

Economic Impacts of the New North Carolina Maritime Museum and Maritime Campus in Carteret County, North Carolina

EXECUTIVE SUMMARY



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**Prepared for: Maritime Heritage Foundation
 of Beaufort, North Carolina, Inc.**

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EXECUTIVE SUMMARY

The Maritime Heritage Foundation of Beaufort, North Carolina Inc. engaged ConsultEcon, Inc. to evaluate short and long range project planning, recommend improvements and assess the economic impacts of the proposed new North Carolina Maritime Museum and Maritime Campus at Gallants Channel on Carteret County and the State of North Carolina. Based on the analysis, the project's economic benefit to the state of North Carolina and to Carteret County is significant.

The Recommended Plan

The recommended plan for the new Maritime Museum at Gallants Channel is a +/-80,000 square foot museum to be designed and developed following an initial phase of improvements to the Maritime Campus and development of a new Maritime Center. A +/- 4,000 square foot Maritime Center will support expansion of maritime and marine science programming, junior and adult sailing programs and promote expanded use of the Gallants Channel site. The Maritime Campus will include a well-programmed outdoor space that will be a destination in its own right, complementing the new museum and other attractions in Beaufort and Carteret County.

"The Maritime Heritage Campus at Gallants Channel will be a fusion of marine history, education, and science combining the intriguing artifacts from Blackbeard's flagship Queen Anne's Revenge with the fascinating story of Eastern North Carolina's maritime past, present, and future. It will be an unparalleled tourist attraction that will also be an asset to residents providing a coastal setting and facility for education, community events, environmental research, performances, and conferences."

Stakeholder Vision Statement

Basis for Economic Impacts

The economic impact analysis assumes the full implementation and operation of the Maritime Museum, Maritime Campus, Maritime Center and transient docks as described in this report. All existing and increased operational expenditures are evaluated in economic impact analysis because the project is a capital investment that is required to sustain the Maritime Museum over time and transform the visitor experience to create a higher level of visitation and operating potential. The difference between the economic impacts of the existing museum and new museum operations is the increased economic impacts in Carteret County. The economic impact analysis will need to be revisited as project planning and design advances.

The existing and future operations of the North Carolina Maritime Museum, as it attracts new visitors from resident and visitor markets, forms a stream of economic benefits to Carteret County and North Carolina as a whole. The economic impacts analysis evaluates the additional direct new spending of visitors and its total impacts (the "multiplier" effect) to Carteret County and the State of North Carolina. It also evaluates the combined operating

expenses of new North Carolina Maritime Museum and Maritime Campus, the mix of visitors to the facility, and the profile of off-site visitor spending on the day of their visit or overnight trip based on tourist spending profiles from the state. The total potential economic impacts are evaluated using multipliers from the U.S. Bureau of Economic Analysis to derive direct, indirect and induced economic impacts. The economic impacts for the project are based on combined expenditures by partners or by visitors in conjunction with museum-only attendance. (For the purposes of this analysis, other museum visitation is excluded because it is largely local in nature and, therefore, would not generate new economic impacts.)

The economic impacts to Carteret County and the State of North Carolina are separate analyses specific to the County and State. The County economic impacts reflect economic impacts from direct economic activity due to facility operations and in-County spending attracted from outside of County borders due to the project and the subsequent economic multiplier effects within the County. The State economic impacts reflect economic impacts from direct economic activity due to facility operations and in-State spending attracted from outside of the State due to the project and the subsequent economic multiplier effects within the State.

EXISTING IMPACTS DUE TO MUSEUM

North Carolina Maritime Museum and Maritime Campus Baseline Operations

The operation of the Museum and Campus is a public private partnership, involving the state of North Carolina which owns the land and facilities, and two supporting partner organizations-- Friends of the NC Maritime Museum and the NC Museum of History Associates. The North Carolina Maritime Museum in Beaufort is operated by the State of North Carolina. The Museum drew 148,000 visitors in 2017. (Because 2018 attendance was impacted by Hurricane Florence, 2017 is used as a baseline for annual attendance.) The Museum offers free admission with donation requested and most programs at the museum are free as well. The Museum is funded by state appropriations. Additional earned and contributed revenues are generated through supportive organizations, Friends of the NC Maritime Museum and NC Museum of History Associates. The future operating expenses of these existing partners and a to-be-determined food service operator are combined to determine the project's economic impact.

