



Project Arrow: National Scout Center

Local Economic Impact Analysis

Boy Scouts of America

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Conducted by:

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*This model is based on current BSA cost and activity assumptions for Project Arrow.
The BSA reserves the right to revise the model upon selection of the finalist location.*

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Project Arrow Impact Highlights

- **Phase 1 National Scouting Center New Construction** will support 2,250 new local jobs, generate \$94.2 million dollars in additional local income, and add \$27.8 million in tax revenue. Phase 1 new construction includes site preparation activities, infrastructure development, engineering/design, and new building construction, which together total more than \$160 million.
- **Phase 1 National Scouting Center On-Going Operations** will support 1,141 new local jobs (year-round equivalents), generate \$25.3 million dollars in additional local income, and add \$9.2 million in tax revenue. Phase 1 on-going operations include the establishment of a leadership center, a high-adventure base, national summer camp, and associated additional off-site activities such as rafting and area visitation.
- **Phase 2 National Scouting Center New Construction** will support 1,086 new local jobs, generate \$44 million dollars in additional local income, and add \$12.4 million in tax revenue. Phase 2 new construction includes site preparation activities, infrastructure development, engineering/design, and new building construction, which together total more than \$75.6 million.
- **Phase 2 National Scouting Center On-Going Operations** will support 2,243 new local jobs (year-round equivalents), generate \$49.9 million dollars in additional local income, and add \$18.2 million in tax revenue. Phase 2 on-going operations include the continuing operations of a leadership center, an expanded high-adventure base, expanded national summer camp, and associated additional off-site activities such as rafting and area visitation.
- **Phase 1 Jamboree** will add over \$40 million in new local expenditures. Within a core two-month period the Jamboree will support 4,083 local jobs. The Jamboree will generate \$16.9 million dollars in additional local income, and add \$6.9 million in tax revenue.
- **Phase 2 Jamboree** will add over \$48 million in new local expenditures. Within a core two-month period the Jamboree will support 4,899 local jobs. The Jamboree will generate \$20.3 million dollars in additional local income, and add \$8.3 million in tax revenue.

Project Arrow/National Scout Center

New Jobs, Income, and Tax Impact Summary

	New Jobs	Additional Income (million)	Additional Tax Revenues (million)
ONE-TIME			
Phase 1 New Construction	2,250	\$94.2	\$27.8
Phase 2 New Construction	1,086	\$44.0	\$12.4
ON-GOING / ANNUAL			
Phase 1 On-Going Operations	1,141	\$25.3	\$9.2
Phase 2 On-Going Operations	2,243	\$49.9	\$18.2
EVERY FOUR YEARS			
Phase 1 Jamboree*	4,083	\$16.9	\$6.9
Phase 2 Jamboree*	4,899	\$20.3	\$8.3
<i>* Jobs measured as occurring within a core two-month period.</i>			

National Scouting Center Phase 1

Phase 1 new construction includes site preparation activities, infrastructure development, engineering/design, and new building construction, which together total more than \$160 million.

The economic activity from new construction will support a total of 2,250 new local jobs; 1,409 directly on the project, 373 indirectly due to increased local business spending, and another 468 from increased local household spending. In terms of income, Phase 1 new construction will generate \$94.2 million dollars in additional local income; \$65.2 million directly on the project, \$15.2 million indirectly due to increased local business spending, and another \$13.8 million from increased local household spending. Tax revenues will increase by \$27.8 million; of which \$18.9 million will be Federal collections such as personal income taxes, and \$8.9 million to state and local government collections such as sales and income taxes.

Phase 1 on-going operations are on-site activities that will continue year-after-year and include the establishment of a leadership center, a high-adventure base, national summer camp, and associated additional off-site activities such as rafting and area visitation.

The economic activity from on-going operations will support a total of 1,141 new local jobs¹; 882 directly, 134 indirectly due to increased local business spending, and another 125 from increased local household spending. In terms of income, on-going operations will generate \$25.3 million dollars in additional local income; \$17.2 million directly, \$4.4 million indirectly due to increased local business spending, and another \$3.7 million from increased local household spending. Tax revenues will increase by \$9.2 million; of which \$5.1 million will be Federal collections such as income taxes, and \$4.1 million to state and local government collections such as sales and income taxes.

