

Connecticut Studios, LLC

Economic Impact Analysis for the Proposed Development of a Film Studio and Mixed-use Site in South Windsor, Connecticut

Summary of total economic impacts on Connecticut from the proposed mixed use film Studio development in South Windsor

- **One-time events** (Construction and purchases)
 - \$276 million in construction costs and start up purchases.
 - 1,530 jobs.
 - \$108 million in personal income (\$69,700 per job.)
 - \$149 million in wealth as measured by value added.
 - At least 750,000 square feet developed.
 - At least \$3.6 million in state retail sales and personal income taxes
- **Ongoing operations**
 - \$786 million in sales (output).
 - 4,590 jobs
 - \$275 million in personal income. (\$59,800 per job)
 - \$453 in wealth
 - \$11.2 million in state retail sales and personal income taxes

Presentation Structure

- Executive Overview
- Analysis
 - Administrative stuff: Goals, methodology and terminology
 - Impacts by Events
 - One-time
 - direct impacts
 - secondary impacts
 - Ongoing annual operations
 - direct impacts
 - indirect impacts
 - Analysis of impacts by industry.
 - Film studio impacts.
 - Summary

Primary Impacts

Direct effects of all activity associated with the development considered in this analysis

Direct Impacts for CT Film Studios in South Windsor.

Impact	Total Costs/Sales (2009\$ Millions)	Direct Employment
Total one time Activities	\$174.9	882
Total construction	\$140.7	757
Studio construction	\$60.0	320
Retail construction	\$50.0	267
Hotel construction	\$18.0	98
Restaurant construction	\$2.7	15
Infrastructure construction	\$10.0	58
Total start-up purchases	\$34.2	125
Equipment film production	\$30.0	106
Equipment studio	\$1.5	5
Furnishings - hotel	\$2.5	14
Equipment and furnishings - restaurant	\$0.2	1
Total annual operations (starting in 2010)	\$469.6	2,535
Operations film production	\$370.8	1,650
Operations post-production	\$44.2	200
Operations studio	\$10.8	65
Operations retail sales	\$17.6	300
Operations restaurant sales	\$2.7	43
Operations Hotel non-crew sales	\$6.8	64
Operations Hotel crew sales	\$3.8	36
Crew Expenditures	\$12.9	178

Summary of Impacts by time frame:

One-time construction and start-up purchases

Metrics	Impacts			
	Direct	Indirect	Induced	Total
Employment	882	263	389	1,533
Personal Income (2009\$ mil)	\$69.33	\$19.32	\$19.70	\$108.35
Total Value Added (2009\$ mil)	\$87.55	\$27.77	\$33.55	\$148.87
Sales / Output (2009\$ mil)	\$174.85	\$47.13	\$54.33	\$276.31
Per Employee				
Personal Income/Earnings (2009\$)	\$78,594	\$73,591	\$50,666	\$70,656
Value Added (2009\$)	\$99,246	\$105,779	\$86,284	\$97,078
Output (2009\$)	\$198,220	\$179,513	\$139,729	\$180,187

