

DATE: August 12th, 2025
TO: Josh Jorgensen, Tamarack Saddle – Mission Ridge Expansion
FROM: Mark Buckley, Natalie Walker, and Ryan Knapp, ECONorthwest
SUBJECT: Economic and Fiscal Contributions of Operations and Expansion Construction

Executive Summary

Mission Ridge Ski Resort (“Mission Ridge”) supports the Chelan-Douglas regional economy through its current operations, its role as a visitor destination, and its long-term development plans. These activities support jobs, wages, business spending, and tax revenue that benefit the local economy.

Economic contributions reflect how different types of economic activities create ripple effects across the economy. The model allows us to estimate how Mission Ridge’s operational expenditures and capital investments support economic activity in other sectors of the regional economy through purchases at local businesses that supply goods and services (indirect effect) or from employees spending their wages on goods (induced effect). The total contribution represents the summation of the direct spending made by Mission Ridge and the secondary contributions from supply chain and household consumption (indirect and induced effects).

- ◆ **For construction,** economic contributions reflect the labor and materials involved in building new housing units and resort facilities. These investments support jobs in construction and related industries (e.g. manufacturing and wholesalers) and support additional economic activity as workers and contractors spend their earnings locally.
- ◆ **For operations,** economic contributions include the resort’s ongoing employment and purchasing. Jobs at the resort directly support the economy as well as how these workers spend their wages at Chelan-Douglas counties businesses. Resort operation also requires purchasing equipment, supplies, and services, which in turn supports other local businesses.
- ◆ **For visitor spending,** we refer to economic activity as the economic impact rather than contribution. Mission Ridge visitors who travel to the area bring new dollars to the Chelan-Douglas region, indicating an impact rather than estimate of overall contribution. These non-local visitors spend money on lodging, dining, retail, fuel, and recreation. This spending supports jobs in local hospitality and service industries and helps generate revenue for businesses beyond the resort itself.

Expansion Construction

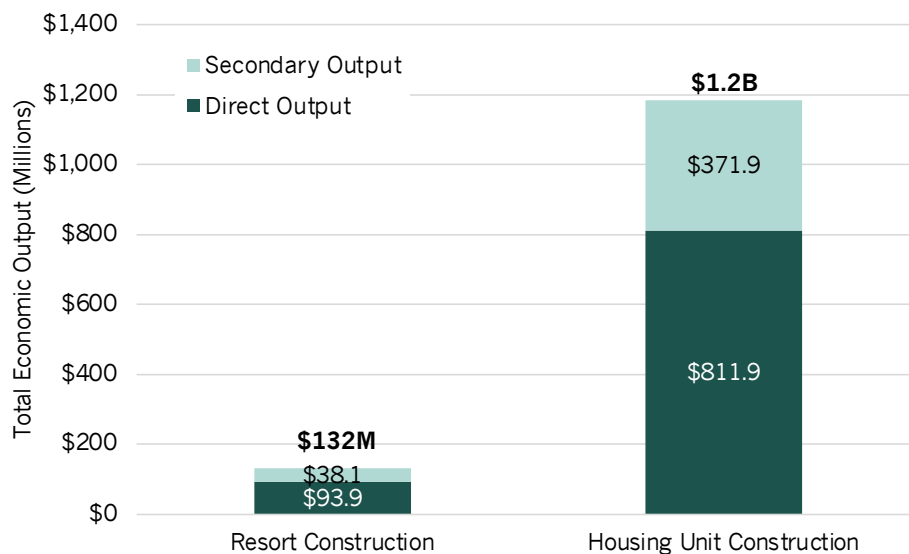
Mission Ridge plans to expand over a 20-year period by constructing 886 new residential units, including single-family homes, townhomes, and condominiums. It will also add ski lifts, trails, a new lodge, parking, and utility infrastructure. In collaboration with Mission Ridge, we estimate that the total cost of construction, including housing and resort investments, will be around \$1.0 billion for the purpose of this analysis.

This construction spending is estimated to support 436 total (direct, indirect, and induced) jobs annually for Phase 1 construction, which includes the resort investments. After Phase 1, housing construction would support 280 total jobs annually, for the remaining years of construction. Most of these workers will be employed on the construction site, but many jobs will be supported in supply chain sectors as well as in household spending sectors such as retail, food services, and healthcare.

Over the 20-year construction timeline, total economic output associated with construction is estimated at \$1.28 billion, which includes construction worker wages, materials and equipment, taxes paid, and profits as well as those metrics associated with supply chain and household consumption sectors. We estimate that close to \$31 million of the direct economic output would be paid for sales taxes to local and state governments.

The new housing units could generate \$209.7 million in property tax revenue, or \$10.5 million annually over the 20-year period. These property tax revenues would continue to increase in perpetuity, providing a stable revenue source for the county.

ES Figure 1. Total Economic Output of Expansion Construction, Cumulative Over 20-Year Timeline



Note: Total represents direct, indirect, and induced effects. Figures may not sum due to rounding. All monetary values are presented in 2025 dollars. Source: IMPLAN, 2023 model year; Mission Ridge, 2025; ECONorthwest Analysis.



