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City Clerk
Jennifer M. Johnson

City of Margate, Florida

October 19, 2023

Broward County Commission
C/O County Administrator - Monica Cepero
115 S. Andrews Ave., Room 409
Fort Lauderdale, FL 33301

RE: Consideration for extending the Margate Community Redevelopment Agency Operational
Timeframe

Dear Ms. Cepero:

This letter is to respectfully request the Broward County Board of County Commissioners' consideration for continuing their successful partnership with the City of Margate with respect to the continued operation of the Margate Community Redevelopment Agency ("MCRA"). In order to continue the partnership, the City of Margate ("City") respectfully requests that the Board of County Commissioners consider an extension of the MCRA's sunset date through the conclusion of the 2046-2047 fiscal year. With the grant of the extension of the sunset date, the City of Margate and the MCRA would prudently use the extended timeframe, and associated TIF revenue, to facilitate the implementation of the regionally significant Margate City Center project, as it has generally been planned, at Margate Boulevard and State Road 7/U.S. 441. The implementation of the Margate City Center project would add a significant, ongoing, new economic engine to both the Broward County and City economies, and support the realization of numerous Broward County and City strategic Goals.

A Successful Partnership

In 1996 Broward County and the City of Margate formed a strategic partnership through the establishment of the MCRA to address deteriorating economic and physical conditions within the City and to improve the quality of life for Broward County residents. This successful partnership has endured several economic downturns and a global pandemic while accelerating the installation of infrastructure improvements, roadway and streetscape improvements, park and open space improvements and facilitating sustained economic development achievements.

These infrastructure improvements and economic development achievements have encouraged additional private sector investment. Despite the chilling effects of economic recessions and pandemics, the taxable value of the properties within the MCRA have more than tripled from 1996, increasing \$306,827,250 to \$1,047,101,560.

Broward County and the MCRA have previously collaborated on a number of economic developments, infrastructure improvements and quality of life initiatives. The City Center project's development will address significant growth management plan objectives for both the City and the County.

Margate City Center: Creating of Sense of Place for the Community and Energizing Economies

Since 2003, the creation of an urban, municipal center for the City of Margate has been a long-term redevelopment objective for both the City and the MCRA. To facilitate the development of the Margate City Center project, the MCRA has assembled over 36 acres of property, created City Center specific land development regulations to accommodate the development of the desired uses, and has committed over Fifteen Million Dollars to fund improved transportation networks, public infrastructure, and open space improvements. Currently, the MCRA is working with Colliers International Real Estate Company to actively recruit potential development teams to implement the City Center.

A recently prepared analysis, based on an illustrative development program reflecting approved entitlements and consistent with prior discussions, indicates the economic impacts of spending an estimated \$524,689,542 on construction costs (hard costs) and an additional \$104,937,908 on architectural, engineering and design services (soft costs) for the City Center mixed use development project. ***These anticipated economic impacts associated with the Margate City Center Development are significant for Broward County, the City of Margate, and the larger regional economy.***

One Time Impacts (construction period)

- \$969.98M in gross economic output during construction period
- 5,500 total temporary jobs generating \$336.84M in wages and salaries

Continuing Impacts (operational period-Annual Activity)

- \$140.4 M annual economic output across Broward County economy
- 957 direct, indirect and induced full-time/part-time and seasonal jobs generating \$58.29M in annual wages
- \$83.82M in value-added economic activity to the County's economy

In summary, the economic impact will stimulate both short term employment, long-term jobs, as well as a significant increase to the City, County, and region's tax base.

Sunsetting with a Successful City Center-Realizing County Goals

The MCRA would utilize the period during the 2026-2031 fiscal years to fully activate the City Center Project. The MCRA would utilize the full operational term (2047) to administer the completion of long term public realm, transportation and infrastructure improvements. The MCRA has programmed over Twenty Million Dollars in capital improvements over the next five (5) years to enhance the public realm surrounding the City Center project, improve transportation connections and enhance the quality of experiences for visitors and residents. The implementation of the development program and the future realized contributions to the local and regional economies support Broward County's Goals and the County Commission's Vision, Mission and Values.

Accountable Government: The proposed extension of the MCRA sunset date addresses a clear community identified objective and presents a transparent and accessible view of proposed funding sources and uses for the City Center project (through Annual Work Plans and Budgets). The MCRA FY 2023-2027 Budget identifies the specific capital projects and their anticipated costs associated with the Margate City Center development.

