

DATE: December 12, 2023
TO: City of Soldotna
CC: Jason Graff, First Forty Feet
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SUBJECT: Business Case - Soldotna 20-Year Buildout Analysis

Executive Summary

The City of Soldotna aims to revitalize an 85-acre downtown area, transforming it into a vibrant mixed-use waterfront to attract both locals and visitors. To support this goal, the City collaborated on a Master Plan serving as a blueprint for future redevelopment.

ECONorthwest analyzed the economic impacts of constructing the infrastructure and buildings outlined in the Plan. Key findings include:

1. **2,068 jobs and \$109.8M in labor income** created collectively across the City of Soldotna and Kenai Peninsula Borough through construction.¹
2. **\$155M contributed collectively to the City and Borough's Gross Domestic Product (GDP)** over the course of construction.²
3. **\$5.1M in additional local and state tax revenues** from construction.³
4. **5.3x return on infrastructure investment**, with every \$1 triggering \$5.30 in development (development to infrastructure cost ratio).⁴

These impacts exclude ongoing operations, which will create additional long-term benefits in terms of jobs, income, and tax revenues (such as sales tax and property taxes from ongoing operations). Beyond quantitative effects, the redevelopment provides qualitative community advantages like new housing, business opportunities, greater year-round tourism, and an enhanced sense of place.

Overall, the project offers economic and community benefits warranting the City's continued investment and support. This report outlines the methodology, assumptions, and detailed findings.

¹ IMPLAN, 2019 Model Data

² *Ibid.*

³ *Ibid.* Note: While there are few state taxes in Alaska this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

⁴ Note: this is calculated as total development cost for buildings divided by infrastructure and public amenities cost. It is not an IMPLAN output. Infrastructure/public amenity costs totaled 27.3M. Building development costs were estimated at \$144M (2023 dollars).

Background and Purpose

The City of Soldotna aims to transform its 85-acre downtown into an attractive and vibrant mixed-use waterfront area. To guide this effort, the City collaborated with consultants to create a Master Plan outlining the comprehensive vision and phases for redevelopment.

As part of this work, ECONorthwest was tasked with analyzing the economic impacts associated with constructing the proposed infrastructure, amenities, and buildings. This analysis estimated economic impacts and tax revenues based on development assumptions and high-level cost estimates. Rather than precise projections, the outcomes illustrate proportional allocations and order-of-magnitude gains across jurisdictions. By demonstrating tax stimulus alongside the labor income, job creation, and other impacts, the analysis provides evidence supporting public participation where reasonable. Returns to multiple levels of government help justify involvement and partnerships across local, regional, and state government.

The findings from this analysis will assist the City in making the case for additional funding and partnerships to support the project.

Methodology

To estimate the economic effects, we used the IMPLAN Input-Output modeling framework. IMPLAN traces how spending associated with an industry flows through the local economy, generating direct, indirect (supply-chain), and induced (household spending) impacts.

We focused exclusively on quantifying the impacts of construction activity. We did not model long-term operations and maintenance jobs and impact. This decision stems from the Master Plan's current lack of specificity regarding the types of businesses that will locate in the project area and their associated operating costs and labor. Modeling these long-term operational and maintenance costs would require a level of detail that is presently unavailable for this project. As such, the impact analysis should be considered conservative because on-going operations and maintenance will inevitably generate longer-lasting economic effects into the future through supporting jobs, labor income, and generating taxes in the local economy. To capture these considerations and other community benefits, we've included narrative descriptions of the qualitative impacts of redevelopment.

Key Inputs and Assumptions

- **Construction costs**
 - Street and utility cost estimates from Kinney Engineering.
 - Public amenity (trails, parks, plazas, etc.) cost estimates from Urbsworks.
 - Total square feet of development estimates from First Forty Feet (FFF).