ES Table 1. Economic Contributions of Expansion Construction to the Chelan-Douglas Economy

ESTIMATED CONTRIBUTION	ANNUAL AVERAGE	CUMULATIVE
TOTAL¹ JOBS		
Resort Investment Construction (4-years)	157 jobs	627 job-years ²
Housing Unit Construction (20-years)	280 jobs	5,594 job-years
Total Jobs from Expansion Construction	436 jobs	6,221 job-years
TOTAL¹ ECONOMIC OUTPUT		
Resort Investment Construction (4-years)	\$32.9M	\$131.9M
Housing Unit Construction (20-years)	\$59.2M	\$1,180M
Construction Sales Taxes Paid ³	\$1.5M	\$30.8M
Total Economic Output from Expansion Construction	\$92.1M	\$1.3B
PROPERTY TAXES		
Estimated Revenue from Housing Units (20-years)	\$10.5M	\$209.7M

¹Total represents direct, indirect, and induced effects.

²Job-years represent the amount of labor needed over the entire construction period. One job-year is equivalent to one person holding a job for one year.

³Sales taxes paid is a component of direct economic output and therefore should not be summed with total economic output.

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

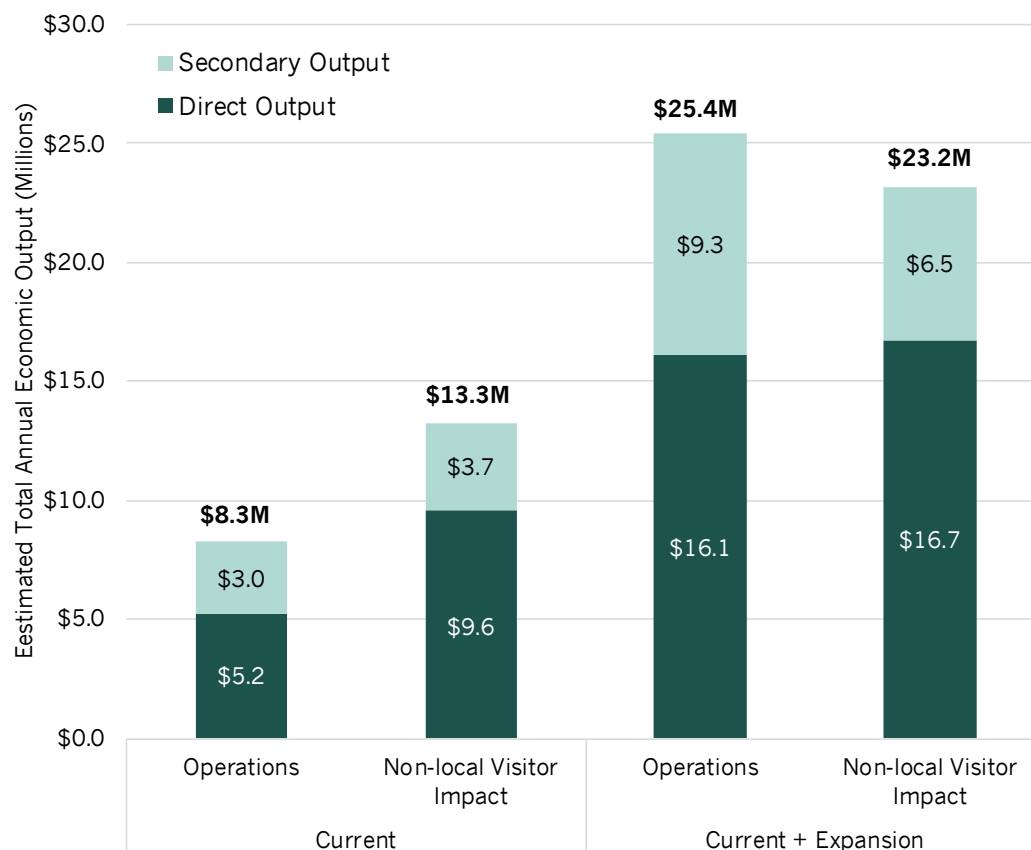
Source: IMPLAN, 2023 model year; Mission Ridge, 2025; Chelan County Assessor, 2025; WA DOR, 2025; ECONorthwest Analysis.



Ongoing Economic Contributions of Expansion

Mission Ridge's current operations support 477 total jobs and \$8.3 million in total economic output within the Chelan-Douglas economy annually. After the expansion, we estimate that operations would support 732 total jobs and \$25.4 million in total economic output annually. The expansion will also increase winter season capacity and create visitation during the summer and shoulder seasons. Currently, non-local visitor spending supports an estimated 96 total jobs and contributes \$13.3 million in total economic output annually. With new visitation from expansion, non-local visitor spending could support 167 total jobs and \$23.2 million annually in total economic output within the regional economy.

ES Figure 2. Annual Total Economic Output from Expanded Operations and Visitor Spending



Note: Total represents direct, indirect, and induced effects. Figures may not sum due to rounding. All monetary values are presented in 2025 dollars. Source: IMPLAN, 2023 model year; Mission Ridge, 2025; ECONorthwest Analysis.

OPERATIONS

Current operations at Mission Ridge directly employ 463 workers and support an additional 15 jobs through local supplier purchases and employee household spending. These operations support more than \$8.3 million in annual total economic output in the Chelan-Douglas economy, including wages and local business activity.



When the resort completes its planned expansion, it could add 225 new direct jobs and increase direct economic output by \$10.9 million annually. At full expanded operations, we estimate that Mission Ridge operations could support 732 total jobs annually in the region and a total of \$25.4 million in annual local economic output.

ES Table 2. Economic Contributions of Annual Operations to the Chelan-Douglas Economy

OPERATIONS PHASE	JOB	ECONOMIC OUTPUT
Current Operations		
Direct	463	\$5.2M
Secondary ¹	15	\$3.0M
Additional from Expanded Operations		
Direct	225	\$10.9M
Secondary	30	\$6.3M
Total² Annual Economic Contributions at Full Operations	732	\$25.4M

¹ Secondary represents indirect and induced effects

² Total represents direct, indirect, and induced effects.

