502	City Jurisdiction: COUNTY

Road/Utilities	School
Street	School District: York - 1
Owner: South Carolina Department of Transportation	CURRENT SCHOOL YEAR:
Maintenance: (803) 327-6186	Elementary School: JEFFERSON ELEM
Electric	Intermediate School: YORK INTERMEDIATE
Provider: Duke Energy	Middle School: YORK MIDDLE
Maintenance: 1-800-653-5307	High School: YORK COMPREHENSIVE HIGH
Water	
Provider:	

This report is provided by the GIS department of the York County Government, SC.

Disclaimer: While every effort is made to keep information provided over the internet accurate and up-to-date, York County does not certify the authenticity or accuracy of such information. No warranties, express or implied, are provided for the records and/or mapping data herein, or for their use or interpretation by the User.

Report Date: 09/06/2021 11:24:29

York County property report, page 1: parcel, tax, zoning and utility information.

Highest and Best Use Logic

- Use the existing barn as the early revenue engine rather than waiting for new construction.
- Convert the property into a campus with districts rather than isolated amenities.
- Preserve rural character for weddings, retreats and lifestyle value.

- Place parking, traffic and event circulation early in the planning process to avoid future conflict between sports and hospitality uses.
- Keep future expansion land protected until field demand, tournament bookings and memberships justify capital deployment.

CHAPTER 4

The Campus Master Plan

The Field House should be planned as a series of connected districts. Each district has an operational purpose, revenue logic and visitor experience. The goal is that every building produces income, every acre has a role, and every visitor has a reason to stay longer than planned.

District	Primary Uses	Revenue Logic
Arrival District	Monument signage, controlled entry, guest parking, wayfinding, landscape identity.	Creates a premium first impression and supports event, sports and hospitality traffic.
Village District	Reception, cafe, pro shop, outdoor seating, fire pits, member services.	Increases dwell time and captures retail, food, beverage and sponsorship value.
Performance District	Strength, speed, conditioning, testing, team training, classroom, recovery adjacency.	Memberships, team contracts, camps, clinics, adult fitness and private training.
Sports District	Championship field, grass fields, baseball, warm-up areas, lights, scoreboards, bleachers.	Field rentals, tournaments, camps, clinics, league play and sponsorship.
Wellness District	Sauna, cold plunge, PT, chiropractic, massage, nutrition, sports psychology.	Recurring wellness memberships, leased offices, recovery packages and partnerships.
Golf District	Simulator bays, putting, lounge, leagues, lessons, corporate nights.	Hourly bay rental, memberships, leagues, events, lessons and food / beverage.
Hospitality District	Dormitory, guest house, future cabins or glamping.	Camp lodging, visiting teams, coaches, retreats and premium event accommodations.
Event District	Wedding lawn, crepe myrtle grove, pavilion, reception support, outdoor stage.	Weddings, fundraisers, corporate events, festivals and community events.

Campus Experience Narrative

A Saturday at The Field House should demonstrate the value of the mixed-use model. A youth tournament activates the sports district in the morning. Parents use the cafe, pro shop and recovery area while teams warm up. The golf simulator bays host a corporate outing in the afternoon. The performance center runs speed testing between games. The event district prepares for an evening wedding, while athlete housing supports a visiting academy group. The same property produces revenue from multiple audiences during the same day without relying on one customer type.

Planning principle

Design the campus around simultaneous uses, not single-use occupancy. Sports, wellness, hospitality and events must be able to operate side by side without conflicting parking, noise, safety, pedestrian circulation or staffing needs.

CHAPTER 5

Phasing & Development Strategy

Phase	Objective	Major Components	Trigger to Advance
Phase 0: Acquisition & Stabilization	Secure property, confirm entitlement path, stabilize assets and prepare for activation.	Acquisition, survey, title, zoning review, insurance, code review, utilities, site cleanup, professional team, operating LLCs.	Clear financing, legal control, acceptable diligence and confirmed code path.
Phase One: Activate Existing Assets	Generate revenue using existing improvements and limited site improvements.	Performance Center, after-school academy, office suites, golf simulator village, pickleball, dormitory conversion, wedding / event venue, staff housing, vans.	Consistent monthly revenue, membership traction, event bookings and operating systems.
Phase Two: Sports Expansion	Add major field and tournament infrastructure once demand is proven.	Championship field, two additional multi-purpose fields, baseball programming, expanded parking, lighting, concessions, restrooms.	Tournament calendar, rental demand and capital availability support expansion.
Phase Three: Destination Campus	Create a regional destination with lodging, wellness and expanded hospitality.	Recovery center, additional housing, event pavilion, expanded golf, trails, corporate retreat infrastructure, future indoor space.	Stabilized EBITDA, refinancing capacity and partner demand.