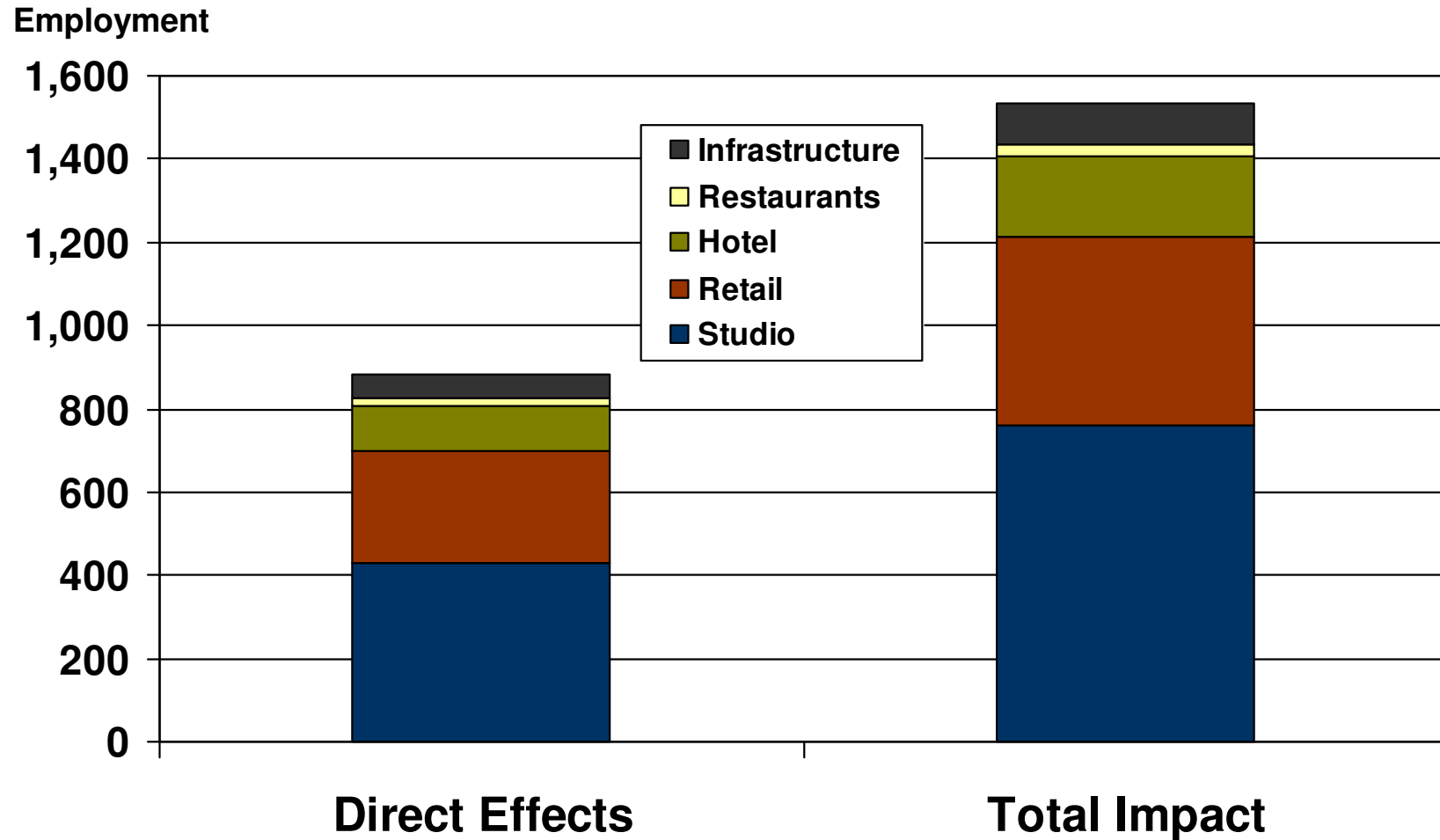
Studio
Hotel
Retail
Restaurants
Infrastructure

Ongoing annual operations

Metrics	Impacts			
	Direct	Indirect	Induced	Total
Employment	2,535	1,001	1,057	4,593
Personal Income (2009\$ mil)	\$153.62	\$67.24	\$53.84	\$274.70
Total Value Added (2009\$ mil)	\$262.22	\$99.75	\$91.27	\$453.24
Sales / Output (2009\$ mil)	\$469.63	\$167.95	\$148.38	\$785.97
Per Employee				
Personal Income/Earnings (2009\$)	\$60,591	\$67,164	\$50,956	\$59,807
Value Added (2009\$)	\$103,427	\$99,629	\$86,393	\$98,681
Output (2009\$)	\$185,237	\$167,753	\$140,444	\$171,123