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest Analysis.

NEW VISITATION CAPACITY

Over the course of the winter season, Mission Ridge currently sees 143,000 visits from tourists and residents. We estimate that roughly 67,000 of these visits are from individuals who live outside of the region and who bring new spending to the area through purchases in the hospitality, retail, and service sectors. With current capacity at Mission Ridge, we estimate that non-local visitor spending supports 96 total jobs and supports \$13.3 million in total economic output each year. Their spending on lodging, dining, fuel, groceries, and other amenities helps sustain a wide range of local businesses throughout the Chelan-Douglas area. With the planned expansion, the resort expects to attract an additional 107,000 visits per year, with roughly half of those visits made by individuals who live outside of the area. These new visits will generate an estimated \$8.9 million in added spending, supporting 71 additional jobs and nearly \$9.9 million in new total economic output. Together, current and estimated projected visitation could contribute over \$23.2 million to the local economy each year.



ES Table 3. Economic Impacts of Estimated Annual Non-Local Visitor Spending to the Chelan-Douglas Economy

VISITATION ESTIMATE	JOB	ECONOMIC OUTPUT
Current Non-Local Visitation		
Direct	77	\$9.6M
Secondary ¹	19	\$3.7M
Additional from Expanded Operations		
Direct	58	\$7.2M
Secondary	14	\$2.8M
Total² Annual Economic Contributions at Full Operations	167	\$23.2M

¹ Secondary represents indirect and induced effects

² Total represents direct, indirect, and induced effects.

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest Analysis.



Introduction

ECOnorthwest (ECO) conducted this economic analysis of Mission Ridge Ski Resort (Mission Ridge) to evaluate the annual economic impacts of its operations from May 2024 through April 2025. Located in Chelan County, Washington, Mission Ridge is currently a winter focused operation with certain recreational opportunities throughout the year. Resort operations support employment and economic activity through both direct expenditures and supply chain effects. This analysis assesses the gross economic contributions of the resort's operations. We also estimate the impact of non-local visitor spending, which captures money spent in the region by visitors of Mission Ridge on food, lodging, and services outside the resort.

In addition to evaluating current operations, this analysis also examines the potential economic contributions of a proposed expansion at Mission Ridge. The expansion includes new residential development, additional ski terrain and lifts, commercial space, and infrastructure improvements. Designed to occur over a 20-year period, the project is intended to enhance the resort's year-round appeal and support long-term growth in visitation, employment, and local economic activity. The analysis examines economic contributions of construction and associated sales tax revenue as well as long-term expanded operations and associated property tax revenue from the additional residential units constructed.

Economic Contributions Analysis

This analysis estimates the local economic activity supported by the resort's operations, as measured through changes in employment, income, value added, and economic output.¹

The IMPLAN input-output (I/O) model is widely used to assess the economic contributions of business operations, capital developments and many other types of projects or policies. It measures how spending in one sector flows through the economy, generating economic activity in other sectors via supply chains and household consumption. The IMPLAN model divides the economy into 528 sectors, and models the linkages between the various sectors, including accounting for government and households. Using national industry and county-level economic data from the U.S. Bureau of Economic Analysis, U.S. Census, and other government sources, IMPLAN models how spending in one sector of the economy is spent and re-spent in other sectors of the economy. The linkages are modeled through I/O tables that account for all dollar flows between different sectors of the economy.

The economic relationships modeled by IMPLAN allow the user to estimate the overall change in the economy that would result from the specified economic activity, in this case operations and capital expansion (see Figure 1). The dollars spent on operations and construction are analyzed to determine the total economic contribution within the selected geography. The direct investments from Mission Ridge trigger successive rounds of spending that support

¹ The analysis does not consider how operational, and construction industries would function in the absence of the resort. As such, the estimates should be interpreted as gross contributions rather than net new impacts. With the exception of non-local visitor impacts, which we consider as new spending within the region. For additional information, visits <https://support.implan.com/hc/en-us/articles/360008185474-Economic-Impact-Economic-Contribution-and-Export-Base>.



employment, labor income, and value added in the local economy. The summation of these contributions is referred to as the economic output.

Figure 1. Overview of Economic Contributions Analysis Framework

Source: ECONorthwest, 2024

Contribution Types

Economic multipliers derived from the model are used to estimate total economic contributions. Total economic contributions consist of three components: direct, indirect, and induced effects.

- ◆ **Direct effects** consist of expenditures of the business or project that is being analyzed. In this case, direct effects include resort operational expenditures and those made specifically for the proposed expansion project, such as construction labor and materials. These direct impacts generate economic activity elsewhere in the local economy through the multiplier effect, as initial changes in demand “ripple” through the local economy and generate indirect and induced impacts.
- ◆ **Indirect effects** are generated by expenditures on goods and services by suppliers who provide goods and services to the construction project. Indirect effects are often referred to as “supply-chain” impacts because they involve interactions among businesses.
- ◆ **Induced effects** are generated by the spending of households associated either directly or indirectly with the proposed project. Workers employed for operations, for example, will use their income to purchase groceries and other household goods and services. Workers at businesses that supply operations will do the same. Induced effects are also referred to as “consumption-driven” impacts.