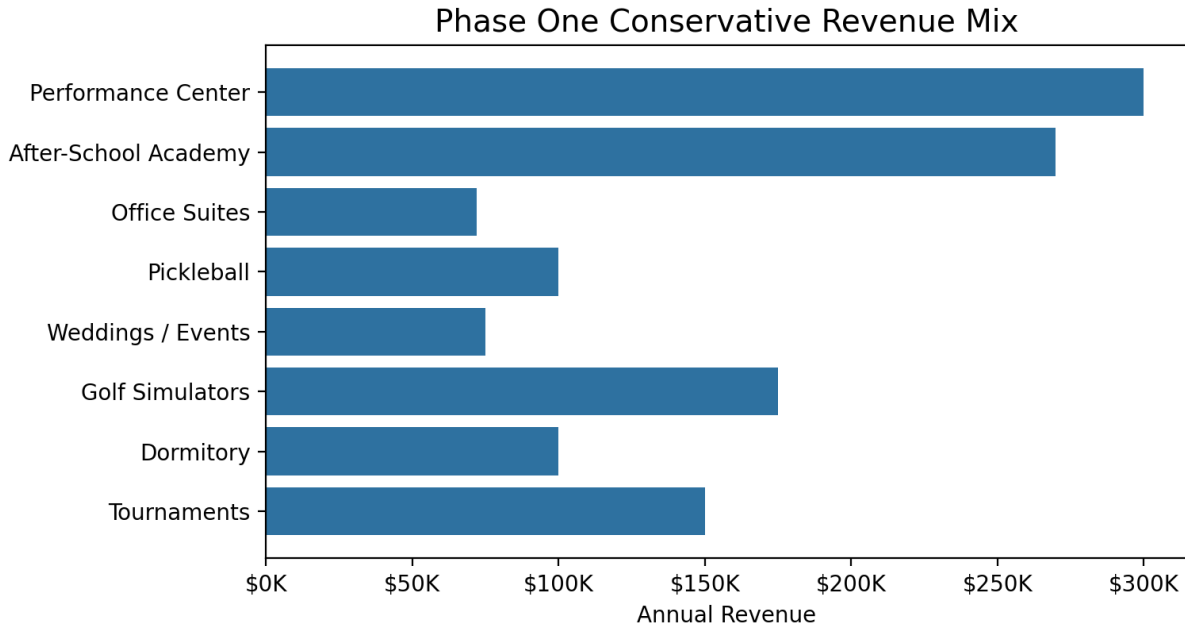
Milestone-Based Development

- Phase One should prove demand before Phase Two commits substantial field construction capital.
- Each phase should have measurable targets: revenue, membership, event count, utilization, EBITDA and customer satisfaction.
- Capital should be staged to protect the project from overbuilding ahead of demand.
- Public-facing marketing should present the full destination vision while investor underwriting separates minimum viable operations from long-term upside.

CHAPTER 6

Revenue Model

The business model is designed around multiple complementary revenue streams. The goal is not to maximize a single revenue category, but to create a diversified base of recurring, event-driven, seasonal and tenant revenue.



Source / evidence: Revenue assumptions based on founder-provided ranges and preliminary operating plan. Figures are illustrative and should be refined through market pricing, capacity planning and lender underwriting.

Revenue Stream	Conservative	Base Case	High Case	Primary Assumptions to Validate
Performance Center	\$300,000	\$450,000	\$600,000	Memberships, team training contracts, adult fitness, private training, camps and clinics.
After-School Academy	\$270,000	\$405,000	\$540,000	75-150 students; transportation-supported programming; pricing, licensing and staffing to be verified.
Professional Office Suites	\$72,000	\$86,000	\$100,000	6 suites at approximately \$1,000/month plus service or CAM potential.

Pickleball	\$100,000	\$137,500	\$175,000	6 courts; memberships, leagues, tournaments, lessons and corporate rentals.
Wedding / Event Venue	\$75,000	\$137,500	\$200,000	Weddings, receptions, fundraisers, retreats, markets and community events.
Golf Simulators	\$175,000	\$262,500	\$350,000	4 simulator bays; hourly rental, leagues, lessons, memberships and corporate events.
Athlete Dormitory	\$100,000	\$125,000	\$150,000	12 beds; camps, academy stays, tournament weekends and visiting coaches.
Tournament Operations	\$150,000	\$225,000	\$300,000	Weekly or near-weekly events at maturity; rugby, soccer, baseball, lacrosse, flag football, pickleball.
Total	\$1,242,000	\$1,828,500	\$2,415,000	Excludes future Phase Two field expansion and Phase Three destination additions.

Revenue Stream Detail

Performance Center

The existing barn should be positioned as the athletic engine of the campus. Programming should include strength and conditioning, speed development, team training, testing days, adult fitness, camps, clinics and specialized rugby/football/soccer/baseball preparation. The strongest business case is recurring membership plus team contracts.

After-School Academy

The academy should combine transportation, homework support, character education, leadership development and physical activity. The two 15-passenger vans are not just a cost; they expand the service

area and solve a parent logistics problem. Licensing, insurance, staff ratios and school partnerships must be verified.

Office Suites

Professional office tenants create predictable rent and ecosystem value. Ideal tenants include physical therapy, chiropractic, massage, nutrition, sports psychology, athletic consulting and recovery specialists. These tenants also drive referrals to memberships and team programming.

Pickleball

Pickleball provides broad age appeal and extends the campus beyond youth sports. A 6-court complex can support memberships, open play, leagues, tournaments, corporate events, clinics and social nights.

Golf Simulator Village

Golf simulators create a weather-resilient revenue stream. They can serve adults, youth golfers, corporate groups, birthday parties, winter leagues and lessons. The concept should be designed as entertainment plus instruction, not only hourly rental.

Weddings and Events

The rural character, mature landscaping and crepe myrtle event area can create a differentiated venue. Events should be scheduled to avoid conflict with large tournament weekends or, when appropriate, to capture additional hospitality revenue from visitors.

Dormitory and Hospitality

Athlete housing supports camps, visiting teams, coaches, interns and academy events. Dormitory conversion must be reviewed for code, bathrooms, egress, septic/sewer, fire safety and operating permits.