Local (Carteret County) Annual Economic Impacts - Existing Museum

- ◆ **Future Stable Year Direct Expenditures** - \$1.1 million of the combined operating budgets are estimated to be spent annually in Carteret County. Offsite spending by visitors in Carteret County is estimated at \$8.3 million based on 2017 baseline attendance. Only spending from site visitors from outside of Carteret County is included in the direct spending estimates. Total direct expenditures, therefore, are estimated at \$9.3 million annually. 94% of the museum visitors are assumed to be from outside of Carteret County.
- ◆ **Total Economic Impacts** - As the multiplier effect works its way through the Carteret County economy, the direct economic activity due to the existing North Carolina Maritime Museum generates a total estimated annual, direct, indirect, and induced economic impact of \$20.3 million. Of that, \$5.7 million are wages and salaries supporting 222 total jobs¹ in Carteret County.
- ◆ **County Fiscal Revenue Generation** - On-site and off-site expenditures generate sales and occupancy taxes. Employee direct and induced spending would generate sales taxes. Total annual tax revenues in these categories are estimated at \$434,000 to Carteret County based on 2017 baseline attendance.

Annual Economic Impacts from Baseline Operations on Carteret County

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$9.3 million	\$11.0 million	\$20.3 million
Wages	\$2.9 million	\$2.8 million	\$5.7 million
Permanent Employment	121	101	222

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

¹ Total jobs include full time and part time employment, assumed to be in ratio with the distribution of jobs between actual full time and part time for Carteret County. This applies to the North Carolina employment estimate as well.

Regional (North Carolina State) Economic Impacts - Existing Museum

- ◆ **Future Stable Year Direct expenditures** - \$1.4 million of combined operating budgets are estimated to be spent annually in North Carolina. Offsite spending by visitors in the State is estimated at \$3.9 million based on 2017 baseline attendance. Only spending site visitors from outside of the State of North Carolina is included in the direct spending estimates. Total direct expenditures, therefore, are estimated at \$5.2 million annually. 40% of the museum visitors are assumed to be from outside of the State of North Carolina.
- ◆ **Total Economic Impacts** - As the multiplier effect works its way through the North Carolina State economy, the direct economic activity due to North Carolina Maritime Museum generates a total estimated annual, direct, indirect, and induced economic impact of \$13.9 million in expenditures. Of that, \$4.8 million are wages and salaries, supporting 174 total jobs in the State. At the statewide level, these impacts include the effects on jobs and economic activity within and outside of Carteret County.
- ◆ **County Fiscal Revenue Generation** - On-site and off-site expenditures generate sales taxes; and employment directly and indirectly supported by combined operations generate sales and income taxes. Total annual tax revenues in these categories are estimated at \$394,000 to the State of North Carolina based on 2017 baseline attendance.

Annual Economic Impacts from Baseline Operations on the State of North Carolina

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$5.2 million	\$8.7 million	\$16.0 million
Wages	\$1.9 million	\$2.9 million	\$4.8 million
Permanent Employment	81	93	174

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

ATTENDANCE POTENTIAL

NC Maritime Museum Visitation. The stabilized annual visitation potential range for the new NC Maritime Museum is estimated at 187,000 to 283,000, with a mid-range estimate rounded to 234,000 in a stable year of operation (typically the third or fourth full year of operation after opening). Because of its location in Carteret County, the scale of available resident and tourist markets, and the appeal of its pirate collections and exhibits, a new North Carolina Maritime Museum will rely heavily on the tourist market for visitation. Under a mid-range visitation potential, approximately 15 percent of visitation is estimated to be from the resident market areas and 85 percent due to tourist and seasonal resident visitation.