Contribution Measures

Contributions are assessed using the following measures that are reported by the IMPLAN model:



- ◆ **Jobs** are measured as the average number of employees engaged in full- or part-time work.
- ◆ **Labor income** is expressed as the sum of employee compensation and proprietor income.
 - Employee compensation (wages) includes workers' wages and salaries, as well as other benefits such as health, disability, and life insurance; retirement payments; and non-cash compensation; expressed as total cost to the employer.
 - Proprietor income (business income) represents the payments received by small-business owners or self-employed workers.
- ◆ **Value added** represents the value of all final goods and services produced (i.e., the sum of intermediate stages of production). Value added is a subset of Output and accounts for the increase in value that the producer adds to the inputs because of the production process. Value added can be conceptualized as the economic contribution to Gross Regional Product (GRP) for the study area.
- ◆ **Output** is the total value of an industry's production and includes all components of the production function: labor income, taxes, profit, and intermediate inputs.

Limitations of Input-Output Models

I/O models are static models used to measure an economy's inputs and outputs based on data that represents the relationships within an economy at a specific point in time. This analysis uses data from the 2023 model year, which is the most recent year for which data is available. The model then estimates how specific changes in inputs to an economy result in changes throughout the economy. This approach, known as a "partial equilibrium analysis", works well when the modeled changes do not radically reshape the relationships within an economy or affect the fundamental characteristics of labor markets, prices, or property values.

Economic Contributions of Current Operations

Operations Modeling and Input Assumptions

The resort supports economic activity through a combination of direct expenditures on operations, including wages, utilities, maintenance services, and vendor contracts, as well as indirect and induced effects in the regional economy, defined as Chelan and Douglas counties in this analysis.

Mission Ridge provided ECO with operational revenue and spending estimates for the May 2024 through April 2025 period. During this period, the resort directly employed approximately 463 workers, with 15 full-time employees and 448 seasonal employees. Mission Ridge's fully-loaded payroll, which includes all wages and benefits, associated with these employees was \$3.2 million. The resort also spent an estimated \$4.9 million on goods and services for operations, with \$1.0 million of those purchases made from businesses located in Chelan and Douglas counties. This



local spending is used to estimate the indirect and induced economic contributions. Additionally, Mission Ridge contributes \$986,000 in taxes.

Mission Ridge mainly purchases maintenance services and equipment, professional services, and food and beverage supplies from businesses within Chelan and Douglas counties. To estimate the secondary effects of local spending, ECO customized the IMPLAN model to capture how direct expenditures ripple through the local economy. Indirect effects capture the activities of businesses that supply goods and services to the resort, while induced effects represent the household spending of employees supported by the resort’s operations.

Economic Contributions of Operations

The economic contributions of Mission Ridge operations in the past year (April 2024 to May 2025) to the Chelan-Douglas economy are summarized in Table 1.

Local operations-related expenditures support an estimated 15 secondary jobs (indirect and induced). The total employment contribution from operations is estimated to be 477 jobs. Direct labor income totals \$3.2 million for Mission Ridge workers and labor income associated with secondary employment (indirect and induced) totals \$841,000. Operations contribute \$4.1 million in annual total labor income to the Chelan-Douglas economy.

Direct value added associated with operations is \$4.3 million, which includes wages and benefits paid to employees, taxes, and government transfers. Operational direct output totals \$5.2 million, which includes locally purchased inputs (roughly \$1.0 million) and direct value added (\$4.3 million). Secondary economic output supported by operations within Chelan-Douglas counties totals \$3.0 million, leading to a total economic output value of roughly \$8.3 million.

The economic output multiplier for Mission Ridge operations in the Chelan-Douglas economy is 1.57, indicating that for every dollar spent locally on operations, an additional \$0.57 is supported in the broader Chelan-Douglas economy. This multiplier lowers to 1.28 if we compare overall operations expenditures, both local and non-local, to the secondary effects of local spending.

Table 1. Economic Contributions of Mission Ridge Operations, April 2024 – May 2025

CONTRIBUTION TYPE	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	463	\$3,246,000	\$4,288,000	\$5,241,000
Indirect	5	\$295,000	\$683,000	\$1,107,000
Induced	10	\$546,000	\$1,244,000	\$1,906,000
Total	477	\$4,087,000	\$6,215,000	\$8,254,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.
Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest Analysis.



Economic Impacts of Mission Ridge Visitor Spending

In the past year, roughly 143,000 ski passes, and lift tickets were used at Mission Ridge. This estimate is based on a combination of ski pass sales, recreational use of employee passes, and assumptions about visit frequency among passholders.

When paired with recent data on recreational spending for downhill skiing and snowboarding, visitation figures help illustrate the magnitude of recreational demand and the overall economic value associated with it. Recreational trips provide value not only through the experiences they offer but also through the direct expenditures made by visitors.

To estimate spending, we draw on U.S. Forest Service (USFS) spending profiles developed from visitor survey data for the Wenatchee national forest, as presented in the USFS 2017 report, “Spending Patterns of Outdoor Recreation Visitors to National Forests”² by Eric White. We then use data from Placer.ai³ to determine the proportion of local versus non-local visits to Mission Ridge and then apply these proportions to adjust the breakdown of day-use versus overnight visits, as originally presented in White’s report.

We rely on expenditure data from the same report, which outlines spending by activity type across categories such as accommodations, restaurants, groceries, souvenirs, and recreation/entertainment.⁴ These are then multiplied by total visitation to estimate recreational spending associated with those that visit Mission Ridge (Table 2).