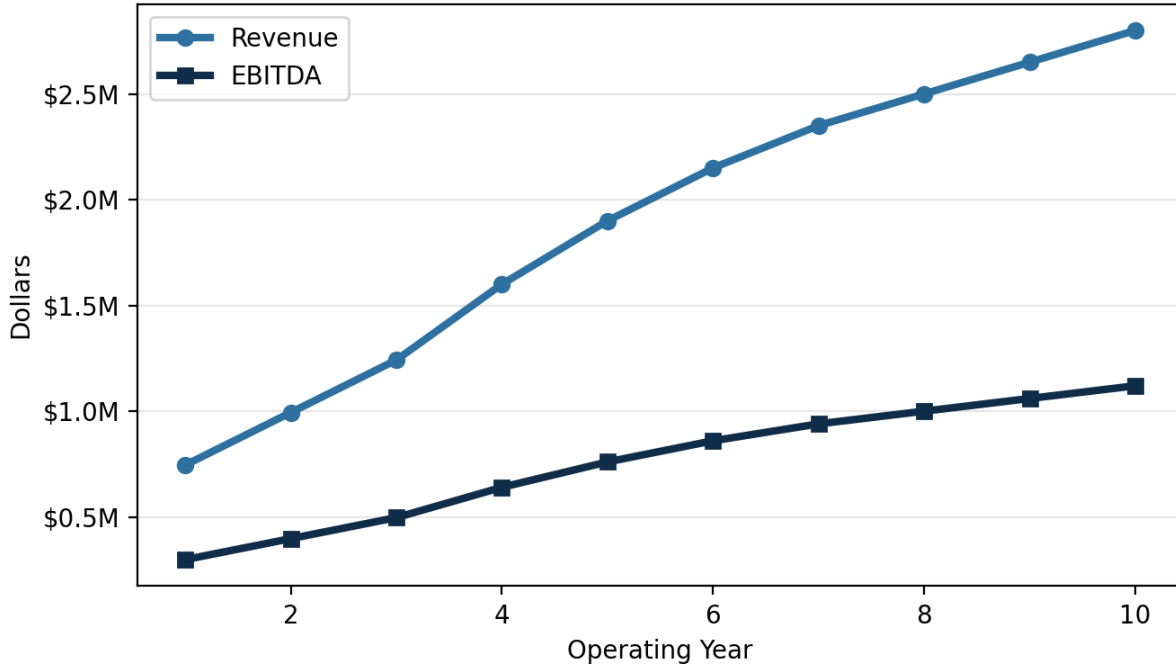
Tournaments

Tournaments should become a recurring lead-generation engine. Every tournament introduces families to the Performance Center, academy, recovery center, concessions, retail and future memberships.

CHAPTER 7

Financial Feasibility

Illustrative 10-Year Revenue and EBITDA Trajectory



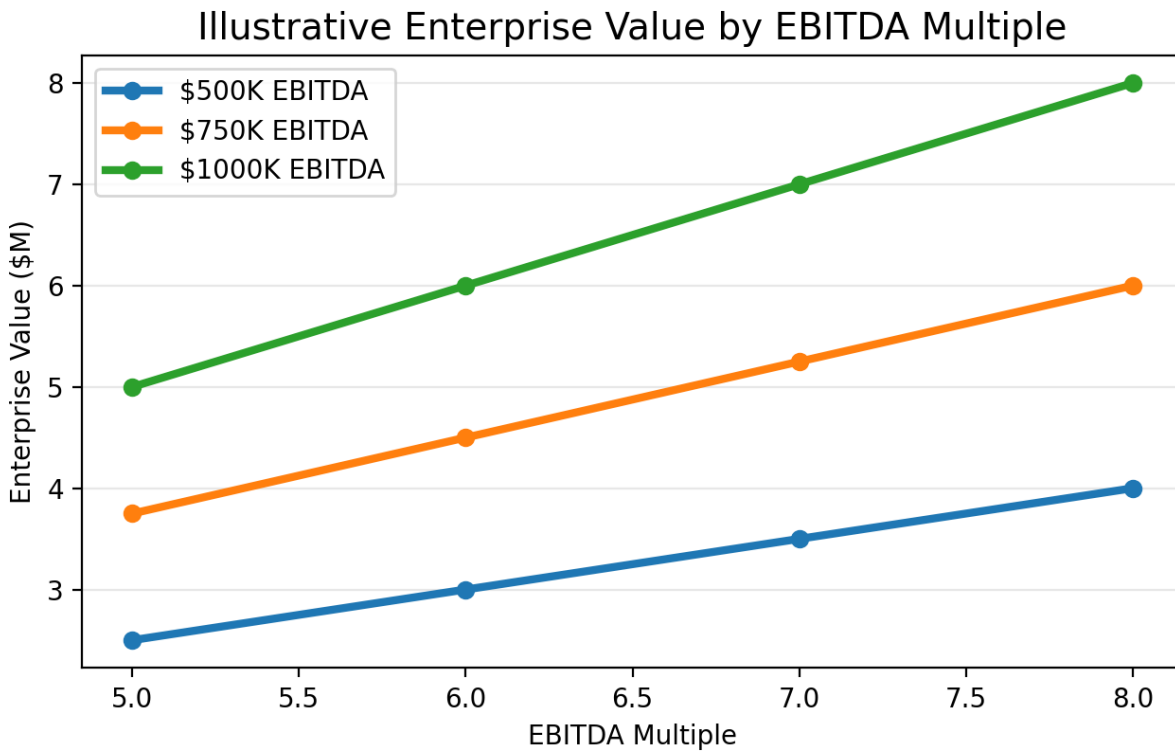
Year	Revenue	Operating Expense @ 60%	EBITDA @ 40%	Notes
1	\$745,200	\$447,120	\$298,080	Phase One ramp
2	\$993,600	\$596,160	\$397,440	Phase One ramp
3	\$1,242,000	\$745,200	\$496,800	Phase One ramp
4	\$1,600,000	\$960,000	\$640,000	Phase Two expansion
5	\$1,900,000	\$1,140,000	\$760,000	Phase Two expansion
6	\$2,150,000	\$1,290,000	\$860,000	Phase Two expansion
7	\$2,350,000	\$1,410,000	\$940,000	Destination maturation
8	\$2,500,000	\$1,500,000	\$1,000,000	Destination maturation
9	\$2,650,000	\$1,590,000	\$1,060,000	Destination maturation
10	\$2,800,000	\$1,680,000	\$1,120,000	Destination maturation

Source / evidence: Illustrative projections based on conservative Phase One revenue of \$1.242M at stabilization, 60% operating expense assumption and staged growth from Phase Two/Three expansion. Must be converted into a detailed monthly model before lender underwriting.