Visitation patterns at the site will be seasonal with peaked visitation during summer months that follows a pattern of tourist visitation to Beaufort and the school calendar in the shoulder seasons. Residents, school and other tour groups will be important audiences during non-peak periods and during shoulder seasons. Education and community-based programming within the local context will appeal to multiple niche resident and seasonal resident audiences and build awareness and local affinity, membership and community support for the project. The enhanced offerings, marketing, project scale, attractive site and enhanced visitor amenities will attract new day trip and overnight tourists from outside of the area. The new museum and campus experience at the Gallants Channel site are assumed to appeal to existing audiences served by the current museum and will attract new audiences. Thus, the new Maritime Museum and campus have the potential to extend length of stay of current travelers and draw new visitors to Beaufort and Carteret County that would not otherwise visit the area.

The new Museum visitation will require expanded Museum (State) operations. The visitation potential analysis assumes that the new Maritime Museum will be constructed with building interior and exhibit spaces offering a high quality and repeatable visitor experience and that the new museum and the Gallants Channel site will be aggressively marketed, competently operated, maintained in such a way as to achieve a high level of customer satisfaction and will receive full community support in the public and private sectors.

Maritime Campus Only Visitation. In addition to Museum visits, the Maritime Campus itself will be a visitor draw. Other visitation to the Maritime Campus adds another potential +/- 54,000 visitors from partnership operations including programs and events sponsored by the Friends; marine science programs; community use of facilities for meetings and events; outdoor events and festivals; and, general site use for recreation. It should be noted that many Museum visitors would extend their visit by enjoying various elements of the overall Gallants Channel site. Thus, the use of the Maritime Campus would include Campus only visitors and a portion of museum goers. The Maritime Center will be designed to maximize the usage of the site as planning and building of the museum proceeds.

Total Attendance Potential. Combined Museum visitors and Maritime Campus visitors are estimated at 289,000 in a mid-range future stable year of operations.

COMBINED OPERATING EXPENSES

Future operating expenses estimates of public and private partners are inputs to the economic impact analysis. Both the Maritime Museum operating budget and the Friends organization operating budget estimates are based on current operating budgets with increases to reflect the larger museum, higher attendance potential and increased operations, programs and activities at the Gallants Channel site.

Operating Budgets. Combined operating expenses are estimated to total \$2.4 million, not including cost of goods sold in a future stable year of operations. The Museum operating budget accounts for 71 percent of the total and for analytic purposes is estimated at \$1.7 million, an increase of 62 percent from the FY 2018-2019 budget of \$1.1 million. The remaining 28 percent or \$700,000 is the estimated future budgets of three private partner organizations—the Friends of the North Carolina Maritime Museum, the North Carolina Museum of History Associates and a to-be-determined food service operator. The largest projected budget among the three private partners is the \$515,000 Friends of the North Carolina Maritime Museum budget which represents a 20 percent increase over its 2017 baseline operating budget.

Personnel. Total combined direct employment generated by the new North Carolina Maritime Museum and Maritime Campus is estimated to include 28 full time employees and 27 part time and seasonal employees. Total full-time equivalent employment is estimated to be 35.5 employees of which 73 percent would be at the Museum.

PROJECT ECONOMIC IMPACTS

Construction Period Impacts

The total development costs for the new North Carolina Maritime Museum, Maritime Center and Maritime Campus are estimated at approximately \$59.5 million in current (2018) dollars. Assuming 75 percent of total development costs are for construction and 75 percent of construction expenditures occur in the State of North Carolina, the one-time total economic impact (which includes direct, indirect, and induced effects) of construction of the New Maritime Museum and Maritime Campus is estimated for the State as a whole.

- ◆ The total impacts (direct expenditures and multiplier effects) of the development project will include approximately \$107.2 million in expenditures (economic activity) in the economy of the State of North Carolina State, of which approximately \$34.0 million will be wages and salaries.
- ◆ The project will support an estimated 730 total person-years of employment in the State economy, including 214 person-years directly supported employment in construction and 516 person-years of indirect and induced supported employment in a variety of other industries.
- ◆ An estimated \$1.0 million in state income tax revenue would be generated from construction wages and salaries.