¹ Jobs are presented as annual full-year positions while in practice some will be seasonal; in those cases the seasonal position are combined to represent full-year equivalents.

National Scouting Center Phase 2

Phase 2 new construction includes site preparation activities, infrastructure development, engineering/design, and new building construction, which together total more than \$75.6 million.

The economic activity from future new construction will support a total of 1,086 new local jobs; 688 directly on the project, 179 indirectly due to increased local business spending, and another 219 from increased local household spending. In terms of income, Phase 2 new construction will generate \$44 million dollars in additional local income; \$30.3 million directly on the project, \$7.3 million indirectly due to increased local business spending, and another \$6.4 million from increased local household spending. Tax revenues will increase by \$12.4 million; of which \$8.6 million will be Federal collections such as personal income taxes, and \$3.8 million to state and local government collections such as sales and income taxes.

Phase 2 on-going operations include the continuing operations of a leadership center, an expanded high-adventure base, expanded national summer camp, and associated additional off-site activities such as rafting and area visitation.

The economic activity of future on-going operations will support a total of 2,243 new local jobs (see footnote 1); 1,733 directly, 264 indirectly due to increased local business spending, and another 246 from increased local household spending. In terms of income, Phase 2 on-going operations will generate \$49.9 million dollars in additional local income; \$33.8 million directly, \$8.8 million indirectly due to increased local business spending, and another \$7.3 million from increased local household spending. Tax revenues will increase by \$18.2 million; of which \$10.1 million will be Federal collections such as corporate and income taxes, and \$8.1 million to state and local government collections such as sales and income taxes.

Jamboree Phase 1

The Jamboree will occur on-site once every four years. On-site Jamboree activities which will create local demand include maintenance functions such as janitorial services and waste management, and delivery of supplies such as ice and cooking fuel. In addition, significant local impacts will be generated from visitors (family, volunteer staff and vendors) who will stay off-site at local lodging, buy gasoline locally, and eat at local restaurants. Together, local expenditures will total more than \$40 million².

The economic activity from Jamboree Phase 1 will support a total of 4,083 local jobs within a two-month period³; 3,096 directly, 485 indirectly due to increased local business spending, and another 502 from increased local household spending. In terms of income, Jamboree Phase 1 will generate \$16.9 million dollars in additional local income; \$11.6 million directly, \$2.8 million indirectly due to increased local business spending, and another \$2.5 million from increased local household spending. Local economic impacts from Jamboree Phase 1 will cause tax revenues to increase by \$6.9 million; of which \$3.4 million will be Federal collections such as personal income taxes, and \$3.5 million to state and local government collections such as sales and income taxes.

Jamboree Phase 2

Jamboree Phase 2 represents a twenty percent expansion of Jamboree Phase 1. The economic activity from Jamboree Phase 2 will support a total of 4,899 local jobs (see foot note 3); 3,714 directly, 584 indirectly due to increased local business spending, and another 601 from increased local household spending. In terms of income, Jamboree Phase 2 will generate \$20.3 million dollars in additional local income; \$14 million directly, \$3.4 million indirectly due to increased local business spending, and another \$2.9 million from increased local household spending. Local economic impacts from the Jamboree will cause tax revenues to increase by \$8.3 million; of which \$4.1 million will be Federal collections such as personal income taxes, and \$4.2 million to state and local government collections such as sales and income taxes.

² The BSA maintains national contracts for on-site grocery services for campers and food for staff. The national contracts are not included as part of local expenditures or contributing to local impacts.

³ Jobs are presented as occurring within a two-month period to accommodate preparation, and post clean-up activities, the bulk of economic activity from visitors will most likely occur within the ten days of the Jamboree.