Break-Even Logic

Metric	Illustrative Value	Comment
Phase One conservative revenue	\$1,242,000	Derived from founder-provided conservative revenue estimates.
Operating expense assumption	60% of revenue	Initial placeholder for staffing, utilities, insurance, maintenance, marketing, admin, technology and supplies.
EBITDA margin	40%	Potentially achievable if revenue mix is strong and fixed costs are disciplined; to be validated.
Stabilized Phase One EBITDA	\$496,800	Before debt service, taxes, depreciation, owner distributions and capex reserves.
Revenue needed for \$300K EBITDA at 40% margin	\$750,000	Approximate early operating break-even threshold before debt service.
Revenue needed for \$500K EBITDA at 40% margin	\$1,250,000	Approximate target for bank comfort and investor momentum.

Valuation Framework



EBITDA	5x	6x	7x	8x
\$500,000	\$2.5M	\$3.0M	\$3.5M	\$4.0M
\$750,000	\$3.75M	\$4.5M	\$5.25M	\$6.0M
\$1,000,000	\$5.0M	\$6.0M	\$7.0M	\$8.0M

Important underwriting note

Valuation multiples vary by asset type, profitability, growth, risk, lease structure, quality of financial statements and buyer universe. The Field House should not present valuation as guaranteed. The prudent language is “illustrative enterprise value potential at selected EBITDA multiples.”

CHAPTER 8

Capital Stack & Funding Request

The draft capital plan should distinguish between minimum capitalization and preferred capitalization. A \$2.2 million minimum package may acquire and activate the property if scope is tightly controlled. A preferred package closer to \$2.55 million would provide a more appropriate contingency, stronger working capital and greater lender confidence.

Use of Funds	Minimum Plan	Preferred Plan	Notes
Property acquisition	\$1,200,000	\$1,200,000	Target acquisition price.
Closing, title, legal, due diligence	\$50,000	\$75,000	Survey, title, environmental, legal, appraisal and lender fees.
Performance barn activation	\$180,000	\$250,000	Fitness layout, flooring, lighting, HVAC, safety, equipment install, restrooms if required.
Golf simulator conversion	\$180,000	\$250,000	4 bays, technology, enclosure, fit-out, lounge.
Pickleball Phase One	\$180,000	\$300,000	6 courts, fencing, lighting, surfacing, seating; final cost may vary materially.
Dorm / guest house conversion	\$100,000	\$175,000	Code, bathrooms, egress, fire, furniture, finishes.
Transportation fleet	\$130,000	\$150,000	Two 15-passenger vans plus wrap, insurance and setup.
Technology / security / admin / retail	\$50,000	\$75,000	Access control, cameras, POS, booking system, computers, signage.
Working capital	\$100,000	\$200,000	Payroll, marketing, deposits, insurance, launch period liquidity.
Professional fees / permitting	\$30,000	\$75,000	Architect, civil engineer, zoning, planning, code review.
Contingency	\$0	\$100,000	Minimum plan lacks adequate contingency; preferred plan is safer.
Total	\$2,200,000	\$2,850,000	Preferred plan may be reduced after cost validation.

Potential Sources of Capital

Source	Potential Role	Pros	Risks / Requirements
SBA / commercial loan	Senior debt for acquisition and improvements.	Leverage, longer amortization, bank credibility.	Requires underwriting, guarantees, collateral, DSCR, equity injection.
Private equity investors	Equity gap, working capital and growth capital.	Flexibility and strategic relationships.	Requires clear return model, governance and exit path.
Strategic partners	Equipment, healthcare, golf, pickleball, schools, sports clubs.	Can reduce cash need and accelerate sales.	Partnership terms can dilute control or economics.
Seller financing	Bridge part of acquisition cost.	May reduce cash at closing.	Depends on seller willingness and terms.
Equipment financing	Golf simulators, fitness equipment, vehicles.	Matches debt to assets.	Payment burden before full utilization.
Foundation / nonprofit grants	Youth development, scholarships, community access.	Supports mission-aligned programs.	Typically not for for-profit acquisition; requires separate foundation governance.
Naming rights / sponsorships	Upfront capital or recurring revenue.	Non-dilutive if structured well.	Requires sales process and brand credibility.

CHAPTER 9

Investment Structure & Returns

The recommended structure separates real estate ownership, operating activities and community foundation functions. This improves accounting, liability management, lender clarity and potential future investment options.

Entity	Purpose	Owns / Operates	Notes
The Field House Holdings LLC	Real estate and major fixed assets.	Land, buildings, certain improvements and potentially leased equipment.	Can receive rent from operating company; supports collateral and real estate value.
The Field House Operations LLC	Operating business.	Memberships, tournaments, events, academy, golf, pickleball, rentals, sponsorships.	Responsible for payroll, programming, customer experience and sales.
The Field House Foundation	Future nonprofit arm.	Scholarships, outreach, community access, grants, youth development.	Should be legally separate and governed appropriately.

Illustrative Investor Concepts

- Equity investment into the holding company for real estate-backed upside and a preferred return.
- Equity investment into the operating company for cash-flow upside but higher operating risk.
- Convertible note or SAFE-style instrument if valuation is deferred, subject to legal advice.
- Revenue share or preferred equity for early investors, repurchased/refinanced after stabilization.
- Strategic investment in a specific district such as golf, pickleball, wellness or event venue operations.
- Founders should avoid casually stating that 1% equals \$60,000 unless the valuation basis is explicit. A \$60,000 investment for 1% implies a \$6.0 million post-money valuation. That may be defensible in a mature plan, but should be explained carefully.

