

3.9 Fiscal Analysis

3.9.1 Existing Conditions

2009 Property Tax Revenues

The project site consists of ten tax parcels and has a combined current assessed valuation of \$434,620 according to data on file in the Town of Forestburgh Tax Assessor's office. For the Monticello Central School District (2009-2010), the project site is also assessed at \$434,260. The assessed value of the project site is based on its present status as vacant parcels. Tax lot numbers and current assessed values of the parcels are summarized in Table 3.9-1.

Table 3.9-1			
Tax Lots and 2006 Assessed Value			
	Tax Lot	Acres	Assessed Value
Town of Forestburgh	3-1-1.1	9.50	\$3,300
	3-1-2.1	862.00	\$301,700
	3-1-3	7.30	\$2,600
	4-1-7	2.15	\$700
	4-1-10.2	18.80	\$6,600
	7.-1-1	706.40	\$70,600
	8-1-1.2	239.30	\$23,900
	8-1-2*	0.00	--
	20.A-1-1	243.60	\$24,360
	20.B-1-1	4.65	\$500
Total Assessed Value		2,089.53	\$434,260
<small>Source: Town of Forestburgh Assessor, Tax Receiver, 2009. Table prepared by Tim Miller Associates, Inc., 2009. *Along Railroad ROW, not listed on Forestburgh Tax Rolls. **Acres per survey 2089.53; Acres per tax rolls 2,093.7</small>			

Table 3.9-2 provides a summary of the taxes paid by the subject property in 2009 to the various taxing jurisdictions. Existing annual property taxes are approximately \$118,449 according to 2009 tax bills (for the school district, the bill is for the 2009-2010 school year).

Table 3.9-2		
2009 Property Tax Revenues		
Taxing Jurisdiction	Tax Rate (per \$1,000 AV*)	Property Tax Revenues
Sullivan County	\$63.5500	\$27,597
Town General Fund & Highway Fund	\$57.2500	\$24,861
Forestburgh Fire District	\$7.8000	\$3,387
E.B. Crawford Library	\$2.2500	\$977
Total Municipal Tax		\$56,822
Monticello Central School	\$141.9097	\$61,626
TOTAL		\$118,449
<small>Source: Town of Forestburgh Tax Collector; Tim Miller Associates, Inc., 2009. * AV = Assessed Value, Calculated values are rounded to the nearest dollar.</small>		

Sullivan County

Sullivan County receives approximately \$27,597 annually in property tax revenues generated by the Lost Lake Resort site.

Town of Forestburgh

The Town of Forestburgh receives property tax revenues to pay for costs associated with the Town General Fund, and the Town Highway Department. The Town of Forestburgh receives a total of \$24,861 annually in property tax revenues.

The Town of Forestburgh collects taxes for the library in the Town. The E.B. Crawford Memorial Library receives \$977 annually in property taxes from the undeveloped site.

Monticello Central School District

The entire site is located in the Monticello Central School District. Annual property tax revenues paid to the Monticello Central School District totaled approximately \$61,626 for the 2009-2010 school year.

Other Districts and Jurisdictions

Annual property taxes received from the Lost Lake Resort site and paid to the Forestburgh Fire District totals \$3,387.

3.9.2 Potential Impacts - Full Build Scenario

Projected Full Build Versus Long Term Partial Build Scenarios

The project applicant has the advantage of having developed a resort community known as Eagle Rock Resort in Hazleton, Pennsylvania, upon which the Lost Lake Resort will be modeled after. Hazleton is a rural community similar to Forestburgh, New York, and is similarly situated in terms of distance to urban areas, which are the market for this type of resort community.

The target market for the single family lots is primarily the investor who may or may not build a home but is interested in purchasing a house lot in the resort to take advantage of the recreational amenities offered at the resort to lot owners. Houses are not built on the single family lots by Lost Lake Resort, Inc. but some individual lot owners may choose to build their second or retirement home here in Sullivan County for recreation and leisure, and as a real estate investment. This demographic is consistent with the Applicant's experience in its other resort projects, in particular at Eagle Rock Resort. At Eagle Rock, there have been 6,924 residence lots purchased over the past thirteen years under management of the Applicant (a total of 7,294 lots are currently sold).¹ Of these lot owners, less than twelve percent have chosen to build a house on their property. Approximately 57 percent of the houses that are built are used part time as second homes for weekend and vacation use; only 43% are full time residences. This demographic for a resort-style development is approximately half of the part-time occupancy trend in the Town of Forestburgh as a whole where, according to the 2000

¹ Demographic profile of Eagle Rock Resort is documented in DEIS Appendix C.

