



**FULL REPORT**

# COMMUNITY & ECONOMIC IMPACT OF JOB CREATION THROUGH THE FUTURE READY TRIAD EXPANSION



## **Introduction & Purpose**

The Future Ready Triad expansion is one of the most significant youth-centered economic development opportunities in the region's history. As Boys & Girls Clubs of the Greater Triad (BGCTriad) evolves from a five-site organization into a multi-city, multi-site regional system, the economic benefits extend far beyond programmatic outcomes for youth.

## A 20-Year Regional Economic Development Analysis

This expansion will create hundreds of new jobs, strengthen local workforce pipelines, raise job quality standards, and generate sustained economic activity across High Point, Greensboro, Winston-Salem, Burlington, Asheboro, and surrounding communities.

As part of this growth, BGCTriad is raising wages for part-time Youth Development Professionals (YDPs) from \$16/hour to \$18/hour, and ultimately \$20/hour by 2030 — strengthening job quality and expanding household mobility across the region.

### **Purpose of the Report**

This report answers a central question:

What is the projected community and economic impact of the jobs created through BGCTriad's regional expansion?

It explores:

- Direct job creation
- Indirect jobs created through vendors and partners
- Induced jobs created by household spending
- Workforce development and alumni return
- Job quality impacts
- Athletics and the Beyond Sports League as job generators
- Regional macroeconomic outcomes
- The cost of inaction

By 2030, BGCTriad will be one of the largest youth-serving employers in North Carolina—and a major contributor to economic mobility and workforce growth across the Triad.

## The Triad Regional Economic Context

The Triad's economy is undergoing a generational shift. Traditional manufacturing continues to decline, while new sectors — healthcare, logistics, advanced manufacturing, technology, recreation, and hospitality — are rapidly expanding. Employers consistently report shortages of reliable entry-level and mid-skill workers.

### Key Regional Workforce Realities

- One of North Carolina's largest combined labor markets
- Shortages across healthcare, education, trades, IT, logistics, and human services
- Workforce participation gaps in high-poverty neighborhoods
- Strong demand for early-career talent
- Multi-county efforts to build youth pipelines into local industries

### BGCTriad's Relevance

BGCTriad strengthens the region by:

- Creating hundreds of jobs across multiple cities and counties
- Elevating wage floors and job quality
- Building structured youth-to-career pathways
- Training teens and young adults for real-world employment
- Improving neighborhood stability and community well-being
- Supporting city, county, and regional economic goals

The Future Ready Triad expansion is not just a program strategy—it is a **regional economic development strategy**.

### BGC Triad a a Regional Employer

#### Current Baseline Staffing

Today, BGCTriad employs:

- 100 total employees
- 20 full-time staff
- ~80 part-time YDPs
- Average YDP wage: \$16/hour, ~28 hours/week
- 5 locations serving just under 2,000 youth

This baseline sets the stage for substantial expansion.

#### Projected Staffing at Full Regional Scale (2030)

As BGCTriad grows into a unified regional system with 25–30 locations and 7,500–9,000 youth annually, staffing needs will expand dramatically.

#### **Club-Level Positions**

- 25–30 Club Directors
- 125–150 full-time Coordinators, Coaches, and Program Leads
- 400–550 part-time YDPs
- Athletic coaches, league officials, referees, support staff

#### **Regional Administration**

- Vice Presidents (Programs, Athletics, Safety, Advancement)
- COO, CFO, and senior leadership roles

## A 20-Year Regional Economic Development Analysis

- Data, CQI, and outcomes staff
- HR, IT, transportation, and operations teams
- Communications, marketing, and development staff

### **Athletics & BSNC Integration**

Per the partnership outline:

- BSNC's presence in **43 schools** expands the workforce footprint
- Coaches, site liaisons, and program leaders transition into paid roles
- The Beyond Sports League becomes a multi-city economic generator

## Wage Growth Strategy & Job Quality Commitment (2025–2030)

BGCTriad is committed to competitive, equitable, and sustainable compensation as part of its role as a regional employer.

### **PT Wage Trajectory**

- **2025–2027:** Increase from \$16 → \$18/hour
- **2027–2030:** Increase from \$18 → \$20/hour

This represents a **25% wage increase** for early-career staff and community workforce members.

### **Economic Value of Wage Growth**

- Enhances household stability
- Increases local consumer spending
- Improves hiring competitiveness
- Reduces turnover
- Strengthens alumni retention
- Advances regional “quality jobs” criteria
- Expands induced job creation

This wage modernization directly supports the Future Ready Triad vision.

## Total Direct Jobs Created

By 2030, BGCTriad will employ:

### **600–750 total staff**

- 150–200 full-time
- 450–550 part-time

## A 20-Year Regional Economic Development Analysis

Numerically, BGCTriad becomes one of the region's most significant employers in the human services and youth development sectors.

### The Alumni Employment Loop

BGCA historically produces one of the strongest alumni return pipelines in the youth development sector. Locally:

- Many current staff are former Club kids
- Alumni fill YDP, coaching, and leadership positions
- Alumni demonstrate higher retention and commitment
- Alumni become community anchors
- Alumni employment stabilizes families and neighborhoods

This creates an intergenerational cycle of youth-to-career impact, where today's Club kid becomes tomorrow's mentor, coach, or staff member.