Investor question to answer early

How does an investor get paid back? The first draft should present several exit paths: cash distributions, refinance after stabilization, partial recapitalization, sale to a strategic operator, sale of real estate and operating company, or long-term hold with preferred return.

CHAPTER 10

Bank Lending Case

A lender will evaluate the transaction differently than an equity investor. The bank will focus on collateral, borrower strength, cash flow, debt service coverage, equity injection, guarantees, permits, use of funds, experience, downside protection and the reliability of revenue assumptions.

Bank Concern	Prospectus Response	Diligence Needed
Collateral value	Real estate acquisition plus existing improvements and future asset value.	Appraisal, survey, title, environmental review.
Cash flow	Phase One can produce diversified revenue from existing asset activation.	Detailed monthly projections, signed LOIs, membership pipeline.
Debt service coverage	Stabilized EBITDA target near \$500K in conservative model.	Loan terms, interest rate, amortization, DSCR model.
Borrower execution risk	Founders have sports, youth programming and performance experience.	Add advisory board, operator resumes, SOPs, insurance and staffing plan.
Construction risk	Phase One uses adaptive reuse and smaller improvements before major field buildout.	Contractor budgets, permits, contingency and schedule.
Zoning / entitlement risk	Property zoning shown as AGC in county report.	County confirmation of allowed uses, special exceptions, occupancy and events.
Liquidity risk	Preferred capitalization includes working capital and contingency.	Minimum owner/investor equity and reserves.

Bank Package Attachments to Prepare

- Personal financial statements and tax returns as required by lender.
- Purchase contract and seller disclosures.
- Appraisal, environmental Phase I, survey and title commitment.
- Construction budgets with contractor estimates.
- Detailed operating model with monthly projections.
- Insurance quotes and risk plan.
- Entity documents and ownership chart.
- Letters of intent from tenants, partners, clubs or program customers.
- Resume package for founders and advisory team.

CHAPTER 11

Management & Governance

Leader	Proposed Role	Relevant Strengths
Nick Whitrow, M.Ed.	Founder & Academy Director / Managing Partner	Director of Sport for Rugby XV, youth sports administrator, tournament director, former collegiate rugby head coach, Clemson University instructor, event operator and community builder.
Cameron Lee	Founder & Director of Athletic Development & Performance	Athletic development, youth football leadership, strength and conditioning, speed and agility, team building, player development and community engagement.

Recommended Professional Team

Role	Why It Matters	Status
Commercial real estate attorney	Entity structure, purchase contract, zoning, investor documents, leases.	To engage.
CPA / financial advisor	Tax planning, model review, investor reporting, lender package.	To engage.
Commercial banker / SBA lender	Debt structure and underwriting path.	Initial conversations.
Civil engineer	Site constraints, stormwater, access, parking, utilities, fields.	To engage.
Architect / land planner	Master plan, building conversion, code path, renderings.	To engage.
General contractor	Budget validation and constructability.	To engage.
Insurance advisor	General liability, youth programming, events, vehicles, lodging, fitness, property.	To engage.
Sports facility consultant	Comparable operations, tournament model, pricing, utilization assumptions.	Optional but recommended.
Marketing / sponsorship advisor	Launch strategy, sponsor packages, naming rights.	To engage.

Governance recommendation

Create a Development Committee before raising outside capital. Even if initially advisory, it should

function like a professional review board for finance, construction, operations, safety, legal, community and strategy decisions.

CHAPTER 12

Operations Blueprint

The Field House should be built as an operating company, not only as a property. The operational plan must prove that the campus can be scheduled, staffed, maintained, insured, marketed and measured.

Department	Core Responsibilities	Early KPIs
Executive / Administration	Strategy, finance, compliance, leases, partnerships, reporting.	Cash flow, DSCR, investor updates, partner pipeline.
Performance Center	Training, membership, team contracts, testing, classes, camps.	Members, retention, team contracts, revenue per sq ft.
Academy	Transportation, homework, character, sports, parent communication.	Enrollment, attendance, retention, staff ratios, safety.
Events	Weddings, corporate, festivals, fundraisers, rentals.	Bookings, average event revenue, deposits, reviews.
Tournaments	Scheduling, operations, refs, fields, vendors, parking, results.	Events, teams, visitor spend, margin, repeat bookings.
Recreation	Pickleball, golf, leagues, lessons, social play.	Court/bay utilization, league signups, hourly revenue.
Facilities	Maintenance, landscaping, cleaning, utilities, security.	Work orders, uptime, cost per acre, safety incidents.
Sales & Marketing	Memberships, sponsorships, website, social, CRM, campaigns.	Leads, conversions, CAC, sponsor revenue.

Daily Utilization Model

Time Block	Target Uses	Reason
5:00-9:00 AM	Adult fitness, recovery, personal training, golf before work.	Captures professional adult market before school/work.
9:00 AM-3:00 PM	Homeschool, college/pro training, private coaching, corporate wellness, office tenants.	Activates campus during traditional off-peak hours.
3:00-6:00 PM	After-school academy, youth development, transportation-supported programming.	Solves family logistics and creates recurring revenue.
6:00-10:00 PM	Club practices, leagues, adult fitness, pickleball, golf, team training.	Prime recreation and team schedule window.
Weekends	Tournaments, weddings, camps, festivals, corporate events.	High-revenue, high-traffic destination periods.

CHAPTER 13

Marketing, Sales & Partnerships

Customer Segment	Core Offer	Sales Channel
Families with youth athletes	Academy, camps, performance, tournaments, memberships.	Schools, clubs, parent networks, social media, email, referral.
Club teams	Field rental, team training, tournaments, testing.	Direct outreach to coaches, governing bodies and tournament directors.
Adults	Fitness, pickleball, golf, recovery, events.	Local ads, founding memberships, corporate partners, community events.
Corporate clients	Retreats, wellness, golf, pickleball, team building, sponsorship.	LinkedIn, chamber, direct outreach, local businesses.
Healthcare / wellness providers	Office suites, referrals, recovery partnerships.	Professional network, lease packages, co-branded programs.
Wedding / event customers	Rural venue, event lawn, reception options, lodging support.	Venue platforms, photographers, planners, social content.
Investors / lenders	Development prospectus, financial model, evidence library.	Warm introductions, banking network, advisory board, investor dinners.