US Census, 30.4% of the existing residences are seasonal dwelling units, i.e., a household's primary residence is located elsewhere.

For the purposes of this analysis, a full build scenario is presented and evaluation of impacts utilizes a population representing 43% full time residents. It is the Applicant's experience, however, that such a scenario will not occur for decades. Therefore, a long term, partial build scenario is also evaluated in which all of the proposed recreation amenities will be developed but only 635 single family lots (indicative of all of the lots proposed in Phases 1 and 2), or 24% of the lots, are developed and occupied to conservatively illustrate what could occur in ten years.

Projected Assessed Value - Full Build Scenario

In a full build scenario, it is assumed that all of the single family house lots, cottages and townhouses are built and occupied. Market values and assessed values were determined for each project component using current (2009) rates. The single family building lots will have a market value that ranges between \$79,000 and \$375,000 dependent upon size, location within the resort and market conditions. For the purpose of this analysis a conservative estimate of the value of an undeveloped lot was projected to average \$85,000 per lot. The market price for a three-bedroom single family home when complete was estimated to be \$350,000. The assessed value of each dwelling was determined by multiplying the market value by the Town equalization rate. The 2009 equalization rate for the Town of Forestburgh is 8.5 percent.

The project sponsor proposes that all single family "cottages" and multifamily townhouse dwelling units be in condominium ownership. In New York State, condominium units are assessed differently than fee simple units. According to the New York State Office of Real Property Services (NYRPS), Section 339-y of the Condominium Act requires that each condominium unit, together with its common interest, be assessed as one parcel. Condominium units are assessed based on a "rental income" approach. Thus, the assessed values listed in Table 3.9-4 for the hospitality residences component of the development were determined using the rental income approach. Tables 3.9-3 and 3.9-4 provides the market value and the assessed value for the various land use components of the Lost Lake Resort.

Table 3.9-3 Total Market Value - Full Build Scenario			
Type of Unit	Number of Units	Market Value	Total Market Value
Single Family Detached, 3-Bedroom units	2557	\$350,000/DU	\$894,950,000
Single Family "Cottage" , 3-Bedroom units*	30	\$126,000/DU	\$3,780,000
Townhouse Multifamily, 2-Bedroom units*	40	\$114,000/DU	\$4,560,000
	Total Market Value Residential		\$903,290,000
Primary Project Amenities**		\$90,882,353	\$90,882,353
-Golf Course/Driving Range/Club House/Restuarant			
-Hotel - Inn at Lost Lake (32 Rooms)			
-Conference Center			
-Spa			
-Sales Office			
	Total Market Value Commercial		\$90,882,353
	Total Market Value		\$994,172,353

DU refers to Dwelling Unit
 *The assessed value has been determined using the rental income approach for all Townhouse and multifamily units.
 **The assessed value of the commercial project amenities is based upon the value of the undeveloped land and the construction value of the commercial components.
 Source: Tim Miller Associates, Inc., 2009.

The projected assessed value of the "Amenity Village" was calculated by using estimated construction costs for the proposed buildings and adding the current land assessed value. This is the method that the Town of Forestburgh Tax Assessor uses to generate the assessed value for all commercial property in the Town.

Table 3.9-4 summarizes the assessed value of the proposed development. The total assessed value of the Lost Lake Resort development upon completion is projected to be \$84,504,650.

Table 3.9-4 Projected Assessed Value Full Build Scenario	
Development Type	Projected Assessed Value
Residential	
3 BR Single Family Detached	\$76,070,750
3 BR Town House "Cottages"	\$321,300
2 BR Town Houses	\$387,600
Residential AV	\$76,779,650
Commercial AV	\$7,725,000
Total Project Assessed Value	\$84,504,650
AV = Assessed Value. Source: Tim Miller Associates, Inc., 2009.	

Projected Property Tax Revenues - Full Build Scenario

Table 3.9-5 summarizes the annual property tax generated by the proposed Lost Lake Resort residential and commercial development. The tax revenues to be generated by Lost Lake

Resort commercial component were determined by projecting the assessed value for the property, after development, and multiplying that value by the current tax rates for each taxing jurisdiction.

Sullivan County

Upon completion of the Full Build Scenario Sullivan County will receive \$ 5,370,271 annually in property tax revenues.