## Direct Job Creation (Full Analysis)

### Direct Employment Scale

The Future Ready expansion directly supports:

- 600–750 jobs by 2030
- Distributed across six counties and multiple cities
- Including both full-time and part-time staff

These jobs span:

- Youth development
- Academics and tutoring
- Athletics and coaching
- Operations, safety, and logistics
- Data and evaluation
- Development and communications
- Leadership and administration

### Direct Payroll Impact (With Wage Increase)

By 2030, annual payroll will exceed:

**\$20M–\$23M per year**

Just for part-time staff at \$20/hour:

**\$13M–\$15M annually**

This is a significant local economic injection that multiplies across the region.

## Indirect & Induced Job Creation

### Indirect Jobs (Vendor & Supplier Impact)

Using conservative economic multipliers:

**150–200 indirect jobs**

Created through:

- Food vendors
- Transportation companies
- Uniform and equipment suppliers
- Parks & Recreation partners
- Maintenance and facility teams
- Technology providers
- Instructional contractors
- Event operations firms

### Induced Jobs (Household Spending Impact)

With household incomes rising due to wage increases:

**200–300 induced jobs**

are created in:

- Retail
- Restaurants
- Childcare
- Housing
- Transportation
- Healthcare and mental health services
- Local service providers

## Total Job Creation Summary

By 2030, BGCTriad will support:

**1,000+ jobs across the region**

## A 20-Year Regional Economic Development Analysis

(Direct + indirect + induced)

A rare job engine driven entirely by nonprofit and community impact investment.

### Workforce Development & Alumni Careers

BGCTriad creates a workforce pipeline that begins in childhood and extends into adulthood.

Key Components:

- Workforce readiness curriculum
- Leadership pathways
- High school teen employment
- Internships
- Junior Coach → Coach → Mentor pathways
- Postsecondary exposure and credentialing
- First-job experiences for young adults
- Alumni returning as paid staff

This creates a self-sustaining workforce mobility engine.

### Athletics as a Job Generator

The partnership with BSNC and launch of the **Beyond Sports League** expands job creation significantly.

Roles created:

- Coaches
- Assistant coaches
- Referees and officials
- Field/site supervisors
- Event staff
- Tournament coordinators
- Athletic league administrators

Estimated athletics jobs:

**120–180 by 2030**

The Beyond Sports League becomes a regional economic asset.

## Regional Economic Development Impact

BGCTriad strengthens the Triad's economy through:

### Workforce Pipeline Growth

Preparing youth and early adults for essential industries.

### Neighborhood Stability

Providing employment in high-poverty areas strengthens community health.

### Increased Local Spending

Rising wages generate consumer spending, which fuels regional GDP.

### Employer Benefits

Improved soft skills, attendance, and workforce reliability.

### Corporate Attraction & Retention

Regions with strong youth and workforce pipelines attract more investment.

### **20-Year Economic Impact (Jobs Alone):**

\$1.4B–\$2.0B in regional economic activity.

## Cost of Inaction

If BGCTriad does not expand:

- Entry-level workforce shortages worsen
- School remediation costs rise
- Juvenile justice involvement increases
- Neighborhood economic instability intensifies
- Generational poverty persists
- The Triad becomes less competitive

The cost of inaction is dramatically higher than the investment required to build a Future Ready workforce.

## Conclusion

The Future Ready Triad expansion positions Boys & Girls Clubs of the Greater Triad as one of the region's most powerful economic engines. Through direct job creation, vendor and supplier jobs, household spending, and workforce development, BGCTriad strengthens families, stabilizes neighborhoods, and builds a more competitive regional workforce.

**By raising wages to \$20/hour by 2030, BGCTriad is not only expanding opportunity for youth—it is elevating job quality, strengthening household stability, and building a more resilient regional economy.**

The Future Ready Triad movement is a long-term investment in the region's prosperity.

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### Contact:

Dr. William D. Gibson  
President & CEO  
Boys & Girls Clubs of the Greater Triad  
336.882.2582 Ext: 201  
w.gibson@bgctriad.org

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### **Boys & Girls Clubs of America (BGCA) National Resources**

Boys & Girls Clubs of America. *Future Ready Framework*. 2024.

(Defines youth outcome measures, workforce readiness strategies, and long-term organizational priorities for scaling impact.)

Boys & Girls Clubs of America. *Formula for Impact*.

(BGCA's foundational logic model articulating the youth development practices that drive educational and workforce outcomes.)

Boys & Girls Clubs of America. *National Youth Outcomes Initiative (NYOI) Reports*.

(Annual national reporting on academic success, character & leadership, and workforce readiness indicators.)

Boys & Girls Clubs of America. *Workforce Readiness Framework*. 2021–2024.

(Guidance for preparing teens for employment, supporting early-career staff, and integrating workforce development into the Club Experience.)

Boys & Girls Clubs of America. *2023–2024 National Outcomes Research Series*.

(Internal research detailing attendance impacts, youth workforce outcomes, SEL development, and Club-level employment trends.)