Brand Positioning

The strongest position is not “sports complex.” The recommended language is: The Field House at York County is a mixed-use sports, wellness and community development. This frames the project for lenders, investors, partners and public officials as a real estate-backed destination business with multiple uses, not a single-sport facility.

Suggested brand line

Developing Better Athletes. Building Stronger Communities.

CHAPTER 14

Competitive Positioning

The competitive analysis should compare The Field House against sports complexes, gyms, event venues, golf simulator businesses, pickleball clubs, school facilities and wellness providers within 30, 60 and 90 minutes. The goal is not to claim there is no competition. The goal is to show that few competitors combine the same mix of acreage, adaptive reuse, performance, youth development, events, lodging and phased expansion.

Category	Typical Competitor Strength	Typical Gap	Field House Differentiation
Municipal sports complexes	Fields, tournaments, public access.	Limited performance, wellness, lodging, events or private programming.	Private campus with multi-revenue model and integrated programming.
Commercial gyms	Fitness memberships and classes.	Limited youth sports, fields, tournaments or events.	Performance center tied to teams, academy and sports ecosystem.
Event / wedding venues	Hospitality and aesthetics.	Limited weekday recurring revenue.	Events plus daily sports/wellness/recreation revenue.
Golf simulator venues	Entertainment and leagues.	Limited outdoor campus, youth development or events.	Golf embedded within broader destination campus.
Pickleball clubs	Fast-growing recreation model.	Single-revenue focus and space constraints.	Pickleball integrated with fitness, events, food, wellness and tournaments.
School athletic facilities	Community trust and youth access.	Limited commercial availability, after-hours capacity, hospitality or adult programming.	Complementary partner rather than direct competitor.

Comparable Examples to Study

- LakePoint Sports (Georgia): large-scale sports tourism model and regional destination identity.
- IMG Academy (Florida): training, boarding and performance brand architecture, though at a far larger scale.
- Local municipal sports tourism complexes: tournament operations, parking, concessions and hotel demand models.
- Private pickleball clubs: membership, league, social and corporate event revenue mechanics.
- Golf entertainment concepts: bay utilization, food and beverage, leagues and corporate event strategies.
- Rural wedding venues in the Carolinas: pricing, booking cycles, seasonal demand and event staffing.

CHAPTER 15

Economic Impact

The economic impact section should be built to support conversations with York County officials, tourism organizations, grant providers, sponsors and community partners. The national sports tourism data shows the category is economically significant; The Field House should estimate its local contribution conservatively and transparently.

Impact Category	Preliminary Estimate Method	Data Needed
Annual visitors	Teams x athletes x family members x event weekends + daily members + event guests.	Tournament schedule, team counts, membership counts, event bookings.
Hotel nights	Non-local teams x travel party x room nights.	Visitor origin survey, partner hotel data.
Restaurant spending	Visitor days x estimated meal spending.	Local visitor spending assumptions.
Retail / fuel spending	Visitor days x ancillary spending.	Tourism benchmarks and visitor surveys.
Construction jobs	Construction budget x industry employment ratios.	Final construction budget.
Permanent jobs	Staffing plan by department.	Final operating model and payroll.
Tax impact	Sales, lodging, property and payroll activity.	CPA and economic development input.
Community outcomes	Scholarships, free clinics, school partnerships, youth served.	Foundation strategy and annual reporting system.

Evidence foundation

Sports ETA reported that sports tourism generated \$274.5B in total economic impact, \$111.2B in direct spending, 339M sports travelers, 124.3M room nights, 1.6M jobs and \$20.5B in state/local tax revenue nationally. The Field House should use those national metrics to frame the sector, then build local estimates from its own event calendar and visitor assumptions. [S4]

Risk Analysis & Mitigation

Risk	Potential Impact	Mitigation
Acreage / survey discrepancy	Investor confidence and development capacity.	Order survey, verify plat/deed, update every document consistently.
Zoning / entitlement	Uses may require special approvals.	Pre-application meeting with county, attorney review, code analysis.
Construction cost inflation	Capital need may exceed plan.	Obtain contractor budgets, value engineer, stage scope, add contingency.
Revenue ramp slower than expected	Debt service pressure.	Open with pre-sales, founding memberships, LOIs, events booked before launch.
Overbuilding too early	High fixed costs before demand.	Phase development based on milestone triggers.
Competition	Pressure on pricing or bookings.	Differentiate through integrated campus, academy, events, lodging and brand.
Weather seasonality	Outdoor field/event interruptions.	Indoor barn, golf, fitness, recovery, covered event options, cancellation policy.
Staffing / safety	Operational quality and liability.	SOPs, background checks, training, insurance, incident protocols.
Vehicle and youth transportation risk	High liability exposure.	Professional insurance, driver screening, maintenance logs, parent contracts.
Economic downturn	Discretionary spending pressure.	Diversify price points, school/community partnerships, sponsorships, adult fitness.
Founder dependency	Operational concentration risk.	Hire operators, document SOPs, build advisory board and management systems.

CHAPTER 17

Due Diligence Roadmap

This roadmap is designed to convert the first draft prospectus into a financeable package. Each item should become a tab in a shared data room.