Connected Community: The proposed extension of the MCRA sunset date would enable the City and the County to implement improvements to the County's intermodal transportation options and regional transit systems. Specific City Center transportation enhancements include streetscapes and signalization improvements, State Road 7 greenway improvements, a structured parking facility, and enhanced bike and pedestrian crossings. The MCRA has budgeted over Eight Million Dollars for improved transportation options and connectivity over the next 5 years.

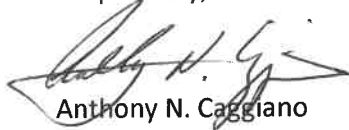
Economic Opportunity: The proposed extension of the MCRA's sunset date will have significant on-going positive economic impacts to the Broward County economy. The illustrative City Center development program contemplates 150,000 sq.ft. of office uses, 275,000 sq.ft. of retail uses, 100,000 sq.ft. of civic uses and 60,000 sq. ft. hotel uses that will support an anticipated 957 full-time, part-time and seasonal jobs. The anticipated associated annual payroll for these new jobs is over Fifty Eight Million Dollars.

Healthy Community: The proposed extension of the MCRA sunset date will positively impact Broward County community's overall health, public wellbeing and welfare. Programmed capital improvements associated with the City Center development include an amphitheater, a community center and senior center, public plazas and amenities, enhanced bicycle and pedestrian amenities and a waterfront promenade including a boat launch. The MCRA has budgeted over Ten Million Dollars for health and community related improvements over the next 5 years.

Resilient Community: The proposed extension of the MCRA sunset date will include public infrastructure improvements to the County's stormwater management systems and resiliency resources. These improvements include additional stormwater capacity and conveyance systems, and utility infrastructure contingency improvements (for unanticipated infrastructure issues). The MCRA has budgeted over One Million Eight Hundred Thousand Dollars for improved infrastructure services and community resiliency over the next 5 years.

The MCRA is committed to bringing this catalytic development out of the ground. It has been a long term community goal and we feel, with additional support from Broward County in recognizing the value of our request for an extension, the Margate City Center will become a reality. We appreciate your thoughtful consideration and look forward to continued City/County collaboration. We are available to answer any questions or provide any further clarification-.

Respectfully,



Anthony N. Caggiano
Mayor

Attachment: ***Economic Impact Memorandum - Margate City Center, August 25, 2023, revised September 18, 2023***

Memorandum

To	Cale Curtis, City Manager, City of Margate
Project	Margate CRA Plan Update City Center Economic Impact (#R221335.00)
From:	John Jones, Senior Planner; Natalie Frazier, Senior Analyst; Laura Smith, Urban Analytics Manager; Owen Beitsch, Senior Advisor GAI Consultants' Community Solutions Group
Date	25 August 2023 Revised 18 September 2023

PROJECT INTRODUCTION

GAI Consultants, Inc. ("GAI") was retained by the City of Margate ("Client" or "City") to conduct an economic impact analysis associated with a proposed development project, Margate City Center ("Project"), located in Broward County, FL. Planned by Colliers International Real Estate Company ("Colliers") with direction from the Client, the Project could take many forms and utilize entitlements available throughout the broader Community Redevelopment Area ("CRA"). Certain entitlements might be distributed elsewhere as circumstances warrant, and all, or only some, of the entitlements or allowed uses might be developed. Consequently, for purposes of this study and memorandum, the Project's program is largely illustrative of that which may be ultimately implemented.

The present analysis assumes the construction of approximately 1,602,810 gross square feet ("SF") of space situated on approximately 51.0 acres. The specifics of the development program utilized for the present study are detailed in the following table (see Table 1).

Table 1. Margate City Center Project Development Program

	Multi-Family	Hotel	Retail	Office	Civic
Units/Rooms	960	150	-	-	-
Average Unit Size (SF)	900	400	-	-	-
Total SF less Common Area ("Net SF")	864,000	60,000	275,000	150,000	100,000
Building Efficiency	90%	85%	90%	90%	-
Total SF with Common Area ("Gross SF")	960,000	70,588	305,556	166,667	-
Parking Spaces	1,440	150	1,100	667	-
Total Development Net SF					1,449,000
Total Development Gross SF					1,602,810

Sources: Colliers International; City of Margate. Note: SF represents square feet.

At this time, certain information or data has been explicitly defined by Colliers. Such information or any related assumptions are mostly subject to the Client's control and actions, the total costs of infrastructure and other construction for example. Incremental changes to those costs and other

similar assumptions would not materially alter our expectations about the Project's likely economic output and impact.