Model Input Summary

Phase 1	
New Construction	<p>Construction Categories:</p> <ul style="list-style-type: none"> • Water Delivery \$11,997,400 • Water Storage \$9,640,800 • Sanitary Sewer \$14,058,420 • Solid Waste \$228,000 • Roads \$42,417,500 • Bridges \$2,400,000 • Lakes \$650,000 • Parking Areas \$1,050,000 • Campsite Prep \$21,891,700 • Amphitheater \$9,000,000 • Power Delivery \$4,000,000 • Landscaping \$3,547,032 • Other Construction \$12,088,085 • Planning/Design \$8,490,000 • Building Improvements \$19,440,000
On-Going Operations	<ul style="list-style-type: none"> • \$18 million High Adventure Camp serving 2,500 campers per week • Leadership Center: 19 year-round employees, 50 seasonal • National Summer Camp serving 2,5000 campers per week for 10 weeks • \$10.8 million of additional overnight visitor spending⁴ • 25,000 off-site local rafting trips
Jamboree (50,000 campers)	<ul style="list-style-type: none"> • \$195,000 assigned to storage containers, lawn maintenance, and facility services sector • \$500,000 assigned to waste removal • \$300,000 assigned to retail fuel (cooking/vehicle) • \$1,300,000 assigned to janitorial services • \$1,500,000 assigned to installation (70%) and service (30%) for electric utility service • \$195,000 assigned to local wholesale ice industry sector • \$ 23,413,540 assigned to hotel/lodging sector⁵

⁴ Based on 6,250 six-night visitor party stays, and 3,750 one-night visitor party stays by family and friends of attending scouts. Expected daily visitor spending per Greenbrier County Convention and Visitors Bureau Visitor Mail Survey, 2006.

	<ul style="list-style-type: none"> • \$6,574,590 assigned food services/restaurants⁶ • \$6,209,842 assigned to retail gasoline⁷ • 10,000 off-site local rafting trips
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Phase 2	
New Construction	<p>Construction Categories:</p> <ul style="list-style-type: none"> • Water Delivery \$2,566,500 • Sanitary Sewer \$919,500 • Roads \$9,882,500 • Parking Areas \$350,000 • Campsite Prep \$6,062,650 • Landscaping \$102,816 • Other Construction \$1,988,397 • Planning/Design \$4,056,540 • Building Improvements \$49,746,500
On-Going Operations	<ul style="list-style-type: none"> • High Adventure Camp serving campers 5,000 per week • Leadership Center: 19 year-round employees, 50 seasonal • National Summer Camp serving campers 5,000 per week for 10 weeks • \$21.6 million of additional overnight visitor spending⁸ • 50,000 off-site local rafting trips
Jamboree (60,000 campers)	<ul style="list-style-type: none"> • Twenty percent expansion of Jamboree Phase 1 impacts, proportional to increase in campers

⁵ Hotel/lodging spending based on: a) 500 off-site volunteer staff, 15 nights, 2 per room, b) 25 off-site vendors, 20 nights, 1.5 per room, c) average of 312,500 visitors, 2.5 nights, 3 per room, and d) average room rate of \$88.52 per sample of 25 hotels in a southern region for July 24-August 2 2009.

⁶ Food services/restaurant spending based on: a) 400 off-site volunteer staff, 10 meals each, b) 25 off-site vendors, 1.5 meals per day, 20 days, c) one-half of 312,500 visitors, 4 meals each, and d) average meal price of \$10.44, 2002 U.S. Economic Census, adjusted for inflation.

⁷ Retail gasoline purchase based on: a) 6,500 on-site volunteer staff, 80% drive, 3 per vehicle, 20 gallons per vehicle, b) 500 off-site volunteer staff, 80% drive, 3 per vehicle, 20 gallons per vehicle, c) 1,000 on-site military, 4 per vehicle, 20 gallons per vehicle, d) 25 off-site vendors, 2 per vehicle, 20 gallons per vehicle, e) 312,500 visitors, 95% drive, 3 per vehicle, 20 gallons per vehicle, f) two year average retail price per gallon of gasoline at \$3.07, U.S. Energy Information Administration.

⁸ Double of Phase 1 on-going operations overnight visitation (see foot note 4).