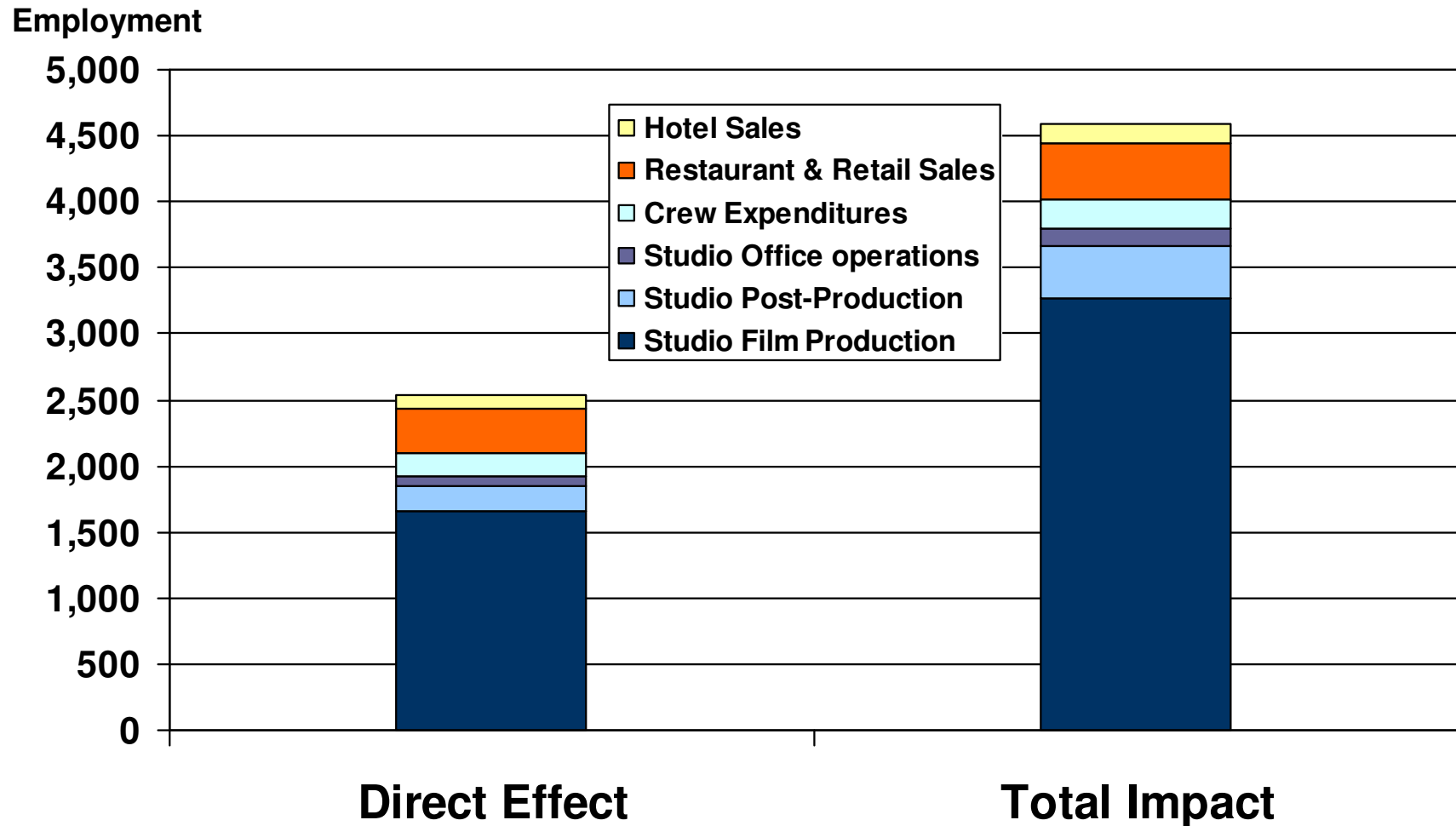
Film production
Post production
Studio offices
Retail sales
Restaurant sales
Hotel sales
Crew expenditures