Following is a chart summarizing one-time economic impacts of the construction period:

Construction Period Impacts on the State of North Carolina

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$33.5 million	\$73.7 million	\$107.2 million
Wages	\$10.3	\$23.7 million	\$34.0 million
Person-Years Of Employment	214	516	730

Annual Economic Impacts Due to Ongoing Operations Summary

Local (Carteret County) Annual Economic Impacts

- ◆ **Future Stable Year Direct Expenditures** - \$1.7 million of the combined operating budgets are estimated to be spent annually in Carteret County. New offsite spending by visitors in Carteret County is estimated at \$18.6 million. Only spending from site visitors from outside of Carteret County is included in the direct spending estimates. Total direct expenditures, therefore, are estimated at \$20.3 million annually.
- ◆ **Total Economic Impacts** - As the multiplier effect works its way through the Carteret County economy, the net new direct economic activity due to the North Carolina Maritime Museum and Maritime Campus has the potential to generate a total estimated annual, direct, indirect, and induced economic impact of \$46.3 million. Of that, \$12.4 million will be wages and salaries supporting 456 total jobs² in Carteret County.
- ◆ **County Fiscal Revenue Generation** - On-site and off-site expenditures would generate sales and occupancy taxes. Employee direct and induced spending would generate sales taxes. Total annual tax revenues in these categories in a mid-range attendance scenario are \$1,007,000 to Carteret County.

Ongoing Annual Economic Impacts from Operations on Carteret County

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$21.4 million	\$24.9 million	\$46.3 million
Wages	\$6.1 million	\$6.3 million	\$12.4 million
Permanent Employment	229	227	456

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

Increased Annual Economic Impacts from Operations on Carteret County

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$12.1 million	\$13.9 million	\$26.0 million
Wages	\$3.2 million	\$3.5 million	\$6.7 million
Permanent Employment	108	126	234

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

² Total jobs include full time and part time employment, assumed to be in ratio with the distribution of jobs between actual full time and part time for Carteret County. This applies to the North Carolina employment estimate as well.

Regional (North Carolina State) Economic Impacts

- ◆ **Future Stable Year Direct Expenditures** - \$2.2 million of the combined operating budgets are estimated to be spent annually in North Carolina. Offsite spending by visitors in the State is estimated at \$9.2 million. Only spending from site visitors from outside of the State of North Carolina is included in the direct spending estimates. Total direct expenditures, therefore, are estimated at \$11.4 million annually.
- ◆ **Total Economic Impacts** - As the multiplier effect works its way through the North Carolina State economy, the net new direct economic activity due to North Carolina Maritime Museum has the potential to generate a total estimated annual, direct, indirect, and induced economic impact of \$30.0 million in expenditures. Of that, \$9.8 million will be wages and salaries, supporting 328 total jobs in the State. At the statewide level, these impacts include the effects on jobs and economic activity within and outside of Carteret County. The Carteret County and State of North Carolina impacts are not additive.
- ◆ **County Fiscal Revenue Generation** - On-site and off-site expenditures would generate sales taxes; and employment directly and indirectly supported by combined operations would generate sales and income taxes. Total annual tax revenues in these categories in a mid-range attendance scenario are \$819,000 to the State of North Carolina.

Ongoing Annual Economic Impacts from Operations on the State of North Carolina

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$11.4 million	\$18.6 million	\$30.0 million
Wages	\$3.9 million	\$6.0 million	\$9.8 million
Permanent Employment	135	193	328

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

Increased Annual Economic Impacts from Operations on the State of North Carolina

	<u>Direct</u>	<u>Indirect & Induced</u>	<u>Total</u>
Expenditures	\$6.1 million	\$9.9 million	\$16.0 million
Wages	\$1.9 million	\$3.1 million	\$5.0 million
Permanent Employment	54	100	154

Note: Expenditures and wages are rounded to nearest hundred thousand; rounding effects total.