² US Forest Service. White, Eric M. (2017). “Spending Patterns of Outdoor Recreation Visitors to National Forests.” Retrieved from: https://www.fs.usda.gov/pnw/pubs/pnw_gtr961.pdf.

³ Placer.ai is a location intelligence and foot traffic data software that uses proprietary algorithms to estimate foot traffic via cell phones.

⁴ To adapt the spending data for use in this analysis, we apply average party-size estimates for the same administrative unit to convert per-party expenditures into per-person spending estimates.



Table 2. Estimated Spending by Category and Activity Type, Mission Ridge Ski & Board Resort

ACTIVITY TYPE	NONLOCAL		LOCAL	
	DAY	OVN	DAY	OVN
Motel	\$0	\$3,246,947	\$0	\$952,126
Camping	\$0	\$7,214	\$0	\$2,144
Restaurant	\$271,088	\$2,664,265	\$333,457	\$781,273
Groceries	\$60,345	\$1,288,175	\$108,891	\$377,721
Gas and oil	\$322,586	\$1,089,866	\$455,916	\$319,626
Other transportation	\$3,967	\$31,709	\$8,141	\$9,325
Recreation and entertainment	\$245,868	\$1,807,606	\$377,556	\$530,031
Sporting goods	\$66,287	\$437,557	\$95,322	\$128,301
Souvenirs and other expenses	\$26,541	\$383,869	\$23,067	\$112,544
Total	\$996,412	\$10,957,209	\$1,402,350	\$3,213,091

Source: Mission Ridge, 2025; USFS, 2017; Placer.ai; ECONorthwest analysis.

With the visitor spend by broad category estimated, the dollar values are then mapped to their associated industry/commodity representations in the IMPLAN model. We only consider the estimated spend of non-local visits to Mission Ridge. While local spend can be useful to evaluate, including it in the analysis overstates visitor impacts because dollars spent by locals would have likely been spent in Chelan-Douglas counties regardless. Excluding purchases from local visits helps preserve a conservative estimate of net new visitor spending to Chelan-Douglas counties because of Mission Ridge.

The net economic impact estimate of non-local visitor spending is reported in Table 3. The direct non-local spend total used to calculate the results was \$11,953,600.⁵ This non-local visitor spending supports \$13.3 million in total economic output in Chelan-Douglas counties, 96 jobs, and \$3.8 million in labor income.

⁵ Please note that although we estimate \$11.95 million in direct visitor spending from non-local visitors to Mission Ridge, the direct output value produced by the IMPLAN model is \$8.76 million. The reason for this difference of \$2.19 million is due to margins. IMPLAN applies margins to retail and wholesale purchases to attribute the correct portion of a sale to the economic agents responsible for delivering the final product to a consumer (additional information regarding IMPLAN margins can be reviewed here: <https://support.implan.com/hc/en-us/articles/115009506007-Margins>). The retail margin is equivalent to the mark-up in product price.



Table 3. Estimated Net Economic Impact of Non-local Visitor Spending, 2025

IMPACT TYPE	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	77	\$2,687,000	\$6,524,000	\$9,560,000
Indirect	10	\$561,000	\$970,000	\$1,952,000
Induced	9	\$499,000	\$1,138,000	\$1,744,000
Total	96	\$3,747,000	\$8,633,000	\$13,256,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

Economic Contributions of Expansion Construction

Expansion Construction Modeling and Input Assumptions

ECO conducted an economic contributions analysis of the Mission Ridge Expansion Project to evaluate the contributions associated with the phased construction of new residential units and resort infrastructure. The analysis spans 20-years and is based on construction schedules and cost data provided by the client. Mission Ridge has planned five construction phases, adding 886 dwelling units. Cost estimates were developed using assumed square footage and construction cost per square foot for three unit types: single-family units, townhomes, and condominiums (see Table 4). ECO utilizes IMPLAN industry-level assumptions on the types of goods and services used during construction, as well as the percentage of those goods sourced within Chelan-Douglas counties due to uncertainty of construction material procurement.

Table 4. Expansion Dwelling Unit Square Footage and Cost Assumptions

DWELLING TYPE	SQUARE FOOTAGE	COST OF CONSTRUCTION PER SQ. FT.
Single-family units	3,000	\$322.00
Townhouse units	2,200	\$363.54
Condominium units	1,000	\$389.51

Source: Mission Ridge, 2025.

Housing unit distribution and total construction costs by phase were developed by applying these unit-type assumptions to each development phase. The construction cost per square foot estimates do not account for infrastructure costs. To correct for this, ECO relied upon previous work in the residential development space and recent surveying of housing developers, to estimate the cost of infrastructure as a percent share of total home construction costs.⁶ ECO's analysis estimated that infrastructure development is approximately 18.7 percent of the unit home construction cost. Based on the unit mix and cost assumptions, the total construction

⁶ Lynch, Eric. *Cost of Constructing a Home 2024 Special Study*. Economics & Housing Policy Group, National Association of Home Builders, January 20, 2025. <https://www.nahb.org/-/media/NAHB/news-and-economics/docs/housing-economics-plus/special-studies/2025/special-study-cost-of-constructing-a-home-2024-january-2025.pdf>



spending across all phases is estimated at \$914.6 million, or an annual average of \$45.7 million over 20-years (see Table 5). ECO assumes an annual projected inflation rate based on market trends of roughly 3.6 percent.