Jobs related to construction and start-up purchases

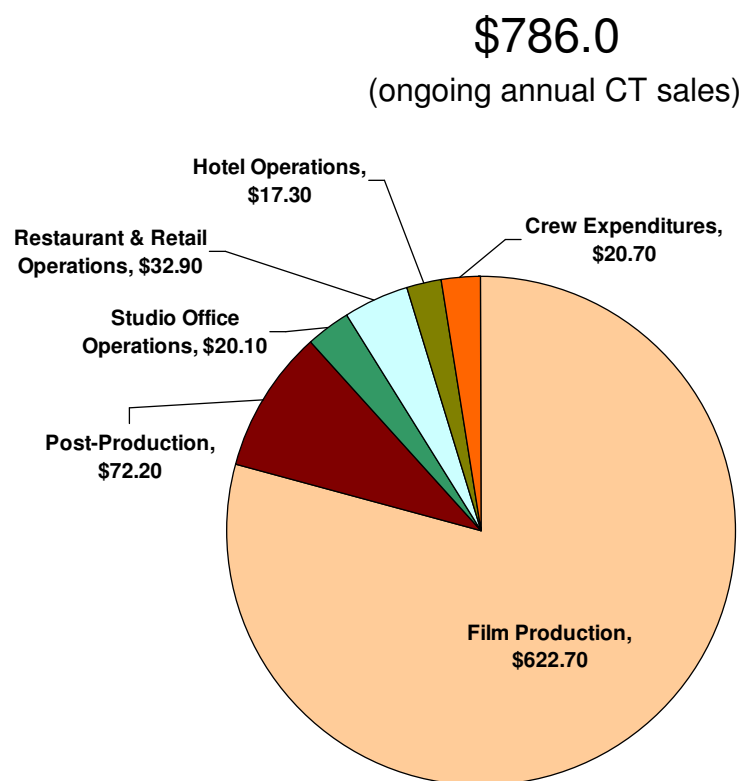
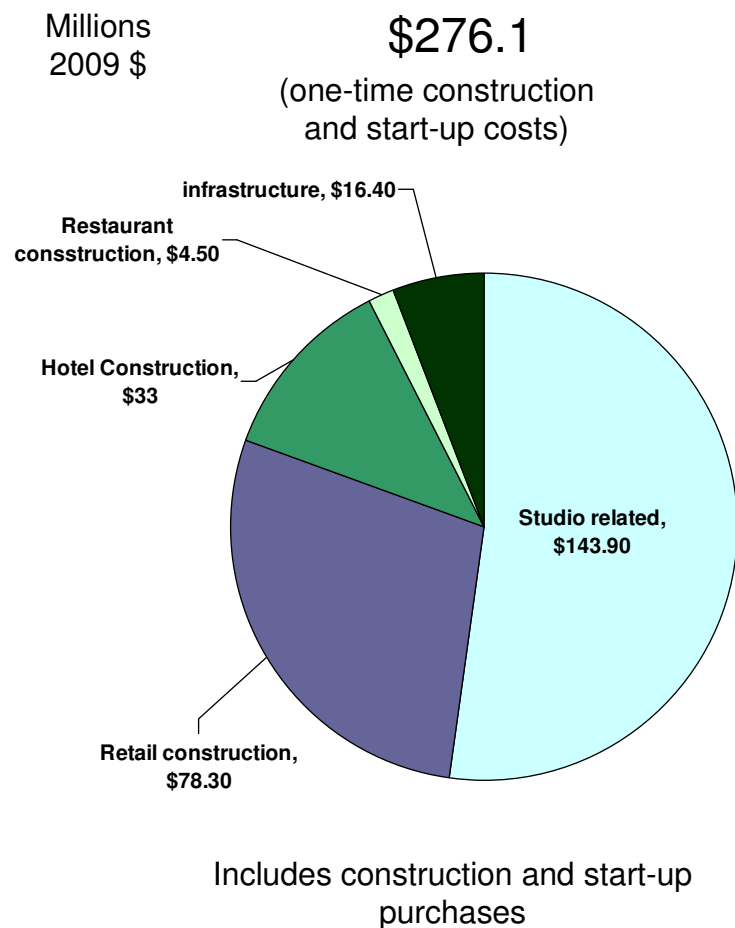


IMPLAN 2006 and 2007 models

Annual jobs from ongoing activities associated with film studio site



Distribution of **sales** in Connecticut's economy from one-time and ongoing development



IMPLAN 2006 and 2007 models

Primary and Secondary Impacts on Connecticut of mixed use film Studio development

- **One-time events: Construction & startup purchases**

- **Primary impacts** - direct effects

- \$175m in costs and purchases.
 - 880 jobs.
 - \$78,600 in average annual earnings per job.

- **Secondary impacts** – indirect and induced effects

- Sales of \$101m.
 - 650 jobs.
 - Nearly \$60,000 in average annual earnings per job.
 - \$61m in additional wealth (value added).

- **Ongoing operations**

- **Primary impacts** - direct effects

- \$470m in sales or output
 - 2,540 annual jobs
 - \$60,600 in average annual earnings.
 - \$260m in additional wealth to Connecticut's economy.

- **Secondary impacts** – indirect and induced effects

- \$316 in sales
 - 2,058 jobs
 - \$59,000 average earnings per job
 - \$191 in additional wealth to Connecticut

Connecticut Studios, LLC

South Windsor Film Studio Impact Analysis

Detailed Structure of Analysis and Results

South Windsor Film Studio Impact Analysis

Administrative

- Research goal
- Methodology
- Terminology

CERC, Inc

The Connecticut Economic Resource Center, Inc. is a nonprofit corporation that provides objective research, marketing and economic development services to local, regional, state and utility entities and policymakers. CERC is a public-private partnership, funded primarily by utility and telecommunication companies, with the mission of making Connecticut a more competitive business location.