Workstream	Immediate Action	Owner / Advisor
Property control	Obtain purchase agreement or LOI; confirm price, timing, contingencies.	Founders / attorney
Survey / acreage	Order boundary and ALTA survey; reconcile 33-acre vs 41.854-acre references.	Surveyor / attorney
Zoning and code	Meet with county planning and building officials; confirm allowed uses and special exceptions.	Attorney / architect
Environmental	Phase I environmental assessment.	Environmental consultant
Title	Title search and commitment; review easements, restrictions, access.	Attorney / title company
Engineering	Site constraints, soils, stormwater, parking, access, septic/sewer, utilities.	Civil engineer
Architecture	Adaptive reuse layouts, occupancy classifications, egress, fire, restrooms.	Architect
Construction budget	Obtain line-item budgets for Phase One and future phases.	GC / architect
Financial model	Build monthly model with debt service and scenarios.	CPA / advisor
Operating validation	Pre-sell memberships, collect LOIs, survey families, clubs and tenants.	Founders
Insurance	Property, general liability, youth, vehicles, events, lodging, fitness.	Insurance advisor
Entity and investment structure	Create LLCs, operating agreement, investor documents, compliance path.	Attorney / CPA

APPENDIX A

Evidence Library

ID	Source	Key Evidence Used	Where Used
S1	U.S. Census Bureau QuickFacts: York County, SC	2025 population 306,887; 2024 population 303,001; 2020 Census 282,090; 2010 Census 226,073; 8.9% growth from 2020 base to 2025.	Market, demographic thesis
S2	Charlotte Regional Business Alliance, Aug. 22, 2025	Charlotte region gained 57,300 residents through migration between July 2023 and July 2024, equal to approximately 157 per day.	Regional growth thesis
S3	Clover School District Construction site	Lake Wylie High School, Roosevelt Middle School and Liberty Hill Elementary School projected to open in August 2026.	School growth and youth demand
S4	Sports ETA 2026 State of the Industry Report announcement	Sports tourism: \$274.5B total economic impact, \$111.2B direct spending, 339M sports travelers, 124.3M room nights, 1.6M jobs, \$20.5B state/local tax revenue.	Sports tourism and economic impact
S5	Aspen Institute Project Play, 2025 parent survey	Average U.S. sports family spent \$1,016 on primary sport in 2024; estimate over \$40B in parent youth sports spending.	Youth sports market
S6	Health & Fitness Association, 2026 U.S. report release	81M U.S. fitness facility members in 2025; more than 100M used fitness facilities through memberships or flexible access; nearly 7B visits.	Fitness / wellness demand
S7	Sports & Fitness Industry Association pickleball research	24.3M Americans played pickleball in 2025; 171.8% growth from 2022 to 2025.	Pickleball revenue rationale

S8	National Golf Foundation golf industry facts	Nearly 4M juniors played on-course golf in 2025; junior golf highest since 2004; female and diverse participation growth.	Golf simulator rationale
F1	User-provided Measurement Packet: 2201 McFarland Rd York SC Measurements.PDF	3,035 SF HLA; 4,389 SF total measured; site diagram shows 100x40 barn, 20x18 guest house, 49x18 equipment shed, 32x26 detached garage.	Property and adaptive reuse plan
F2	User-provided York County Property Report: Property info.pdf	Parcel 3420000001; address 2201 McFarland Rd; zoning AGC; York County jurisdiction and utility / district information.	Property and diligence

APPENDIX B

Financial Tables

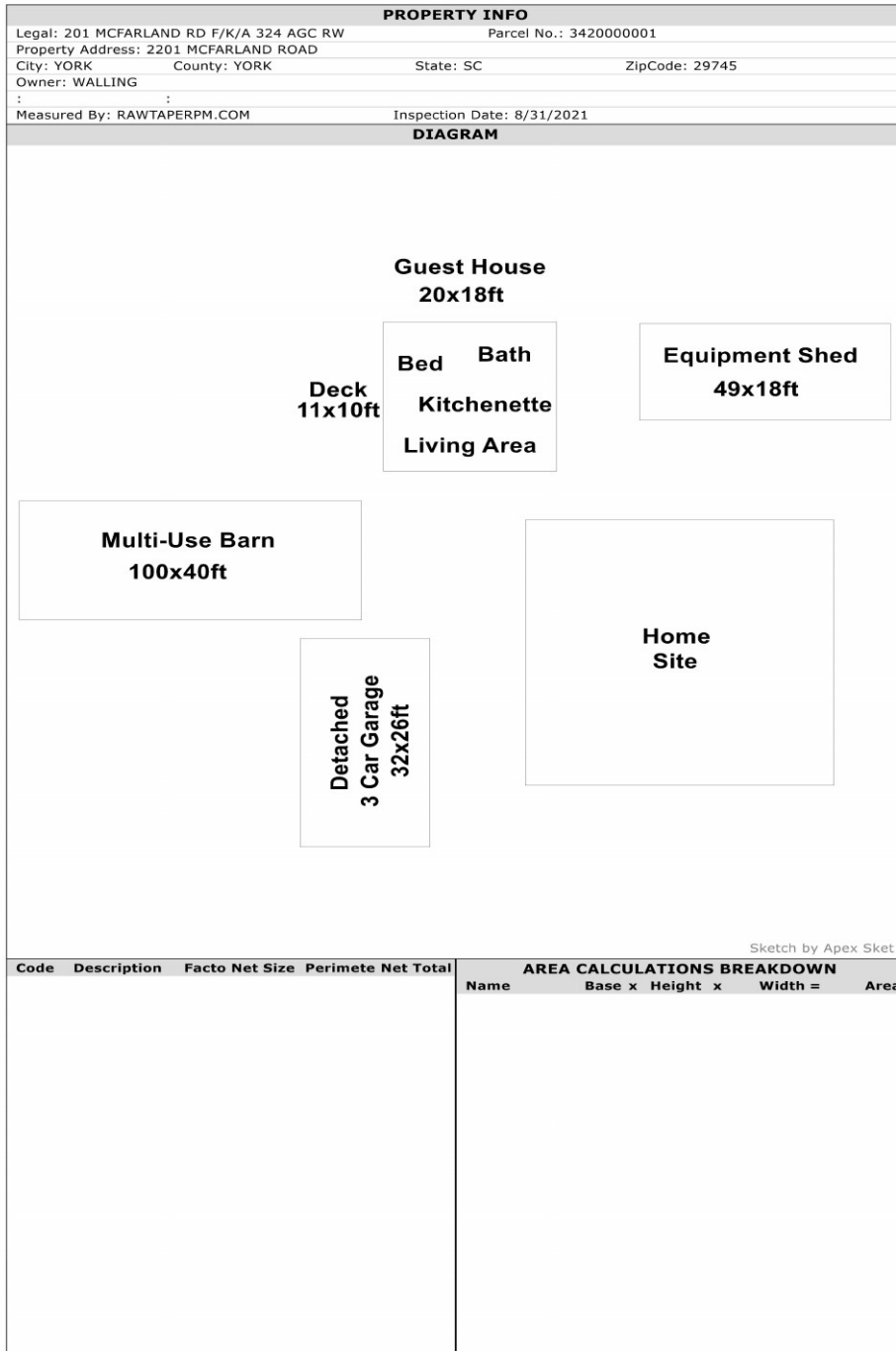
Scenario	Revenue	OpEx @ 60%	EBITDA	EBITDA Margin
Conservative Phase One	\$1,242,000	\$745,200	\$496,800	40%
Base Phase One	\$1,828,500	\$1,097,100	\$731,400	40%
High Phase One	\$2,415,000	\$1,449,000	\$966,000	40%
Phase Two Added Revenue	\$500,000-\$1,000,000	To model	To model	To model
Phase Three Added Revenue	\$250,000-\$800,000+	To model	To model	To model