Qualitative Assessment of Economic Impacts

In addition to quantifiable economic impacts, the community development benefits of the new North Carolina Maritime Museum and Maritime Campus at Gallants Channel, however, may have the most profound and long-lasting impacts. The following provides qualitative assessment of the economic impacts of the project:

- ◆ **Primary Tourism Driver in Carteret County the Town of Beaufort** – The North Carolina Maritime Museum is already one of the most visited attractions in Carteret County. The project represents a substantial investment in the regional tourism economy and infrastructure. It will transform the Museum to a high-profile destination that brings new tourists to the community and enhances Beaufort, Carteret County and the State as a visitor destination. THIS IS AN IMPORTANT ECONOMIC DEVELOPMENT PROJECT.
- ◆ **Expansion of Public Education** – “Maritime Heritage meets Marine Science” The Museum’s exhibitions, programs and events will educate visitors about local and state history; maritime and marine sciences culture; and ocean and coastal sciences and industries -- past, present and future. More experiential and diversified programming will be offered that further enhances visitor awareness of Carteret County’s important maritime and marine sciences clusters. The project will attract more school groups and students from the county and state and will create a continuum of learning and practices of workforce development.
- ◆ **Maritime and Marine Science Partnerships** – The marine sciences cluster is a large industry in Carteret County. The NC Maritime Museum and Maritime Campus facilities have excellent highway, waterfront and airport access, and they will provide a venue that can be at the nexus of knowledge transfer. Representatives of the marine sciences cluster have indicated interest in partnership initiatives focused on public programs and training that will have numerous public educational and workforce development benefits. The vision for the development of the Gallants Campus site explicitly incorporates marine sciences, education and community engagement that can be broadly interpreted with multiple programming and partnership opportunities.
- ◆ **Multi-Purpose Site Development Opportunities** - The proposed North Carolina Maritime Museum and Maritime Campus will create potential to develop new opportunities for marine sciences programming and activities that appeal to resident education markets as well as out of county and out of state tourist markets. Campus development supports community recreation and outdoor use of the site for small and large group assemblies, events, festivals and other community use. More waterfront related activities, such as island ferry service and water taxis, boat rentals, and transient boating services at the site would further enhance the site as a multi-purpose destination. Additional use and activities planned for the site will lengthen visitor stays onsite and enhance offsite spending in Beaufort and Carteret County. The site’s adjacency to the airport offers a potential to develop transportation infrastructure that links air, land and sea more directly than land to sea. The parking lot may be used for

parking, intercepting visitors, and enabling them to take a water taxi or a bicycle to downtown Beaufort. There are many site attributes that, with appropriate investment in infrastructure will enhance the market potential of the Maritime Museum and Maritime Campus' market potential economic impacts and community benefits.

- ◆ **Expansion of Parks and Recreation** – The site will be used as a public park and waterfront, thereby enhancing the local and regional infrastructure and increasing parkland. The site's recreational use will support museum visitation and other site activities, with linked trips and cross promotion of local attractions and events. Trail connections for pedestrians, bicyclists and boaters will enhance the Town of Beaufort and Carteret County as a destination overall. Expanding the county's trail networks is an important priority of local government.
- ◆ **Downtown Benefits for the Town of Beaufort** – As a new destination attraction in Beaufort, the NC Maritime Museum will attract visitors that will take advantage of shopping, dining and other activities in downtown Beaufort. In addition, parking, land and water transportation services offered by the site may relieve congestion downtown, which has a limited supply of parking.
- ◆ **Community-Oriented Facilities** - The NC Maritime Museum and Maritime Campus will be a venue for unique public and private special events and functions in Beaufort and Carteret County. The NC Maritime Museum will provide space so that it becomes a meeting place and connector, especially for individuals working in the maritime and marine sciences industry.
- ◆ **Quality of Life** – The NC Maritime Museum and Maritime Campus will be a source of community pride and identity, enhancing Beaufort and Carteret County as a place to live, work, and recreate, and thus improving all aspects of the local economy and community. The focus on cultural and educational opportunities will enhance the quality of life for all citizens and for all visitors.

Recommended Next Steps in Gallants Campus site Master Planning

In the next phase of project planning and development, we recommend developing a master plan for the Gallants Channel Campus to refine the project description, including interpretive, site and building planning.