CERC would like to acknowledge the assistance
of the Film Division of the Connecticut
Commission on Culture and Tourism

George Norfleet

Mark Dixon

Ellen Woolf

Research Goal

Prepare a comprehensive analysis of the contributions to Connecticut's economy from the construction and daily operations associated with the development of Connecticut Studios, LLC and a mixed-use site in South Windsor.

Methodology

- Estimates for construction costs and employment during operation based on current scope of development.
- Used an economic impact model (IMPLAN) that was specified to Connecticut's industry structure and state levels and ratios for employment, output, and the 4 major components of value added.
- Calibrated of model to reflect employee compensation for construction and film productions and studio operations.
- Revised of the industry production functions associated with film-production, post-production and office operations associated with the studio with the help of the Film Division of the Connecticut Commission on Culture and Tourism,
- IMPLAN models are based on input/output data published by the U.S. Bureau of Economic Analysis (BEA). The model's Connecticut specific economic data are based on industry data published by the BEA, the Bureau of Labor Statistics, and the Census Bureau.
- Minnesota IMPLAN Group – Economic Impact Software. www.implan.com

Impact Analysis Terminology

- **Direct Effects** – The economic activity that creates the impact. Construction of a building or site, or operations of an individual, business or government agency that requires inputs of goods and/or services and provides an output.
- **Indirect Effects** – The economic activity associated with the purchases of the goods and services required as inputs for the level of output specified in the direct effect. All sales and the value added components (wages, taxes and profits) are included. The total and industry specific values are based on each the local share for each industry.
- **Induced Effects** – The economic activity associated with the regional spending of the income from owners and employees that results from the production of goods and services identified in the direct and indirect effects.
- **Economic Activity** – Sales (output), employment, employee compensation, proprietors income, property type income, and indirect business taxes. Aggregate measures include: personal income and value added or gross regional product.

One-time activity: Direct effects

Cost and employment associated with
the construction and start-up
purchases that generate the economic
impact

Construction activity and start-up equipment purchases:

- Expenditures on construction - \$140.7 million
 - \$60.0m for studio facilities
 - \$50.0m for retail buildings
 - \$18.0m for hotels
 - \$2.7m for restaurants
 - \$10.0m for infrastructure development
- Expenditures on Equipment - \$34.2 million
 - \$30.0m for production equipment. (lighting, star wagons, etc)
 - \$1.5m for studio (telecom, computers, office build-out)
 - \$2.7 million for hotel and restaurant furnishing

2009 \$

Employment and sales associated with construction and start-up equipment purchases:

Activity	Sales (2009\$ millions)	Employment
Construction Impacts	\$140.7	757
Studio Construction	\$60.0	320
Retail Construction	\$50.0	267
Hotel Construction	\$18.0	98
Restaurant Construction	\$2.7	15
Infrastructure Construction	\$10.0	58
All Expenditures (Start-up purchases)	\$34.2	125
Equipment Film Production	\$30.0	106
Equipment Studio	\$1.5	5
Furnishings Hotel	\$2.5	14
Equipment and Furnishings Restaurant	\$0.2	1

The impacts for these activities was based on the total dollar values associated with the activity. Employment is based on the ratio of sales to employment observed in the model.

One-time Impacts

Totals for one-time impacts and
detailed impacts by variable

Total economic impact on Connecticut from construction and startup purchases

- \$276 million in total sales for year of activity.
- 1,533 jobs.
- \$79 million in employee compensation.
- \$29 million in proprietors income.
- \$70,700 in earnings per employee.
- \$149 million in state wealth (value added.)