Table 5. Estimated Expansion Construction Timeline and Costs

CONSTRUCTION PHASE	NUMBER OF DWELLING UNITS	COST OF HOME CONSTRUCTION	COST OF INFRASTRUCTURE	TOTAL COST
Phase 1 (Year 1 to 4)	274	\$208,391,000	\$39,021,000	\$247,412,000
Phase 2 (Year 5 to 8)	212	\$172,179,000	\$32,240,000	\$204,419,000
Phase 3 (Year 9 to 12)	197	\$176,711,000	\$33,089,000	\$209,800,000
Phase 4 (Year 13 to 16)	172	\$186,358,000	\$34,895,000	\$221,253,000
Phase 5 (Year 17 to 20)	31	\$26,683,000	\$4,996,000	\$31,680,000
Total	886	\$770,323,000	\$144,241,000	\$914,565,000
Annual Average (20-years)	44	\$38,516,000	\$7,212,000	\$45,728,000

Note: All monetary values are in 2025 dollars. Assumed annual rate of inflation of 3.6 percent.

Source: Mission Ridge, 2025; ECOnorthwest analysis.

Economic Contributions of Expansion Construction

The economic contributions of the Mission Ridge expansion construction from Year 1 to Year 20 to the Chelan-Douglas economy are summarized in Table 6 and Table 7.

Over the full 20-year construction period, expansion construction activities are expected to support a total of 280 jobs annually, including 195 direct construction jobs, 25 indirect jobs through supply chain spending, and 60 induced jobs through household consumption. Cumulative jobs represent the amount of labor needed over the entire 20-year construction period, and should only be conceptualized as job-years, as one individual can hold the same construction job across the 20-year period.

Cumulatively, the expansion is anticipated to support \$486.2 million in total labor income, with \$387.4 million in direct labor income and \$98.8 million in secondary. On an annual average basis, the expansion will contribute approximately \$24.3 million in total labor income to the Chelan-Douglas economy. The total value added to the local economy from construction activity is estimated at \$745.8 million, which represents the expansion's contribution to Chelan-Douglas's Gross Regional Product (GRP). Roughly \$25.2 million in total value added is expected to be supported on an average annual basis.

The expansion is estimated to support \$1.2 billion in total economic output. This includes \$811.9 million in direct output and \$371.9 million in secondary output. On an annual basis, construction is expected to support roughly \$59.2 million in total economic output within Chelan-Douglas each year. The economic output multiplier for the expansion construction is approximately 1.46, indicating that for every dollar directly spent on construction activities, an additional \$0.46 in economic output is supported elsewhere in the Chelan-Douglas economy.



Table 6. Average Annual Economic Contributions of Residential Expansion Construction, 20-years

CONTRIBUTION TYPE	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	195	\$19,369,000	\$25,155,000	\$40,595,000
Indirect	25	\$1,609,000	\$4,536,000	\$6,958,000
Induced	60	\$3,330,000	\$7,597,000	\$11,639,000
Total	280	\$24,308,000	\$37,288,000	\$59,192,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

Table 7. Cumulative Economic Contributions of Residential Expansion Construction, 20-years

CONTRIBUTION TYPE	EMPLOYMENT (JOB-YEARS ¹)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	3,896	\$387,376,000	\$503,102,000	\$811,903,000
Indirect	504	\$32,182,000	\$90,720,000	\$139,162,000
Induced	1,194	\$66,609,000	\$151,940,000	\$232,779,000
Total	5,594	\$486,167,000	\$745,762,000	\$1,183,844,000

¹Job-years represent the amount of labor needed over the entire construction period. One job-year is equivalent to one person holding a job for one year.

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

In addition to housing development, Mission Ridge provided estimates for resort-wide infrastructure improvement associated with Phase 1 construction. These includes utility upgrades, chair lifts, trail development, a new lodge, and parking facilities. In total, Mission Ridge estimates spending \$114.8 million on these investments in Phase 1. We do not model economic contributions from non-local purchases such as the chair lifts, as these will be imported from elsewhere. For the remaining value of construction, we allow the model to estimate the share of construction-related goods and services that could be purchased within the Chelan-Douglas counties economy.

Resort investments for the expansion are estimated to support a total of 157 jobs in the region annually, with an associated \$13.3 million in annual labor income (see Table 8). Cumulatively over the four-year construction period, resort investments will support roughly \$132.0 million in total economic output.



Table 8. Average Annual Economic Contributions of Resort Expansion Construction, 4-years

CONTRIBUTION TYPE	EMPLOYMENT (JOBS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	113	\$10,684,000	\$14,172,000	\$23,467,000
Indirect	11	\$833,000	\$1,706,000	\$3,153,000
Induced	33	\$1,825,000	\$4,163,000	\$6,378,000
Total	157	\$13,341,000	\$20,041,000	\$32,998,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

Table 9. Cumulative Economic Contributions of Resort Expansion Construction, 4-years

CONTRIBUTION TYPE	EMPLOYMENT (JOB-YEARS ¹)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	450	\$42,735,000	\$56,689,000	\$93,868,000
Indirect	46	\$3,330,000	\$6,822,000	\$12,613,000
Induced	131	\$7,300,000	\$16,651,000	\$25,511,000
Total	627	\$53,366,000	\$80,163,000	\$131,992,000

¹Job-years represent the amount of labor needed over the entire construction period. One job-year is equivalent to one person holding a job for one year.

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

Fiscal Contributions of Expansion Construction

SALES AND USE TAX

ECO estimated the sales tax revenue associated with the Mission Ridge expansion construction by applying a series of modeling assumptions to anticipated construction costs over the 20-year buildout period (see Table 10).