Effectively, the analysis explores the most important and fundamental economic relationships involved in developing the illustrative program as it has been designed by Colliers and the Client, focusing primarily on those aspects bringing both jobs and financial advantages to the City, as well as other affected jurisdictions. GAI was not retained to test the concept nor its feasibility. While this analysis cannot assure the results described will be achieved, they could be significant if the illustrative program and entitlement are implemented as generally represented.

Such context and background provide the theoretical basis for assumptions for use in an Impact Analyses and Planning ("IMPLAN") model, a recognized input-output simulation tool which calculates and illustrates how spending generated within various economic sectors flow throughout local economies. IMPLAN's output is expressed in terms of regional sales activity, jobs, wages, and public revenues. Based upon the analysis, the Project could generate significant economic impacts for the Broward County area. Highlights, based upon the probable economic result, are summarized below.

MAJOR ECONOMIC IMPACTS OF THE PROJECT

The common measures of economic impacts within our analysis are measured in terms of the Project's output, jobs, and wages. Some of these measures occur as one-time events, whereas other measures are recurring impacts.

The following are summary comments of our economic impact analysis:

- *Continuing*, permanent economic activities stemming from the management, maintenance, and operation of the Project will generate about \$140.40 million in gross annual economic output in a typical year across the Broward County economy.
- This *recurring* annual economic output is associated with nearly 957 *direct, indirect, and induced* permanent full-time, part-time, and seasonal jobs earning about \$58.29 million in wages each year, as well as a value added, a measure of the County's contribution to GDP, of approximately \$83.82 million generated from the Project annually.
- The initial *one-time* impacts from the investment in the Project are also substantive, albeit only occurring throughout the development and construction period. This one-time investment in the Project's construction is expected to generate nearly \$969.98 million in gross economic output and approximately 5,500 total *temporary* jobs providing \$336.84 million in wages and salaries.
- The data provided is represented conservatively in terms of constant 2023 dollars.

CONCEPTS FOR MEASURING ECONOMIC BENEFITS

Economic benefits are usually defined as the economic output of new business or development typically expressed in terms of sales or production capacity, value added or other like economic or commercial activity, and total employment generated. The common measures of benefit are simply economic output, jobs, and wages. In this situation, they are the jobs and benefits created over the duration of the Project's development followed then by its continued operation.

Economic benefits can be classified as *direct*, *indirect*, or *induced*:

- *Direct* benefits or effects relate to revenues generated or expenditures made in the local economy during the years of construction and operation of the proposed Project.
- *Indirect* benefits or effects stem from spending between and among firms or businesses that supply the core activity.
- *Induced* benefits are experienced, in large measure, through wages received by workers and the spending they circulate to support their household unit.

Economic events can be considered as permanent and continuing events (recurring) or one time (non-recurring).

- Permanent or recurring activities are focused on sustained operations such as that associated with the continuing activity of a small retailer, manufacturer, or real estate company. For the Project these are the full complement of staffing that will be in place and work once the development is completed.
- Typically, one time or non-recurring events are those related to activities having a fairly well determined start and end date. Construction projects, blockbuster events, and seasonal festivals or celebrations are among the most common one time or non-recurring events. Most of these one-time events tie to the Project's outside professionals, crews, and building partners.

Theory, observation, and applied analysis explicitly and consistently acknowledge these multiple levels and incidence of effects. However, our analysis is purposefully conservative in its representations.

To avoid any confusion about the dollar value of future years, all information is portrayed in 2023 dollars. These have the advantage of not overstating any impacts while allowing a subsequent analysis to average them or to convert items of specific interest to future year dollars.

ECONOMIC IMPACT ANALYSIS FRAMEWORK AND METHODOLOGY

Economic impact analysis begins with introducing a change in the output of goods and the use of a multiplier model to analyze the effects on a region's larger economy tied to a uniformly maintained chart of accounts that record the spending and receipts in discrete geographic areas. Theoretically, the collective spending of all projects or activities would total to all spending of the state and the nation.

The standard input-output model estimates the *direct*, *indirect*, and *induced* economic implications of some discrete or particular economic activity. The secondary effects, or the sum of all *indirect* and *induced* impacts, along with the particular economic activity, provide an estimate of the "multiplier" effects from that activity. In such models, measures of aggregate economic activity are used as a basis for estimating the total economic impact of the subject activity.

The use of an input-output model is to calculate benefits generally accepted as the industry standard practice. Results will be very consistent among different input-output models or between different professionals.