This master plan should:

- ◆ Advance plans for vehicular and pedestrian connections to the site,
- ◆ Undertake appropriate environmental studies to address prior industrial use of the site and to address the site's location in the floodplain; undertake remediations as appropriate,
- ◆ Locate facilities and landscape areas as well as internal circulation flow patterns and infrastructure for site uses,
- ◆ Refine key interpretive themes, topics, and exhibit concepts,
- ◆ Advance the planning for activities that can occur on the campus,
- ◆ Refine facility space needs and prepare initial building plans for programs and spaces,
- ◆ Create conceptual site and building plans,
- ◆ Integrate operating plan requirements into master plan,
- ◆ Provide preliminary capital cost estimates.

As importantly, concurrent to the master plan, develop and implement a business and operations organization, and a planning process and protocol to reflect the advancement of the financing, site planning, physical planning, museum programming, and partnerships to be encouraged and initiated for the site.

Table 1
Gallants Campus Development – Economic Impacts
Stable Year And Cumulative Over Time

Annual Operating Impacts	Carteret County**			State of North Carolina*		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
Expenditures	\$21.4 million	\$24.9 million	\$46.3 million	\$11.4 million	\$18.6 million	\$30.0 million
Wages	\$6.1 million	\$6.3 million	\$12.4 million	3.9 million	\$6.0 million	\$9.8 million
Permanent Employment (JOBS)	229	227	456	135	193	328
Tax revenues	Sales & Occupancy		\$ 1,007,000	Income and Sales		\$ 819,000
Cumulative Construction Period						
Expenditures	\$33.5 million	\$73.7 million	\$107.2 million			
Wages	\$10.3 million	\$23.7 million	\$34.0 million			
Person-Years of Employment	214	516	730			
Tax revenues				Income		\$ 1,002,826

3/5/2019

* The State economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-State spending attracted from outside of the State due to the project and the subsequent economic multiplier effects within the State.

These are separate analyses specific to the County and State.

** The County economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-County spending attracted from outside of County borders due to the project and the subsequent economic multiplier effects within the County.

Source: ConsultEcon Gallants Campus Economic Impact Study - January 2019

Table 2
Gallants Campus Development - Economic Impacts
Base Year of Operations

Annual Operating Impacts	Carteret County**			State of North Carolina*		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
Expenditures	\$9.3 million	\$11.0 million	\$20.3 million	\$5.2 million	\$8.7 million	\$13.9 million
Wages	\$2.9 million	\$2.8 million	\$5.7 million	\$1.9 million	\$2.9 million	\$4.8 million
Permanent Employment (JOBS)	121	101	222	81	93	174
Tax revenues		Sales & Occupancy	\$ 434,000		Income and Sales	\$ 394,000

3/5/2019

* The State economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-State spending attracted from outside of the State due to the project and the subsequent economic multiplier effects within the State.

These are separate analyses specific to the County and State.

** The County economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-County spending attracted from outside of County borders due to the project and the subsequent economic multiplier effects within the County.

Source: ConsultEcon Gallants Campus Economic Impact Study - January 2019

Table 3
Gallants Campus Development - Economic Impacts
Net Increase From Base Year to Stable Year of Operations

Annual Operating Impact:	Carteret County**			State of North Carolina*		
	Direct	Indirect & Induced	Total	Direct	Indirect & Induced	Total
Expenditures	\$12.1 million	\$13.9 million	\$26.0 million	\$ 6.2 million	\$9.9 million	\$16.0 million
Wages	\$3.2 million	\$3.5 million	\$6.7 million	\$1.9 million	\$3.1 million	\$5.0 million
Permanent Employment (JOBS)	108	126	234	54	100	154
Tax revenues		Sales & Occupancy	\$ 574,000		Income and Sales	\$ 426,000

3/5/2019

** The County economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-County spending attracted from outside of County borders due to the project and the subsequent economic multiplier effects within the County.

* The State economic impacts reflect economic impacts from new direct economic activity due to facility operations and in-State spending attracted from outside of the State due to the project and the subsequent economic multiplier effects within the State.

Source: ConsultEcon Gallants Campus Economic Impact Study - January 2019

These are separate analyses specific to the County and State.