### **BGCTriad Local Data & Organizational Documents**

Boys & Girls Clubs of the Greater High Point. *Organization Data & Demographic Packet*. March 2025.

(Staffing counts, wage data, ESRI economic projections, school-age population, poverty indicators, and operational metrics.)

Boys & Girls Clubs of the Greater Triad. *Triad Movement Strategy*. 2025.

(Regional expansion roadmap, staffing plan, wage strategy, and 2030 footprint projections.)

Boys & Girls Clubs of the Greater Triad & Beyond Sports North Carolina. *Draft Partnership & Collaboration Outline*. November 2025.

(Details workforce integration, athletic staffing, the 43-school footprint, and the Beyond Sports League operational model.)

Boys & Girls Clubs of the Greater High Point. *CEO Case Study Presentation Materials*. 2025.

(Organizational structure, staffing ratios, wage baseline, future expansion assumptions, and financial sustainability notes.)

Boys & Girls Clubs of America. *Greensboro & Winston-Salem Youth Impact Deck*. 2024–2025.

(Regional youth trends, juvenile justice indicators, mental health data, and program capacity considerations.)

### **National & Federal Workforce and Economic Data Sources**

U.S. Census Bureau. *American Community Survey (ACS), 2023*.

(County-level labor force data, income distributions, poverty rates, educational attainment, and demographic profiles.)

U.S. Bureau of Labor Statistics (BLS). *Occupational Employment and Wage Statistics (OEWS)*.

(State and regional wage benchmarks used for job quality modeling.)

U.S. Bureau of Labor Statistics. *Labor Force Characteristics & Employment Projections*.

(Data informing long-term workforce demand across industries relevant to Triad labor markets.)

## A 20-Year Regional Economic Development Analysis

U.S. Bureau of Economic Analysis (BEA). *RIMS II Regional Multipliers*.  
(Standard multipliers for indirect and induced job creation estimates.)

U.S. Census Bureau. *County Business Patterns*.  
(Industry and employment density data used to contextualize nonprofit job creation.)

Opportunity Insights (Chetty et al.). *The Opportunity Atlas*.  
(Neighborhood-level upward mobility data used to assess long-term job and earnings potential.)

### **North Carolina State & Regional Data Sources**

North Carolina Department of Commerce—Labor & Economic Analysis Division (LEAD).  
(Wage-by-education data, regional labor projections, job vacancy data, and economic development modeling inputs.)

North Carolina Department of Public Instruction (NC DPI).  
(Data on chronic absenteeism, school attendance, and educational attainment—all relevant to youth-to-workforce pathways.)

North Carolina Department of Public Safety — Juvenile Justice Division.  
(Cost data and longitudinal justice system indicators used for counterfactual modeling.)

North Carolina Office of State Budget & Management (OSBM).  
(Demographic and workforce growth projections used for 2030 forecasting.)

Piedmont Triad Regional Council — Workforce Development Board.  
(Regional employer demand, skill gaps, and sector trends across Guilford, Forsyth, Alamance, Randolph, Rockingham, and Davidson counties.)

### **Local & Municipal Data Sources**

Greensboro Police Department—Youth & Public Safety Statistics.  
(Youth-involved offense trends and public safety indicators referenced in workforce and community stability modeling.)

Winston-Salem Police Department—Juvenile Incident Trends.  
(Localized crime and engagement indicators relevant to labor force participation and OST program impact.)

City of High Point & City of Greensboro—Economic Development Offices.  
(Local business climate reports, regional growth forecasts, and employer engagement data.)

### **Supporting Research, Economic Literature, and Sector Standards**

National Bureau of Economic Research (NBER).  
(Long-term workforce projection studies and early-career employment economics.)

Heckman, J. et al. *Economics of Human Capital Development*.  
(Evidence linking early skill development to long-term economic productivity.)

Annie E. Casey Foundation. *Economic Well-Being & Youth Transition Reports*.  
(Research on the relationship between educational attainment, employment, and family stability.)

Afterschool Alliance. *America After 3PM*.  
(Evidence connecting OST program staffing, youth engagement, and community economic benefits.)

## A 20-Year Regional Economic Development Analysis

National Recreation and Park Association.

(Workforce and economic impact of community-based sports and recreation systems.)

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### **Economic Impact & Forecasting Disclosure Statement**

*This report uses economic modeling techniques that rely on established national, state, and regional datasets, including the U.S. Census Bureau, U.S. Bureau of Labor Statistics, North Carolina Department of Commerce, and industry-standard multipliers from IMPLAN and RIMS II. Forecasts and estimates are based on currently available data and reasonable assumptions regarding demographic trends, wage growth, organizational expansion, and program participation.*

*All projections reflect a 20-year economic horizon and are intended to illustrate the potential impact of the Future Ready Triad model on economic mobility, workforce development, and regional economic activity. Actual results may vary based on changes in economic conditions, funding levels, program participation, staffing patterns, and other external factors. The estimates provided should be interpreted as directional indicators rather than precise predictions.*

*These reports are designed for strategic planning, regional economic development dialogue, and philanthropic engagement, and should not be construed as audited financial forecasts.*