Capital Item	Minimum	Preferred	Comment
Acquisition	\$1.20M	\$1.20M	Target property acquisition.
Phase One activation excluding acquisition	\$1.00M	\$1.65M	Scope dependent.
Working capital and contingency	\$0.10M	\$0.30M	Preferred structure materially safer.
Total	\$2.20M	\$2.85M	Needs refinement with bids and lender terms.

APPENDIX C

Property Exhibits

MEASUREMENT DIAGRAM



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Measurement packet, page 2: supporting measurement exhibit.

Draft for discussion only - financial and legal assumptions subject to verification

Public Safety

Police

Unit: 1B
 Station: YORK

Fire

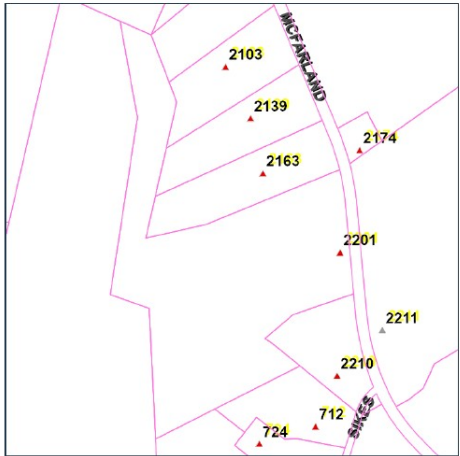
Station: York/Bethesda/McConnells/Newport
 Station ID: 3183
 Unit ID: York
 Unit: 46318

Medical

Station: PIEDMONT
 ORI: YORK AREA
 ID: 3182

Other

EPZ:



This report is provided by the GIS department of the York County Government, SC.

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Report Date: 09/06//2021 11:24:29 | v:3.1.3

York County property report, page 2: public safety and service information.

APPENDIX D

Future Deliverables to Build from This Draft

Deliverable	Purpose	Priority
20-page investor deck	Meeting presentation for equity	Immediate

Draft for discussion only - financial and legal assumptions subject to verification

	partners.	
Bank lending package	Debt-service focused underwriting packet.	Immediate
Excel financial model	Monthly cash flow, scenarios, DSCR, capex, debt service.	Immediate
Master site plan rendering	Visual centerpiece for investors, banks and county officials.	High
Competitive facility map	90-minute market gap analysis.	High
Drive-time demographic maps	10/20/30/45/60 minute population and income reach.	High
Architectural concept book	Floor plans, renderings and building programs.	High
Operations manual	SOPs for academy, events, tournaments, fitness, safety and facilities.	Medium
Sponsorship and naming rights deck	Non-dilutive capital and recurring revenue.	Medium
Community impact report	Youth outcomes, scholarships, tourism and economic development.	Medium

REFERENCES

Source List

- [S1] U.S. Census Bureau QuickFacts, York County, South Carolina.
<https://www.census.gov/quickfacts/fact/table/yorkcountysouthcarolina/PST045225>
- [S2] Charlotte Regional Business Alliance, “157 people move to Charlotte Region daily,” Aug. 22, 2025.
<https://charlotteregion.com/news/charlotte-population-increase/>
- [S3] Clover School District Construction, building projects and new school opening information.
<https://www.clover.k12.sc.us/o/csdc>
- [S4] Sports ETA, “Sports ETA Unveils 2026 State of the Industry Report,” Apr. 22, 2026.
<https://www.sportseta.org/blog/2026/04/22/sports-eta-unveils-2026-state-of-the-industry-report-defining-a-2745-billion-sports-tourism-economy>
- [S5] Aspen Institute Project Play, “Family spending on youth sports rises 46% over five years,” Mar. 3, 2025.
<https://projectplay.org/news/2025/2/24/project-play-survey-family-spending-on-youth-sports-rises-46-over-five-years>
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<https://sfia.org/research/u-s-pickleball-participation/>
- [S8] National Golf Foundation, “Golf Industry Facts.” <https://www.ngf.org/the-clubhouse/golf-industry-research/>
- [F1] User-provided file: 2201 McFarland Rd York SC Measurements.PDF.
- [F2] User-provided file: Property info.pdf.