- Building cost estimates from EConorthwest. EConorthwest multiplied FFF’s square footage estimates by an assumed unit cost to scale up to total construction costs.⁵
- Hotel *pro forma* completed by EConorthwest
- **Phasing: 20-year buildout period**
 - Phase 1: 2024-2028 (first five years of buildout)
 - Remaining Buildout: 2029-2043 (last fifteen years of buildout)
- **IMPLAN data** – We assumed all dollars to be in 2023 denominations. Once the IMPLAN model processed the direct effects, we inflated the impacts to the appropriate year by using IMPLAN’s built-in inflation calculator.⁶ We used IMPLAN’s 2019 economic data to generate both the economic and fiscal impacts reported below. At the time of analysis, 2021 economic data were readily available; however, the lingering effects of the COVID-19 pandemic—by way of PPP loans—rendered IMPLAN’s tax impacts difficult to interpret.

⁵ EConorthwest based building costs off the *pro forma* modeling from the Feasibility Analysis memorandum. This translated into \$350,000 per townhome and \$200,000 per apartment unit; these per unit costs were assumed to be split as 65 percent labor income, 35 percent materials (hard costs), and an additional 20 percent for soft costs. For the building types we did not model in the Feasibility Analysis (commercial retail and market hall), we used an assumption of \$300 per square foot—the total costs were distributed using the same percentage split as townhomes and apartments. This estimate is based on various data from the Craftsman cost manual and EConorthwest’s understanding of the design at the time of this study.

⁶ IMPLAN uses the Bureau of Economic Analysis’ industry deflator forecast to adjust for inflation.

What is IMPLAN?

IMPLAN is an Input-Output (I-O) modeling framework that allows policy makers to measure the change in regional economic activity resulting from new economic stimulus (e.g., constructing an apartment complex). The IMPLAN model works by tracing how spending associated with an industry circulates through an economy using backwards-looking supply- and demand-chain linkages. It summarizes the total economic effects resulting from the new economic activity in terms of output, jobs, and income.

IMPLAN estimates economic effects in three distinct impact measures:

- The **direct effects** are the output, jobs, and income associated with the immediate effects of the final demand changes. These are the primary data inputs we supply to the model (i.e., the known dollar value of the stimulus we're estimating).
- The **indirect effects** are the production changes in backward-linked industries caused by the changing input needs of directly affected industries. These are often referred to as supply-chain impacts.
- The **induced effects** are the changes in regional household spending patterns caused by changes in household income—generated from the direct and indirect effects. These are often referred to as consumption-driven impacts.
- The *total economic effects* are the sum of the direct, indirect, and induced effects.

A couple other key IMPLAN terms used throughout this analysis are defined as follows:

- **Value added** means contribution to Gross Regional Domestic Product (GRDP). It is defined as the sum of labor income, taxes on production and imports (property taxes, sales and excise taxes, etc.) net of subsidies, and other property income (corporate profits, consumption of fixed capital, etc.).
- **Output** is the broadest measure of total economic activity. It is defined as **Value Added** plus all **Intermediate Inputs**, which are all the goods and services purchased to produce the economic activity being modeled (e.g., a construction company purchasing lumber, steel, and concrete to erect a new building).

Construction Impact Results

Redeveloping Soldotna's waterfront will generate economic effects through new construction.

Phase 1 (2024-2028)

Phase 1 includes public improvements to two catalyst sites (Riverside Hub and Binkley and Birch Hub)⁷, 6 townhomes, 30 affordable apartments, and a 32,000 SF market hall. The buildout is estimated to cost about \$53.7M (see the Output column in Exhibit 1), when accounting for inflation.⁸ IMPLAN estimates the total economic effect of the Phase 1 investment to be \$77.5M. This means that for every dollar invested in construction in Soldotna, an additional \$0.44 is supported elsewhere in the City's and Borough's collective economy.⁹ This initial development is projected to support:

- **572 full-time jobs during the construction period**
- **\$28.6M in total labor income**
- **\$40.5M in total contributions to the City's and Borough's collective GDP**

PHASE 1

Riverside Hub improvements
Infrastructure and utility improvements to River Street (segment 1) and New Street (segments 1 and 2), open space trail and boardwalk, six townhomes, and 30 affordable apartments

Binkley and Birch Hub improvements
Infrastructure and utility improvements to Birch Street (segment 1) and States Avenue (segment 1b), upper and lower plaza, and market hall (32,000 square feet)

Additionally, each **\$1 in infrastructure yields \$3.60 in development** - a 3.6x return on investment.¹⁰ Note that while infrastructure is necessary for development, it does not guarantee buildout.