Town of Forestburgh

As shown in Table 3.9-5, at full build out the Town of Forestburgh General / Highway Fund will receive \$4,837,891 annually, of which, based upon current apportionment, an annual \$3,193,008 will be available to the Forestburgh Highway Department from the proposed development. Lost Lake Resort will also generate \$190,135 annually in revenues to the E.B. Crawford Memorial Library.

Table 3.9-5 Projected Tax Revenues Full Build Scenario			
	Rate (per \$1,000 AV*)	Total Existing Property Tax Revenues	Total Future Property Tax Revenues
Taxing Jurisdiction			
Sullivan County	\$63.5500	\$27,597	\$5,370,271
Town General Fund & Highway	\$57.2500	\$24,861	\$4,837,891
Forestburgh Fire	\$7.8000	\$3,387	\$659,136
EB Crawford Library	\$2.2500	\$977	\$190,135
Monticello Central School District	\$141.9096	\$61,626	\$11,992,023
TOTAL		\$118,449	\$23,049,456
Source: Town of Forestburgh, Tax Receiver's Office; Tim Miller Associates, Inc. 2009 * AV = Assessed Value. Calculated values are rounded to the nearest dollar.			

Monticello Central School District

Upon completion of the Full Build Scenario Lost Lake Resort will generate annual property tax revenues of \$11,992,023 to the Monticello Central School District.

Other Special Districts

Upon completion of the Full Build Scenario the total annual tax revenues to the Forestburgh Fire District will be \$659,136.

Associated Costs - Full Build Scenario

Town of Forestburgh

Based upon the scope of this development at full build out, increased municipal costs will be expected to be incurred by the Town of Forestburgh to accommodate the projected population. The Per Capita Multiplier Method of estimating future municipal costs as defined by noted

practitioners in the field, Robert Burchell, David Listokin and William R. Dolphin² was utilized to determine these costs.

The Per Capita Multiplier Method estimates the average cost per person of operating expenses to project an annual cost assignable to a population change. These per capita costs are multiplied by the estimated project population and will represent the incremental costs attributable to the project.

The total 2009 operating budget for the Town of Forestburgh was \$1,816,144, and the total tax levy is estimated to be \$981,184. The per capita cost is determined by dividing the population into the total residential cost. Therefore, dividing the 2009 costs of \$981,184 by the 2008 estimated population of the Town of 871, will result in an estimated per capita municipal cost of \$1,127. In other words, for each additional full time resident, the Town can be expected to incur \$1,127 in expense to be raised by tax revenue.

An analysis based upon population multipliers for typical single family homes³ indicates the Town's population could increase by as much as 7,709 persons in a full build scenario. This estimate utilizes published multipliers which estimate the population per household for typical single family developments, not resort communities. However, more in keeping with the current ownership trends in the Town of Forestburgh, where 30.4% of the residences are seasonal; and consistent with the Applicant's experience at Eagle Rock Resort where 43% are full time residences (57% are used as second homes), the expected year round population will be 3,315 persons.

As noted above, the estimated annual per capita expense for general municipal services in Forestburgh is currently \$1,127. Using this as a basis for projections, additional costs are projected to total \$3,736,005 annually at full build out.

As shown in Table 3.9-5, overall revenues from the proposed development for general municipal services provided by the Town are projected to be \$4,837,891. Therefore, after covering the anticipated municipal cost to the Town, a net benefit in the amount of \$1,101,886 is projected to the Town of Forestburgh as a result of the project if fully built.

The project as proposed includes private roads and self-contained recreational facilities which will have been designed to meet the needs of the residents of Lost Lake Resort. The low-impact nature of the proposed community results in a development that is expected to more than cover its costs.

Monticello Central School District

Costs associated with the school district are based on school district data detailed in Section 3.10 of this DEIS. Since school costs typically represent the largest share of costs associated with any residential development, the cost to the school district is calculated.

Based on information published by the New York State Education Department (NYSED)⁴, the School District's budget for the 2009-2010 school year totaled \$76,685,227, with \$38,847,805, or 51% of the budget raised through the property tax levy. It is noted that costs associated with

² The New Guide to Fiscal Impact Analysis, Robert Burchell and David Listokin, 1986

³ Rutgers University Center for Urban Policy Research, Demographic Multipliers, June 2006.

⁴ New York State Education Department, Property Tax Report Card, Monticello CSD (591401), 2007-2008

administrative, capital improvements for facility expansions and student programming costs are specifically identified. The 2009-2010 costs specific to student programming are projected to be \$57,943,196 of which \$29,551,029 will be raised by property tax. The School District's enrollment for the 2009-2010 school year was 3,276 students, resulting in a programming cost raised through the tax levy of approximately \$9,020 per student.