To estimate taxable construction spending, ECO assumed that only material costs of construction are subject to sales tax. Based on previous modeling of developments, hard costs were estimated to represent approximately 89 percent of total construction costs, with the remaining 11 percent comprising non-taxable development expenses such as design, permitting, and project financing. Of the hard costs, it is further assumed that 40 percent are subject to sales tax, derived from the U.S. Census Bureau's Economic Census, which reports industry expense distributions for residential construction firms as well as commercial construction firms, indicating the typical share of materials and subcontracted services that qualify as taxable transactions.⁷ The Washington Department of Revenue reported sales tax rates for Chelan County and Wenatchee, with a local sales tax rate of 1.9

⁷ U.S. Census Bureau. *2022 Economic Census: Construction—Summary Statistics for the U.S., NAICS 2361, Residential Building Construction and NAICS 2362 Commercial and Institutional Building Construction*. <https://www.census.gov/programs-surveys/economic-census.html>.



percent and a state sales tax rate of 6.5 percent. Thus, ECO used a total sales tax rate of 8.4 percent.⁸

We estimate sales tax revenues from the Mission Ridge expansion construction, including housing and resort investments, total approximately \$30.8 million over the 20-year construction period, or \$1.5 million annually. Of this total, \$6.4 million would be directed to local jurisdictions in Chelan County, while \$24.4 million would accrue to the State of Washington. These values are based on the estimated taxable construction spending in each phase but do not reflect actual sales tax collections.

Table 10. Estimated Sales and Use Tax Collections from Expansion Construction (Housing Units and Resort Investments)

PHASE	LOCAL SALES TAX	STATE SALES TAX	TOTAL SALES TAX COLLECTED
Phase 1 (Year 1 to 4)	\$2,244,000	\$8,586,000	\$10,830,000
Phase 2 (Year 5 to 8)	\$1,267,000	\$4,846,000	\$6,113,000
Phase 3 (Year 9 to 12)	\$1,300,000	\$4,974,000	\$6,274,000
Phase 4 (Year 13 to 16)	\$1,371,000	\$5,245,000	\$6,616,000
Phase 5 (Year 17 to 20)	\$196,000	\$751,000	\$947,000
Cumulative Total	\$6,378,000	\$24,403,000	\$30,781,000
Annual Average	\$319,000	\$1,220,000	\$1,539,000

Notes: All monetary values are presented in 2025 dollars. No assumed increase in sales tax rate. Figures may not sum due to rounding.

Source: Mission Ridge, 2025; U.S. Census Bureau, 2022; WA Department of Revenue, 2025; ECOnorthwest analysis.

PROPERTY TAX

To estimate property tax contributions from the Mission Ridge expansion, ECO modeled cumulative tax revenue collections based on construction phasing and unit delivery schedules (see Table 11). We assume the starting year assessed value equals the summation of total construction and land costs. Infrastructure construction and land costs were estimated based on ECO previous experience with developers as well as the National

⁸ Washington Department of Revenue. *Chelan County PTBA Local Sales Tax Rates, 2025*. <https://dor.wa.gov/taxes-rates/sales-use-tax-rates>



Association of Home Builders survey information.⁹ We estimate that land costs is 15.8 percent of the summation of unit construction costs (provided by Mission Ridge) and the estimated infrastructure costs (presented in Table 5).

Chelan County has an average levy rate of \$7.68 per \$1,000 of assessed value.¹⁰ We do not assume an increase in levy rate across the 20-year analysis period due to uncertainty in the change of rates. Over the previous two decades, the average levy rate has decreased within the county.¹¹ However, we estimate that the assessed value of the expansion properties will increase by 10 percent per year. We base this estimate on the average year over year change in Chelan County assessed values from 2018 to 2023. The average annual increase in assessed value overall has been 12.5 percent per year, including new construction, and 10.4 percent per year excluding newly constructed units.¹²

Over the full timeline of 20 years, the expansion could generate a cumulative total of \$209.7 million in property tax revenue, or approximately \$10.5 million per year. Property tax revenues would continue in perpetuity.

⁹ Lynch, Eric. *Cost of Constructing a Home 2024 Special Study*. Economics & Housing Policy Group, National Association of Home Builders, January 20, 2025. <https://www.nahb.org/-/media/NAHB/news-and-economics/docs/housing-economics-plus/special-studies/2025/special-study-cost-of-constructing-a-home-2024-january-2025.pdf>

¹⁰ Chelan County Assessor. *2025 Property Tax Summary Report*. April 2025. <https://www.co.chelan.wa.us/files/assessor/archives-levy-books/2025PropTaxSum.pdf>

¹¹ Chelan County Assessor. *Frequently Asked Questions: Property Taxes*. February 2023. <https://www.co.chelan.wa.us/files/assessor/documents/faq/PropTaxFAQ.pdf>

¹² Washington State Department of Revenue. *Property Tax Statistics Various Years*. 2020 through 2024 Reports. <https://dor.wa.gov/about/statistics-reports/property-tax-statistics>