Impacts by effect on Connecticut's economy from construction and startup purchases

Metrics	Impacts			
	Direct	Indirect	Induced	Total
Employment	882	263	389	1,533
Personal Income (2009\$ mil)	\$69.33	\$19.32	\$19.70	\$108.35
Total Value Added (2009\$ mil)	\$87.55	\$27.77	\$33.55	\$148.87
Sales / Output (2009\$ mil)	\$174.85	\$47.13	\$54.33	\$276.31
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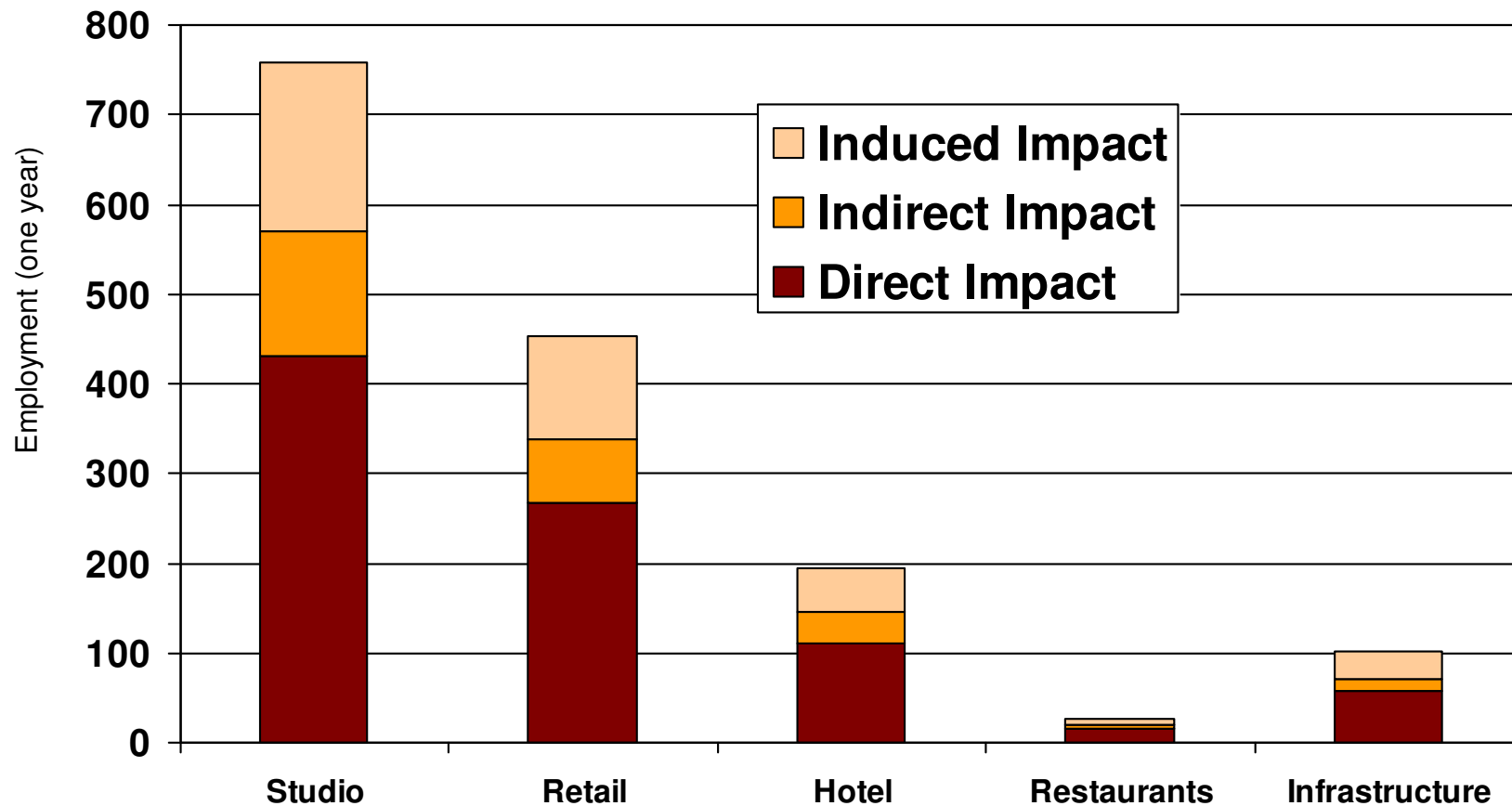
Direct activity includes: Studio, hotel, restaurants and retail space construction and equipment purchases for studio offices, film production space, hotel, and restaurants

Employment impacts on Connecticut's economy due to construction and startup purchases

Activity	Employment Impact			
	Direct	Indirect	Induced	Total
Construction	757	206	332	1,295
Studio Construction	320	87	137	544
Retail Construction	267	72	114	454
Hotel Construction	98	30	43	170
Restaurant Construction	15	5	6	25
Infrastructure Construction	58	12	31	101