IMPLAN

The economic benefits derived in this report have been prepared using the application of an IMPLAN model, a recognized and commercially available software application. Similar to other economic modeling systems, IMPLAN calculates the initial and subsequent economic effects of a specific stimulus, such as employment in a specific industry or investment in the construction of new facilities, or the operational expenditures from a firm or industry. These are essentially the nature of the activities represented in this development program.

IMPLAN and similar models replicate the reported interactions between or among industries and households in an economy, identifying forward and backward transactions which impact the production and consumption of all goods and services. The various economic impacts are measured in terms of the output, jobs, income, and tax revenues generated by the activities being tracked.

IMPLAN models identify the resources and categories of inputs required to create given quantities of different kinds of output. The most direct impacts of activities involve economically connected or proximate businesses, households, and units of government. Economic impacts address distributional issues, identifying gains or losses in economic activity for particular regions or economic sectors. In an aggregate measure, these are the estimated results of an activity.

Based upon our analysis, the Project's illustrative program could generate positive economic impacts to the Broward County area with much of the impact realized locally. Since the Project would contribute at above average rates to the local region, its development and continued operation support a significant concentration of employees while also offsetting capital and operating requirements of government activities budgeted at existing levels.

IMPACT MEASURES

The economic impacts are measured typically in terms of value-added sales, income, and jobs. The model tracks impact through direct and secondary effects. Jobs are consistent with Bureau of Labor Statistics ("BLS") data and do not differentiate part-time jobs from full-time jobs.

- *Value Added* is the metric of economic significance preferred. It discretely centers on the contribution of the activity or industry to gross regional or national product. Value added includes the personal income to households (wages, salaries, and payroll benefits), profits and rents of private firms, and indirect business taxes accruing to government units in the region.
- *Output* represents the total annual production value of each industry (sales plus net inventory change). Output is in producer prices and includes net of inventory changes. Output is revenue except for in the case of retail sales, or if there are additions/deletions to inventory.
- *Wages and personal or total income* are often reported instead since value added is not as widely understood as the other measures. Personal income, total income, or value added are especially useful when comparing impacts across economic sectors.
- *Personal Income* measures wages and salaries, payroll benefits, and income of sole proprietors. Total income adds in profits and rents of businesses.

DIRECT, INDIRECT, AND INDUCED EFFECTS

These effects comprise initial and subsequent spending, as well as initial and subsequent rounds of impacts, which continue until all activity leaks to the larger region or state. This model, through the choice of inputs and appropriate multipliers, has considered economic impacts primarily to the Broward County area.

No local economy produces every good or service, capturing all economic activity. When there are gaps in local production, the local effects will be reduced. As money and purchases circulate through the economy, moving from one business to another and one individual to another, the economic benefits are shared, generating the multiplier effect. Ultimately, these effects bleed into other areas as spending continues but sophisticated or complex economies such as Broward County will normally capture *more*.

Amplifying earlier concepts:

- *Direct Effects* are the sales, income, and jobs in those businesses. In this case we are speaking about total spending within the Project for all its horizontal and vertical components and ultimately the continued operations of the overarching management entity.
- *Indirect Effects* result when those business or activities directly impacted the purchase goods and services from other businesses within the region, so-called “backward-linked” industries. Input-output models estimate these effects by using a production function for each sector and estimate the propensity of businesses to buy goods and services from local suppliers.
- *Induced Effects* stem from household spending of income earned directly or indirectly from the visitor spending. For example, the various employees identified or estimated live in the area and spend their income on housing, groceries, and other personal needs. This spending supports additional jobs in a variety of local businesses but ultimately not entirely within the Broward County area.
- Collectively, the *indirect* and *induced* effects are termed secondary effects. The total impact of all major spending is the sum of *direct*, *indirect*, and *induced* effects. The figure below illustrates the larger multiplier effect (see Figure 2).

Figure 1. Direct, Indirect, and Induced Effects



Source: Fourth Economy, 2014. All Rights Reserved.

MARGATE CITY CENTER'S CALCULATED ECONOMIC BENEFITS

The economic benefits derived in this report have been prepared using an IMPLAN model for both one-time (non-recurring) construction impacts and on-going (recurring) operational impacts.

KEY INPUT ASSUMPTIONS AND PROCESS

As highlighted in the introduction, the potential economic impacts extend from fairly specific and discrete assumptions based on the illustrative content and nature of the Project's development, and the costs incurred for the Project. While we cannot opine on the Project's costs, Colliers has provided information which was relied on for this analysis. This information allows us to correlate a number of individual activities that populate and generate the IMPLAN outputs.