Table 11. Estimated Property Tax Collections by Housing Unit Type

YEAR	SINGLE-FAMILY UNITS	TOWNHOUSE UNITS	CONDOMINIUM UNITS	TOTAL PROPERTY TAX REVENUE
1	\$199,700	\$297,700	\$96,600	\$594,000
2	\$448,500	\$499,700	\$207,000	\$1,155,100
3	\$818,200	\$639,300	\$332,400	\$1,789,900
4	\$1,237,400	\$796,300	\$474,500	\$2,508,300
5	\$1,501,100	\$1,069,100	\$634,800	\$3,205,000
6	\$1,796,200	\$1,376,000	\$815,200	\$3,987,500
7	\$2,126,100	\$1,720,900	\$1,017,900	\$4,864,900
8	\$2,520,200	\$2,000,400	\$1,224,300	\$5,744,900
9	\$2,906,600	\$2,422,900	\$1,476,700	\$6,806,200
10	\$3,336,400	\$2,895,600	\$1,759,100	\$7,991,100
11	\$3,814,200	\$3,304,600	\$2,074,500	\$9,193,400
12	\$4,360,000	\$3,758,700	\$2,426,500	\$10,545,300
13	\$4,950,800	\$4,390,900	\$2,819,000	\$12,160,600
14	\$5,606,200	\$5,095,500	\$3,256,000	\$13,957,700
15	\$6,332,900	\$5,742,500	\$3,662,000	\$15,737,400
16	\$7,155,500	\$6,445,000	\$4,111,500	\$17,712,000
17	\$7,871,000	\$7,192,800	\$4,695,100	\$19,759,000
18	\$8,658,100	\$7,912,100	\$5,164,700	\$21,734,900
19	\$9,523,900	\$8,703,300	\$5,681,100	\$23,908,400
20	\$10,476,300	\$9,573,700	\$6,249,200	\$26,299,200
Cumulative	\$85,639,300	\$75,837,000	\$48,178,100	\$209,654,800
Average Annual	\$4,282,000	\$3,791,900	\$2,408,900	\$10,482,700

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding. No discount rate applied. No property tax rate increase assumed.

Source: Mission Ridge, 2025; Chelan County Assessor, 2025; ECONorthwest analysis.



Economic Contributions of Expansion Operations

Resort Operations

With the increase in operational capacity, Mission Ridge expects to have an additional 225 staff (25 full-time and 200 seasonal) per year. These are new employees that will be incrementally added on top of their existing employment base of 463 employees.

Using Mission Ridge's current operations data, we estimated the incremental contributions Mission Ridge would make to Chelan-Douglas economy under their expanded operations. The results are shown in Table 12.

The additional 225 direct employees will support 30 secondary jobs, associated with \$7.9 million in total labor income. Overall, we estimate about \$10.9 million in new direct economic output would be supported in the Chelan-Douglas counties because of Mission Ridge's expansion. This will support an additional \$6.3 million of economic output in the counties for a total incremental contribution of approximately \$17.2 million.

Table 12. Incremental Annual Economic Contributions of Expanded Operations

CONTRIBUTION TYPE	EMPLOYMENT (JOB-YEARS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	225	\$6,178,000	\$8,627,000	\$10,866,000
Indirect	11	\$694,000	\$1,606,000	\$2,603,000
Induced	19	\$1,059,000	\$2,414,000	\$3,698,000
Total	255	\$7,931,000	\$12,647,000	\$17,168,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

Visitor Spending

In collaboration with Mission Ridge, we assume that the expanded resort will bring an additional 107,000 visits annually. This estimate accounts for new visits during the summer and shoulder seasons, as well as the expanded capacity during the winter season. Utilizing the same methods outlined in the current visitor spending section, we estimate the spending by visit type (Table 13). We estimate spending associated with these new visits to total \$14.7 million.



Table 13. Estimated Spending by Category and Activity Type, Mission Ridge Ski & Board Resort

ACTIVITY TYPE	NONLOCAL		LOCAL	
	DAY	OVN	DAY	OVN
Motel	\$0	\$2,430,282	\$0	\$712,649
Camping	\$0	\$5,400	\$0	\$1,605
Restaurant	\$202,905	\$1,994,155	\$249,586	\$584,769
Groceries	\$45,167	\$964,176	\$81,503	\$282,717
Gas and oil	\$241,450	\$815,745	\$341,245	\$239,235
Other transportation	\$2,767	\$23,734	\$6,094	\$6,980
Recreation and entertainment	\$184,028	\$1,352,961	\$282,594	\$396,719
Sporting goods	\$49,614	\$327,503	\$71,347	\$96,031
Souvenirs and other expenses	\$19,866	\$287,319	\$17,265	\$84,238
Total	\$745,800	\$8,201,300	\$1,049,600	\$2,404,900

Source: Mission Ridge, 2025; USFS, 2017; Placer.ai; EConorthwest analysis.

We estimate the economic impacts associated only with the non-local visitor spending, as described in the previously. Non-local visitation totals 50,290, with an associated spending of approximately \$8.9 million. This non-local visitor spending supports an additional \$2.8 million in economic output in Chelan-Douglas counties through supply-chain and household consumption effects. In total, non-local visitor spending resulting from expanded operations could support \$9.9 million in economic output, 71 jobs, and \$2.8 million in labor income on an annual basis, assuming visitation does not change.

Table 14. Incremental Annual Net Economic Impact of Visitor Spending from Expanded Capacity

CONTRIBUTION TYPE	EMPLOYMENT (JOB-YEARS)	LABOR INCOME	VALUE ADDED	OUTPUT
Direct	58	\$2,011,000	\$4,883,000	\$7,155,000
Indirect	7	\$420,000	\$726,000	\$1,461,000
Induced	7	\$374,000	\$852,000	\$1,305,000
Total	71	\$2,804,000	\$6,461,000	\$9,922,000

Notes: All monetary values are presented in 2025 dollars. Figures may not sum due to rounding.

Source: IMPLAN, 2023 model year; Mission Ridge, 2025; EConorthwest analysis.