Using data from the Rutgers University Center for Urban Policy Research (CUPR), the total number of school-age children to be generated by the project was calculated (0.58 students per single family home). Similar to the general population, the published multipliers which estimate the number of students per household for typical single family developments, not resort communities, have been used to project the maximum impact. As a worst case estimate, 1,508 school age children will be generated by the development in the full build scenario. In keeping with the Applicant's experience at Eagle Rock where 57% are used as second homes, the expected school age children population will be reduced to 648 students. The costs associated with a population of this size will be \$5,844,960 annually.

As noted earlier, At full build out, Lost Lake Resort will generate \$11,992,023 in annual property tax revenues to the School District. Based on this analysis, the District will see an annual net benefit of up to \$6,147,063 from full development of the Lost Lake Resort Community.

3.9.3 Potential Impacts - Partial Build Scenario

Build out of the Lost Lake Resort project is expected to take decades dependent upon market conditions. As referenced herein the project applicant has experience with a similar development, known as Eagle Rock, located in Hazleton PA. Eagle Rock Resort is also a combination of single family lots and townhouse development including similar amenities. A comparison of the lots sold to the homes built at the Eagle Rock Resort is shown in Appendix C. As shown, although 7,294 lots have been sold, 764 home sites, or approximately 11%, have been built upon since 1997. In order to assess interim conditions in the Town of Forestburgh an assessment of a long term partial build out of the Lost Lake Resort has been prepared. The Partial Build Scenario represents development of the amenities, including the Golf Course, Clubhouse/Restaurant, Hotel, Conference Center and Spa, in addition to all the single family lots being sold, and up to 635 of the single family homes completed. In the Applicant's opinion, this 24% build out represents a conservative estimation of conditions which may occur after 10 years from the start of development.

Projected Assessed Value - Partial Build Scenario

Similar to the Full Build Scenario, the market value of the undeveloped single family lots was projected to be an average of \$85,000 and the market value of the completed single family homes was projected to be \$350,000. Table 3.9-6 provides the market value for the various land use components of the Lost Lake Resort under the Partial Build Scenario.

Table 3.9-6 Total Market Value - Partial Build Scenario			
Type of Unit	Number of Units	Market Value	Total Market Value
Single Family Detached, 3-Bedroom units	635	\$350,000/DU	\$222,250,000
Undeveloped Single Family Lots	1922	\$85,000/Lot	\$163,370,000
Total Market Value Residential			\$385,620,000
Primary Project Amenities		\$90,882,353	\$90,882,353
-Golf Course/Driving Range/Club House			
-Hotel - Inn at Lost Lake (32 Rooms)			
-Restaurant			
-Conference Center			
-Spa			
-Sales Office			
Total Market Value Commercial			\$90,882,353
Total Market Value			\$476,502,353

Source: Tim Miller Associates, Inc., 2009.
DU refers to Dwelling Unit

Table 3.9-7 summarizes the assessed value of the proposed development under the partial Build Scenario. The assessed value of the Lost Lake Resort development at after ten years is projected to be \$40,502,700.

Table 3.9-7 Projected Assessed Value Partial Build Scenario	
Development Type	Projected Assessed Value
Residential	
3-BR Single Family Detached Homes	\$18,891,250
Undeveloped Single Family Lots	\$13,886,450
Residential AV	\$32,777,700
Commercial AV	\$7,725,000
Total Project Assessed Value	\$40,502,700

AV = Assessed Value.
Source: Tim Miller Associates, Inc., 2009.

Projected Property Tax Revenues - Partial Build Scenario

Table 3.9-8 summarizes the projected annual tax revenues for the Lost Lake Resort project under the Partial Build Scenario.

Sullivan County - Partial Build Scenario

Under the Partial Build Scenario Sullivan County will receive \$2,573,947 annually in property tax revenues.

Town of Forestburgh - Partial Build Scenario

As shown in Table 3.9-8, under the Partial Build Scenario the Town of Forestburgh General and Highway Fund will receive \$2,318,780 annually, of which, based upon current apportionment, an annual \$1,530,395 will be available to the Forestburgh Highway Department from the proposed development. Lost Lake Resort will also generate \$91,131 annually in revenues to the E.B. Crawford Memorial Library.