Exhibit 1. Economic Impacts of Phase 1 Development, 2024–2028

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	430	\$23,060,000	\$27,870,000	\$53,720,000
Indirect Effect (Supply-Chain Impact)	42	\$1,770,000	\$4,108,000	\$8,349,000
Induced Effect (Household Consumption Impact)	100	\$3,790,000	\$8,559,000	\$15,444,000
Total Economic Effect	572	\$28,620,000	\$40,537,000	\$77,513,000

Notes: FTE = Full Time Employee

⁷ It is important to note that these improvements were for modeling purposes only. Actual Phase 1 development could take place on any one of the catalyst sites depending on how property owners and the city choose to proceed.

⁸ This cost is inclusive of infrastructure, trails, other public improvements, and building development. This number varies from that seen in the Development Strategy which only includes infrastructure and public improvement costs.

⁹ While the construction impacts being modeled occur in the City of Soldotna, the resulting IMPLAN economic model outputs are for the Kenai Peninsula Borough which was the most granular level available for outputs given data limitations.

¹⁰ Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings (\$39.2) divided by infrastructure and public amenities cost (\$11M). It is not an IMPLAN output. Note: these costs combined differ from the \$53M in the output column since they are not inflation adjusted.

IMPLAN estimates the Phase 1 construction investments to generate approximately **\$1.4M in total taxes over five years**.¹¹ Of the \$1.4M total, about \$289,000 will be generated as a direct result of the construction investment. The remaining \$1.1M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

The City of Soldotna is expected to generate \$202,000 in taxes, the Borough is expected to generate \$495,000 and the state \$723,000. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

Exhibit 2. Tax Impacts of Phase 1 Development, 2024–2028

Source: IMPLAN, 2019 Model data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	City	Borough	State	Total State & Local
Direct Effect	\$32,000	\$81,000	\$176,000	\$289,000
Indirect Effect	\$66,000	\$161,000	\$205,000	\$432,000
Induced Effect	\$104,000	\$253,000	\$342,000	\$699,000
Total Economic Effect	\$202,000	\$495,000	\$723,000	\$1,420,000

Note: While there are fewer state taxes in Alaska than many other states, this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

Remaining Buildout (2029-2043)

Remaining buildout includes public improvements, 14 townhomes, a new hotel, 5 mixed-use buildings, and 15 commercial retail properties. The buildout over the 15-year period is estimated to cost \$145.7M, when adjusted for inflation. IMPLAN estimates the total economic effect of this construction investment to be \$214.3M. This means that for every dollar invested in construction in the City, an additional \$0.47 is supported elsewhere in the City’s and Borough’s collective economy. The remaining Master Plan buildout is estimated to support:

- **1,496 full-time jobs during the construction period**
- **\$81.2M in labor income**
- **\$114.3M in total contributions to the City’s and Borough’s collective GDP**

Additionally, each **\$1 in infrastructure yields \$6.40 in development** - a 6.4x return on investment.¹² Note that while infrastructure is necessary for development, it does not guarantee buildout.

¹¹ Note that reported tax impacts are based on 2019 model data. The tax impacts are likely an underestimate of the local and state taxes generated by the construction activity due to the age of the data. These tax estimates should be interpreted as a conservative (lower bound) estimate of actual tax impacts.

¹² Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings totaled \$16.3M. Building development costs were estimated at \$104.9M (2023 dollars). These costs combined differ from what is in the output column since it is not inflation adjusted.

Exhibit 3. Economic Impacts of Remaining Buildout, 2029–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	1,116	\$64,780,000	\$77,470,000	\$145,670,000
Indirect Effect (Supply-Chain Impact)	127	\$5,690,000	\$12,517,000	\$24,947,000
Induced Effect (Household Consumption Impact)	253	\$10,730,000	\$24,308,000	\$43,732,000
Total	1,496	\$81,190,000	\$114,295,000	\$214,349,000

Notes: FTE = Full Time Employee

Construction investments are estimated to generate approximately **\$3.7M in total state and local taxes over fifteen years**. Of the \$3.7M total, about \$432,000 will be generated as a direct result of the construction investment. The remaining \$3.3M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

The City of Soldotna is expected to generate \$522,000 in taxes, the Borough is expected to generate \$1.28M and the state \$1.9M. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

Exhibit 4. Tax Impacts of Remaining Buildout, 2029–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECONorthwest.