Economic Model and Impact Generation

Impacts were generated by employing an economic model based on the existing industrial structure of a southern state. The IMPLAN economic impact assessment software system⁹ was utilized in the study. The IMPLAN model was originally developed by the USDA Forest Service in cooperation with the Federal Emergency Management Agency (FEMA) and the USDI Bureau of Land Management to assist in resource management and planning. Currently the model is used by dozens of public, private, and academic organizations.

The overriding objective of the model is to measure the full economic impact to a regional/local economy of a specific economic activity. The model is built upon a matrix detailing the input-output relationships among industries and consumers. The primary matrix structure is derived from the National Bureau of Economic Analysis's Benchmark Input-Output Model.

The national model is realigned to match the regional economy. Output ratios and imports for over 500 industrial sectors in the area are assigned. Purchase coefficients are derived to measure the percentage of intermediate and final demands that are satisfied from local production and the percentage that are imported from outside the area. Consumer expenditure patterns, price deflators, industry employment levels, household income groups and the area population are also factored in for the local economy.

As a result, the economic impact model is able to generate a set of multipliers. The multipliers calculate changes due to; the initial *direct effects*, the backwards *indirect effects* caused by the changing inputs to effected industries and the *induced effects* on household spending caused by the changes in household income. The multipliers also depict leakage from the area, which eventually diminish the effects to zero.

The model can report the resulting economic impacts in terms of employment, income and changes in estimated tax revenues. Besides aggregate impacts, the reports can also show effects upon individual industrial sectors.

⁹ Minnesota IMPLAN Group, Inc., 1725 Tower Drive West, Suite 140, Stillwater, MN 55082

Authors' Bio

Tom Tveidt

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Mr. Tveidt is a research economist whose expertise is regional economic assessment and evaluation. Mr. Tveidt is an active practitioner with experience in industrial site selection, industry target evaluation, economic impact analysis, and regional economy appraisal.

SYNEVA Economics, LLC is dedicated to the collection, analysis, and presentation of accurate regional economic and demographic information. SYNEVA Economics, LLC is unique in its commitment to making complex regional economic issues understandable to the public.

Tom also serves as the Director of the Asheville Metro Business Research Center in Asheville, North Carolina, where his publications on regional economics enjoy a monthly readership of about 13,000 persons. He regularly speaks before business groups, government organizations and public assemblies, detailing regional economic trends and issues. Mr. Tveidt is frequently quoted in newspapers, business journals, and TV news programs.

Currently, Mr. Tveidt sits on the Editorial Review Board for the journal *Applied Research in Economic Development*, published by Southern Mississippi University. Tom is a current chair-elect of the Council for Community and Economic Research (C2ER), and is an active member of the National Association of Business Economics (NABE), and the Association of Public Data Users (APDU). Tom has been an invited instructor for the National Association of State Development Agencies (NASDA), the International Economic Development Council (IEDC), and the C2ER. His courses focus on the accurate and effective presentation of regional economic information.

In 2006 and 2007, Mr. Tveidt participated as a senior policy advisor and curriculum developer for a U.S. Department of Economic Development Administration funded program to develop and deliver regional economic development training based on regionalism and industry clusters. The program was a partnership of Western Carolina University, University of Illinois at Urbana-Champaign, and the Council for Community and Economic Research.

Mr. Tveidt has a BA in Economics from the University of California, Santa Barbara, California, and an MBA in Finance from California Lutheran University in Thousand Oaks, California.

Recent Projects:

- * Workforce Analysis: Distribution & Warehousing Services, Southeastern GA
- * Economic Assessment: Baton Rouge, LA
- * Industry Economic Impact Analysis: Southeast U.S.
- * Manufacturer Site Selection: Northeast U.S.
- * Economic Impact Analysis: Western North Carolina

- * Economic Assessment & Industry Targeting: Monroe Parish, LA
- * Workforce Assessment: Western North Carolina
- * Economic Assessment: Topeka, KS
- * Workforce Analysis: Back Office Services, Macon GA
- * Economic Impact Analysis & Community Presentation: Lake Havasu, AZ