Table 3.9-8 Projected Tax Revenues Partial Build Out			
	Rate (per \$1,000 AV*)	Total Existing Property Tax Revenues	Total Future Property Tax Revenues
Taxing Jurisdiction			
Sullivan County	\$63.5500	\$27,597	\$2,573,947
Town General Fund & Highway	\$57.2500	\$24,861	\$2,318,780
Forestburgh Fire	\$7.8000	\$3,387	\$315,921
EB Crawford Library	\$2.2500	\$977	\$91,131
Monticello Central School District	\$141.9096	\$61,626	\$5,747,723
TOTAL		\$118,449	\$11,047,456

Source: Town of Forestburgh, Tax Receiver's Office; Tim Miller Associates, Inc. 2009
* AV = Assessed Value. Calculated values are rounded to the nearest dollar.

Monticello Central School District - Partial Build Scenario

Under the Partial Build Scenario Lost Lake Resort will generate annual property tax revenues of \$5,747,723 to the Monticello Central School District.

Other Special Districts - Partial Build Scenario

Under the Partial Build Scenario the total annual tax revenues to the Forestburgh Fire District will be \$315,921.

Associated Costs - Partial Build Scenario

Town of Forestburgh

Under the Partial Build Scenario, including 635 single family homes and the project amenities, as described in Section 3.10 the expected year-round population will be 806 persons.

As noted above, the estimated annual per capita expense for general municipal services in Forestburgh is currently \$1,127. Using this as a basis for projections, additional costs are projected to total \$908,362 annually as a result of the long term partial build out.

As shown in Table 3.9-8, overall revenues from the proposed development for general municipal services provided by the Town are projected to be \$2,318,780. Therefore, after covering the anticipated municipal cost to the Town, a net benefit in the amount of \$1,410,418 is projected to the Town of Forestburgh after 10 years from the start of development.

Monticello Central School District

As discussed in Chapter 3.10, school costs typically represents the largest share of costs associated with any residential development. As discussed earlier, the programming cost to be raised through the tax levy is approximately \$9,020 per student.

The total number of school-age children to be generated by the project, based on student multiplier data from the Rutgers University CUPR, a total of 635 single family homes is expected to be developed under the Partial Build Scenario, resulting in a maximum impact to the school population of up to 369 students.

Again, in keeping with the Applicant's experience at Eagle Rock Resort where 57% are used as second homes, the expected school age children population will be reduced to 159 students. The costs associated with a population of this size will be \$1,434,180 annually.

As noted earlier, under the partial build scenario, Lost Lake Resort will generate \$5,747,723 in annual property tax revenues to the school district. Based on this analysis, the District will see an annual net benefit of approximately \$4,313,543 from the Lost Lake Resort Community.

3.9.4 Mitigation Measures - Taxes

Table 3.9-9 provides a summary of the anticipated revenue and expenses of both the partial build and full build scenarios for the Lost Lake Resort development. Based upon the anticipated tax revenue and the projected net surplus impact to the Town and School Budgets, no mitigation measures are proposed.

Table 3.9-9			
Summary of Revenue and Cost Analysis			
Lost Lake Resort			
Jurisdiction	Tax Revenue	Service Cost	Net Benefit
Full Build Scenario			
Town of Forestburgh	\$4,837,891	\$3,736,005	\$1,101,886
Monticello Central School	\$11,992,023	\$5,844,960	\$6,147,063
Partial Build Scenario			
Town of Forestburgh	\$2,318,780	\$908,362	\$1,410,418
Monticello Central School	\$5,747,723	\$1,434,180	\$4,313,543
Source TMA, 2009.			

Refer to Table 3.9-5 for existing and future projected tax revenues for the full build scenario, and Table 3.9-8 for existing and future projected tax revenues for the partial build scenario.

3.9.5 Existing Conditions - Employment

The Town of Forestburgh currently has a total of 660 persons over 16 years old. According to the 2000 Census, 425 persons were actively in the work force. Of this total, 413 persons (97 percent of the work force) were employed and 12 persons (3 percent) were unemployed, according to the 2000 Census. Mean travel time for journey-to-work is reported to be 31.8 minutes. Table 3.9-10 provides a summary of employment conditions in the Town of Forestburgh as reported in the 2000 US Census.

Table 3.9-10 Occupation in the Town of Forestburgh		
Job Category	Number of Persons Employed	Percent of Eligible Workers
Management & Professional	185	44.8%
Services	55	13.3%
Sales & Office	83	20.1%
Farming, Fishing and Forestry	0	0%
Construction, Extraction and Maintenance	57	13.8%
Production, Transportation, and Material Moving	33	8%
Source: US Census 2000.		

Table 3.9-11 provides a summary of the household income of the current residents of the Town of Forestburgh.