Impact	City	Borough	State	Total State & Local
Direct	\$28,000	\$77,000	\$327,000	\$432,000
Indirect	\$198,000	\$479,000	\$609,000	\$1,285,000
Induced	\$297,000	\$722,000	\$976,000	\$1,995,000
Total Economic Effect	\$522,000	\$1,279,000	\$1,912,000	\$3,713,000

Note: While there are fewer state taxes in Alaska than other states this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

Total Impacts (2024-2043)

The full buildout over the 20-year period is estimated to cost \$199.4M, when adjusted for inflation. IMPLAN estimates the total economic effect of this construction investment to be \$291.9M. This means that for every dollar invested in construction in the City, an additional \$0.46 is supported elsewhere in the City’s and Borough’s collective economy. At full buildout, the total impact of redevelopment is projected to support:

- **2,068 full-time jobs over the full buildout period**
- **\$109.8M in labor income**
- **\$154.8M in total contributions to the City’s and Borough’s collective GDP**

In total, each **\$1 in infrastructure yields \$5.30 in development** - a 5.3x return on investment.¹³ This demonstrates the powerful economic stimulus and leverage that can be created by the City's infrastructure investments. However, it is important to note that while infrastructure is necessary for development, it does not guarantee buildout.

Exhibit 5. Total Economic Impacts of Full Buildout, 2024–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact	FTEs	Wage & Salaries	Value Added	Output
Direct Effect	1,546	\$87,840,000	\$105,340,000	\$199,390,000
Indirect Effect (Supply-Chain Impact)	169	\$7,460,000	\$16,625,000	\$33,296,000
Induced Effect (Household Consumption Impact)	353	\$14,520,000	\$32,867,000	\$59,176,000
Total	2,068	\$109,810,000	\$154,832,000	\$291,862,000

Notes: FTE = Full Time Employee

In total the full buildout investments are estimated to generate **approximately \$5.1M in total state and local taxes over twenty years**. Of the \$5.1M total, about \$720,000 will be generated as a direct result of the construction investment. The remaining \$4.4M in tax generation will result from taxes paid by businesses and households in the Borough because of the new economic activity created by the investment.

In total the City of Soldotna is expected to generate \$724,000 in taxes, the Borough is expected to generate \$1.77M and the state \$2.63M. It is important to reiterate that this is for construction impacts only and the City will see additional tax revenues from ongoing operations. A breakdown of taxes, along with their definitions, are included in Appendix A.

Exhibit 6. Total Tax Impacts of Full Buildout, 2024–2043

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact	City	Borough	State	Total State & Local
Direct	\$60,000	\$158,000	\$503,000	\$720,000
Indirect	\$264,000	\$640,000	\$814,000	\$1,717,000
Induced	\$401,000	\$975,000	\$1,318,000	\$2,694,000
Total	\$724,000	\$1,773,000	\$2,634,000	\$5,132,000

Note: While there are fewer state taxes in Alaska than other states, this analysis encompasses various state taxes, such as corporate taxes, severance taxes, alcohol taxes, and additional elements such as fishing/hunting licenses.

¹³ Note this is the development to infrastructure cost ratio. It is calculated as total development cost of buildings (\$144) divided by infrastructure and public amenities cost (\$27.3M). It is not an IMPLAN output. Note: these costs differ from the \$199.4M in the output column since they are not inflation adjusted.

Broader Economic and Community Benefits

The construction impacts detailed in the previous section exclude ongoing operations. Ongoing operations will undoubtedly create additional long-term benefits in terms of jobs, income, and tax revenues which we were unable to measure given data limitations. Modeling these long-term operational and maintenance costs would require a level of detail that is presently unavailable for this project, but the City could measure these impacts once they have additional details on the businesses that will locate in the area.

In addition to the quantitative construction impacts, the redevelopment offers advantages for both the local economy and community over the long term.