The most significant activities in this aspect of the analysis stem from the estimated total development costs of approximately \$524,689,542 for the building costs, interior buildout, and parking construction, along with 20% allocated to soft costs equating to about \$104,937,908, as detailed by Colliers. IMPLAN, through its wage information and classification of accounts, then estimates the individual or business incomes generated, as well as the specific types of activities or job tasks the employees will perform. In this case, the construction activities and employment skills supported by the Project's budget are likely to reflect the on-site activity accurately.

GAI was able to estimate the number of total employees the Project may reasonably achieve at full build-out by applying space utilization ratios to the development program by property type. Space utilization per job, particular to specific building types or industries, represents the typical square feet needed per employee and is a commonly used metric for measuring employment intensity and capacity. Although other factors, such as remote work and co-working space, can impact how much square footage is actually needed per employee, space utilization per job is generally a good indicator of space needed for both comfort and productivity in a physical setting. To note, retail space depends largely on "foot traffic" and requires substantially more accommodation space for customers.

Based on research from the U.S. Energy Information Administration and the National Apartment Association, we were able to estimate that the Project will employ 619 jobs *directly* associated with the Project itself, supporting the operations and management of the entire development including the multi-family units, hotel rooms, as well as the retail, office, and civic space, as illustrated in the table below (see Table 2).

Table 2. Margate City Center Project Employment Estimates

Property Use	Space Utilization Ratio	Total Estimated Employees	Employment % Capture
Multi-Family	1 employee per 45 units	21	3%
Hotel	2,430 SF per employee	29	5%
Retail	1,600 SF per employee	191	31%
Office	510 SF per employee	330	53%
Civic	2,080 SF per employee	48	8%
TOTAL		619	100%

Sources: U.S. Energy Information Administration; National Apartment Association; Colliers International; GAI Consultants. Note: SF represents square feet. Space utilization ratio applied to total SF per property use including common area(s) as reflected in Table 1.

This space utilization analysis is intended to help guide the amount of square footage necessary to accommodate employees in both a comfort and productivity capacity for the Project at full build-out. If the initial figures are larger or smaller than represented, the output will be increased or decreased proportionately.

During the Project's full development and construction period, this venture will support a variety of its own personnel. Certainly, when the Project is completed, if not somewhat earlier, the Client will increase the initial staffing to include employees associated with maintaining and managing the development. These employees will be added according to the needs and the pace of sales or growth of residents and tenants.

While a few of the Client's employees could also be involved in the development of the property and various amenities, most will be employed by others. For the most part, the labor force will be employees of outside companies or firms providing technical services, including engineering, design, legal, and other services rather than employees of the Client.

Effectively, GAI has modeled multiple periods or activities that are summarized in the several tables that follow. These include: (1) construction or development efforts and the incremental development costs associated with the Project; and (2) the longer-term operation of all facilities constructed and then managed or maintained at full build-out of the Project. In each of these models, GAI has addressed the *direct*, *indirect*, and *induced* effects of the Project at full build-out.

The following sub-sections illustrate the one time or non-recurring economic activities (1 above), as well as the on-going or recurring economic impacts (2 above) we assume to be possible as a result of the Project based on the IMPLAN models. These impacts reflect a constant 2023-dollar year; therefore, it is not necessary to view the impacts on an annual basis.

TOTAL CONSTRUCTION IMPACTS

The entire construction phase of the Project, with a projected total cost of \$629,627,451, is estimated to create 5,500 total jobs within the Broward County area, with 3,614 of these *directly* associated with the Project. The total job count for new development of the entire site is associated with almost \$969,982,300 in total output with nearly \$336,838,130 in earnings connected to the Project.

The following table illustrates the estimated non-recurring (one-time) economic impact captured within the Broward County area from the proposed construction activities (see Table 3).

Table 3. Economic Impacts – One-Time Impacts

Economic Measures	Direct	Indirect & Induced	Total Impact
Employment	3,613	1,887	5,500
Earnings (000s)	\$ 226,267.8	\$ 110,571.3	\$ 336,838.1
Value Added (000s)	\$ 322,981.3	\$ 196,476.8	\$ 519,458.8
Output (000s)	\$ 629,627.5	\$ 340,354.9	\$ 969,982.3

Sources: IMPLAN Group; GAI Consultants. Notes: Represent 2023 constant dollars.

While these impacts occur only during the construction and development of the Project. They are nonetheless critical to maintaining a flow of demand for construction related employment within the local economy and establish a base of skilled labor that provides for future opportunities.