Table 3.9-11 Household Income in the Town of Forestburgh		
Income Category	Number of Households	Percent of Households
\$0 to \$34,999	93	30.0%
\$35,000 to \$49,999	51	16.4%
\$50,000 to \$99,999	118	37.9%
More than \$100,000	49	15.8%
Source: US Census 2000.		

Table 3.9-12 shows the various industries that currently employ the eligible workers in the Town of Forestburgh.

Table 3.9-12 Industries in the Town of Forestburgh		
Job Category	Number of Persons Employed	Percent of Eligible Workers
Agriculture, Forestry, Fishing, Hunting and Mining	12	2.9%
Construction	50	12.1%
Manufacturing	12	2.9%
Wholesale Trade	24	5.8%
Retail Trade	39	9.4%
Transportation, Warehouse and Utility	32	7.7%
Information	15	3.6%
Finance, Insurance, and Real Estate	38	9.2%
Professional, Scientific, Management, Administrative and Waste Management Services	17	4.1%
Education, Health and Social Services	95	23.0%
Art, Entertainment, Recreation Accommodations and Food Service	26	6.3%
Public Administration	39	9.4%
Other Services (Except Public Administration)	14	3.4%
Source: US Census 2000.		

3.9.6 Potential Impacts - Employment

Short Term Construction Jobs - Partial Build Scenario

Construction of the Partial Build Scenario including 635 single family homes and amenities in the proposed Lost Lake Resort development is estimated to create 2,763 construction jobs over the course of ten years⁵. The secondary multiplier effect, services to support the direct construction labor, raise the total number of jobs to 3,965 over the course of the 10 year build out period, or an average of almost 400 full time jobs each year during the 10 year construction period.⁶

According to the Urban Land Institute Development Assessment Handbook, the contract construction value is 70 percent of the market value. For residential construction 9.2 hours of on-site labor are required per \$1,000 of construction value, and 1.5 hours of off-site construction labor (materials, supplies, deliveries etc.) are required per \$1,000 of construction value. In addition 7.8 labor hours are required for Manufacturing labor, 5.7 hours are required for trade and transportation and 2.6 hour are required in additional labor support. The 635 residential units projected to be built during the first 10 years of development, will require the full time equivalent of 2,085 full time jobs. Similar labor hour estimates were utilized to project the labor hours necessary to develop the commercial component of the project including Amenity Village, the Golf Course and club house, the Inn at Lost Lake, the conference center and spa. These facilities will require the full time equivalent of an additional 678 persons for construction.

Long Term Jobs

The residential development is anticipated to continue for decades. The continued residential development beyond the first 635 homes is projected to add an additional 2,288 construction jobs to the local economy. Upon completion of development of the Amenity Village, more than 200 long term jobs, as listed in Table 3.9-13, are anticipated to be needed for the operation of the resort amenities that will add to the economy of Forestburgh. This does not account for the employment opportunities to be created by ancillary development in the local area, i.e. food stores, drug store, bakery, hair salon and other services in addition to recreational rental establishments, etc., that is likely to develop to serve the resort residential population.

Table 3.9-13	
Long Term Employee Projection	
Amenity	Number of Employees
Golf Course Operation	55
Inn at Lost Lake	50
Restaurant	40
Conference Center	35
Spa	20
Total	200
Source: TMA 2010. This number was derived based upon the staffing of existing golf course operators, including the applicants experience at Eagle Rock. The projections of employees for the Inn, Conference Center and Restaurant is based upon ITE standards. A sampling of the average number of employees at area spas was used to project the future employment requirements of the spa.	

⁵ Source: Urban Land Institute, Development Assessment Handbook, TMA 2010.

⁶ Source: Secondary Effect Multiplier - 2004 IMPLAN (Impact Analysis for Planning)

Construction Worker Housing

Development of the resort will rely on the work force that resides or can reside in the local area and the region. According to the US Census, there are 18,666 vacant residential units in Sullivan County that are available to house construction workers. There are currently 9,119 occupied rental units of which 2,940 units, or 32.2 percent, that have rental values between \$500 and \$749. There are an additional 2,446 units or 26.8 percent, which have rental values between \$750 and \$999.

3.9.7 Mitigation - Employment

The creation of short term construction jobs and long term jobs, both for house construction and for sales and hospitality services provided within the resort, will provide a beneficial impact to the local economy, and no mitigation related to employment is warranted or proposed. Based upon the availability of residential rentals no temporary housing for construction workers is proposed on site.