Economic Upside

- New commercial spaces allow business expansion and new startups, creating permanent jobs and tax revenue.
- A new market hall incubates local businesses in affordable spaces, enabling them to graduate into retail spaces.
- More housing addresses shortages, while supporting the customer base for businesses.
- Increased tourism due to having a more inviting and iconic downtown captures a greater share of Kenai Peninsula tourism.

Community Perks

- Greater year-round activity from added tourism and amenities meets residents' desires.
- Housing at varied income levels fills critical needs for workforce and may provide affordable options.
- An enhanced sense of place fosters community pride and livability.

Together, these benefits demonstrate Soldotna's investment in the riverfront area will benefit current and future residents.

Conclusion

In conclusion, the analysis presents a compelling case for the City's continued support and leadership in bringing the Master Plan vision to life. The quantitative construction impacts, and qualitative benefits offer advantages both in the short and long term for Soldotna's economy and people. The City stands to gain by playing an active role in catalyzing the downtown waterfront's transformation. This report provides key data and insights to aid the City in pursuing the partnerships and resources needed to make the project a reality.

Appendix A. IMPLAN Tax Estimates

IMPLAN's tax impact estimates are derived from two primary sources. The first source is the Bureau of Economic Analysis's National Income and Product Accounts data (NIPA), which is used for federal government tax estimates. The second source of tax impact data comes from three U.S. Census Bureau survey instruments. They are:

- **The Census of State and Local Government Finances.** This source provides county-level data and "is conducted every 5 years (for years ending in '2' and '7')." ¹⁴ In the years between each census, the sample of selected state and local governments are used to form the basis of the dataset. A new sample of governments "is selected every 5 years (for years ending in '4' and '9')." ¹⁵
- **The Annual Survey of State and Local Government Finances.** This source provides county-level data and typically lags 1 to 2 years behind present day.
- **The Annual Survey of State Government Tax Collections.** This source provides up-to-date state-level data . The tax data for each state is distributed to counties based on proxy information that IMPLAN does not publicly disclose.

The IMPLAN tax impact reports aim to provide industry and geographically specific tax information for the businesses and institutions affected by an economic event. However, the raw data has limitations. For example, while taxes are broken down by industry and geography, the breakdown by tax category (e.g. sales tax, property tax) does not have industry-specific detail due to source data constraints.

Despite data limitations, ECONorthwest used IMPLAN's underlying calculations for the high-level construction tax estimates since more precise tax assumptions were unavailable given the lack of detail on exact development that will take place. Rather than precise projections, the tax impacts illustrate proportional allocations and order-of-magnitude revenue gains across jurisdictions. The intent is to validate the scale and proportionality of overall gains rather than provide specific forecasts prone to variability based on limited data and unknown private development details.

Once more project-specific details are available, the City could choose to update this analysis with detailed Direct tax information which would lead to more accurate Indirect and Induced tax impacts.

¹⁴ U.S. Census Bureau, Annual Survey of State and Local Government Finances. Information retrieved from: <https://www.census.gov/programs-surveys/gov-finances/about.html>

¹⁵ *Ibid.*

Below is a breakdown of how IMPLAN allocated taxes to the City, Borough, and State for this high-level analysis. Definitions of the tax categories follow the tables.

Exhibit 7. Phase 1 (2024-2028) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$381,000	\$381,000
TOPI: Sales Tax	\$147,000	\$164,000	\$113,000	\$424,000
TOPI: Property Tax	\$41,000	\$321,000	\$38,000	\$400,000
TOPI: Motor Vehicle License	\$0	\$2,000	\$4,000	\$7,000
TOPI: Severance Tax	\$0	\$0	\$336,000	\$336,000
TOPI: Other Taxes	\$1,000	\$0	\$28,000	\$29,000
TOPI: Special Assessments	\$12,000	\$0	\$0	\$12,000
OPI: Corporate Profits Tax	\$0	\$0	\$92,000	\$92,000
Personal Tax: Motor Vehicle License	\$0	\$5,000	\$13,000	\$19,000
Personal Tax: Property Taxes	\$0	\$1,000	\$0	\$2,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$94,000	\$94,000
TOTAL	\$202,000	\$494,000	\$722,000	\$1,419,000