Direct, Indirect, and Induced One-Time Impacts

Construction spending will also provide a catalyst for *indirect* and *induced* employment impacts in the form of a mix of professional and service-related jobs. The jobs identified by IMPLAN are not necessarily full-time. As such, some will have earnings higher than others, and some may be less than full-time. The one time or non-recurring jobs are estimated for the full period of development and construction activity. The actual number of workers or jobs on site is the total labor force that will be engaged.

The following table illustrates the top 10 industry sectors resulting from the total impacts (*direct*, *indirect*, and *induced* effects) of the one-time construction impacts generated from the Project at full build-out (see Table 4).

Table 4. Employment Sector Impacts | *Direct, Indirect, and Induced* Effects – One-Time Impacts

Industry Sector	Jobs
Construction	3,633
Building Material and Supplies Dealers	227
Administration and Support Services	178
Professional, Scientific, and Technical Services	173
Real Estate	134
Food Services and Drinking Places	126
Ambulatory Health Care Services	109
Wholesale Trade	103
Repair and Maintenance	60
Personal and Laundry Services	54

Sources: IMPLAN Group; GAI Consultants.

The *indirect* and *induced* employment impacts created from the construction of the Project represents a mix of professional and service-related jobs, clearly providing adjacent the region with more and enhanced employment opportunity than would otherwise exist.

TOTAL OPERATIONAL IMPACTS

The Project, as proposed, is expected to produce nearly 957 total annual, permanent jobs within the local economy from on-going operations at full build-out. About 619 of these jobs, previously estimated within our analysis, will be *directly* associated with the Project itself, supporting the operations and management of the entire development including the multi-family units, hotel rooms, as well as the retail, office, and civic space. The other 338 jobs result from *indirect* and *induced* effects from operations and employee's disposable incomes. Independent of any additional *indirect* and *induced* jobs, the Project's own *direct* job counts are the significant factor in overall economic impacts.

The total job count from on-going operations is associated with \$140,396,601 in annual economic output and \$58,286,073 in total annual earnings. *Direct* job impacts associated with the Project total \$82,033,835 in annual economic output and \$39,222,913 in annual earnings.

Table 5 below illustrates the estimated recurring (on-going) economic impact captured within Broward County from the proposed operations and management activity of the Project.

Table 5. Economic Impacts – On-Going Impacts

Economic Measures	Direct	Indirect & Induced	Total Impact
Employment	619	338	957
Earnings (000s)	\$ 39,222.9	\$ 19,063.2	\$ 58,286.1
Value Added (000s)	\$ 50,969.6	\$ 32,853.6	\$ 83,823.2
Output (000s)	\$ 82,033.8	\$ 58,362.8	\$ 140,396.6

Sources: IMPLAN Group; GAI Consultants. Notes: Represent 2023 constant dollars.

These kinds of recurring annual economic impacts (e.g., sales, business revenues) and annual wages directly support the predominate forms of tax revenues used to fund City and County services.

Direct, Indirect, and Induced Operating Impacts

The subsequent rounds of spending that create *indirect* and *induced* employment impacts are those most likely to benefit the neighboring areas adjacent to the Project. While these employment impacts can occur anywhere within the local economy, the *direct* activity stimulated by the Project is likely a main attraction for these support and affiliated jobs. The *indirect* and *induced* employment impacts created from the development of the Project represent a mix of professional and service-related jobs, clearly providing adjacent neighboring area with more and enhanced employment opportunity than would otherwise exist.

As with construction or one-time (non-recurring) employment, the jobs identified by IMPLAN are not necessarily full-time. As such, some will have earnings higher than others, and some may represent part-time or seasonal employment. It can be useful, however, to think of them as the number of positions on average that will be supported in a typical or operational activity.

The following table estimates the top 10 industry sectors created at build-out of the Project resulting from the total impacts (*direct*, *indirect*, and *induced* effects) of on-going operational impacts generated from the Project at full build-out (see Table 6).

Table 6. Employment Sector Impacts | *Direct, Indirect, and Induced* Effects – On-Going Impacts

Industry Sector	Jobs
Professional, Scientific, and Technical Services	374
Miscellaneous Store Retailers	194
Administrative and Support Services	58
Grantmaking, Civic, Professional, and Similar Organizations	51
Real Estate	31
Food Services and Drinking Places	29
Accommodation	29
Rental and Leasing Services	23
Ambulatory Health Care Services	19
Personal and Laundry Services	11

Sources: IMPLAN Group; GAI Consultants.

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End Notes.