Exhibit 8. Remaining Buildout (2029-2043) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$10,000	\$10,000
TOPI: Sales Tax	\$380,000	\$425,000	\$292,000	\$1,097,000
TOPI: Property Tax	\$106,000	\$830,000	\$98,000	\$1,033,000
TOPI: Motor Vehicle License	\$0	\$6,000	\$12,000	\$18,000
TOPI: Severance Tax	\$0	\$0	\$868,000	\$868,000
TOPI: Other Taxes	\$4,000	\$0	\$72,000	\$76,000
TOPI: Special Assessments	\$31,000	\$1,000	\$0	\$32,000
OPI: Corporate Profits Tax	\$0	\$0	\$257,000	\$257,000
Personal Tax: Motor Vehicle License	\$1,000	\$14,000	\$38,000	\$52,000
Personal Tax: Property Taxes	\$0	\$4,000	\$0	\$5,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$265,000	\$265,000
TOTAL	\$522,000	\$1,279,000	\$1,912,000	\$3,713,000

Exhibit 9. Full Buildout (2024-2043) Tax Impacts by Category

Source: IMPLAN, 2019 Model Data; input data and assumptions from Kinney Engineering, Urbsworks, First Forty Feet, and ECOnorthwest.

Impact				Total State &
	City	Borough	State	Local
Social Insurance Tax	\$0	\$0	\$13,000	\$5,000
TOPI: Sales Tax	\$527,000	\$589,000	\$405,000	\$1,521,000
TOPI: Property Tax	\$147,000	\$1,151,000	\$136,000	\$1,433,000
TOPI: Motor Vehicle License	\$0	\$8,000	\$16,000	\$25,000
TOPI: Severance Tax	\$0	\$0	\$1,204,000	\$1,204,000
TOPI: Other Taxes	\$5,000	\$0	\$100,000	\$105,000
TOPI: Special Assessments	\$43,000	\$1,000	\$0	\$44,000
OPI: Corporate Profits Tax	\$0	\$0	\$349,000	\$349,000
Personal Tax: Motor Vehicle License	\$1,000	\$19,000	\$51,000	\$71,000
Personal Tax: Property Taxes	\$0	\$5,000	\$0	\$7,000
Personal Tax: Other Tax (Fish/Hunt)	\$0	\$0	\$359,000	\$359,000
TOTAL	\$724,000	\$1,773,000	\$2,634,000	\$5,132,000

Below is a summary of several specific taxes that comprise the broad tax impact measurement groupings shown in Exhibits 7 through 9. Please note that Exhibit 10 is not a comprehensive list of every tax that IMPLAN estimates. The full list can be found on IMPLAN's [website](#).

Exhibit 10. Sample of Specific Taxes Included in IMPLAN's Tax Impact Summaries¹⁶

Source: IMPLAN, 2019 model data.

Tax Type	Taxes Included	Where the Tax is Levied
Social Insurance Tax	Medicare, Medicaid, Social Security, Children's Health Insurance Program (CHIP)	Federal, state, and county
Sales Tax	Alcohol, gross receipts, occupancy, fuel, public utilities	State, county, sub-county general, sub-county special
Property Tax ¹⁷	Property, real estate, machinery and equipment, intangible property,	State, county, sub-county general, sub-county special
Motor Vehicle License	License fees for businesses, license plates, registration fees for businesses	State, county, sub-county general, sub-county special
Severance Tax	Carbon dioxide, natural gas, crude oil, timber	State, county, sub-county general
Other Taxes	Business license, business registration renewal, fishing license, hunting license Nonemployee Compensation	State, sub-county general, sub-county special
Special Assessments	Fee, fine, toll	State, sub-county general, sub-county special
Other Property Income (OPI) Corporate Profits Tax	Corporate profits tax, corporate income tax, private enterprise tax	Federal, state, county, sub-county general

¹⁶ IMPLAN, January 2020. "Taxes: Where's the Tax?" Information retrieved from: <https://support.implan.com/hc/en-us/articles/360041584233-Taxes-Where-s-the-Tax->

¹⁷ Property Taxes on construction impacts are not property taxes on the built structure itself – just on the construction companies' properties and then associated indirect and induced impacts. To get the building's property taxes would require modeling the operating phase. While not captured in the IMPLAN data the City and Borough would benefit from property taxes on the new development.