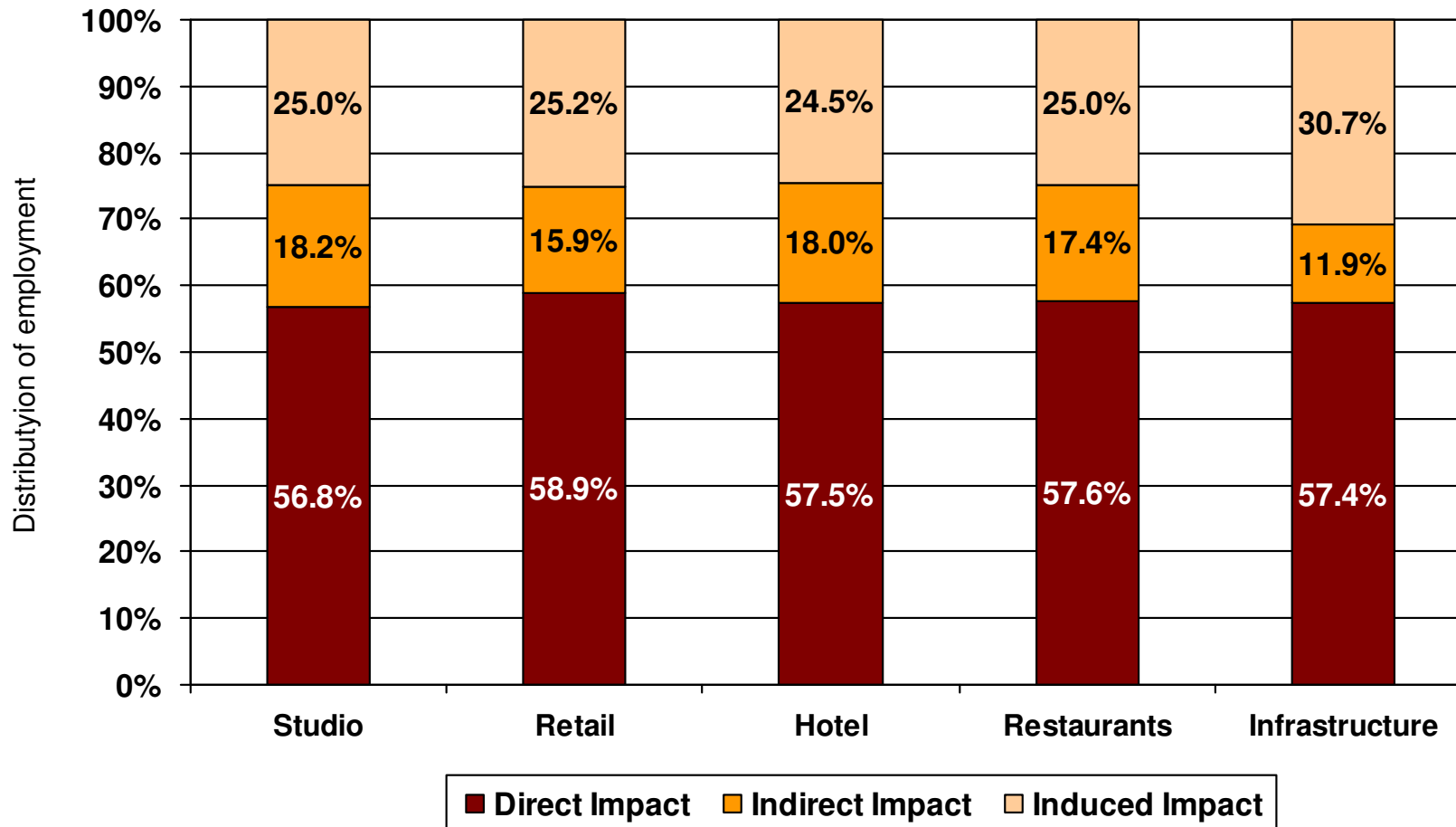
Activity	Employment Impact			
	Direct	Indirect	Induced	Total
All Expenditures (Start-up purchases)	125	56	57	239
Equipment Film Production	106	48	49	203
Equipment Studio	5	3	3	11
Equipment Hotel	14	5	5	23
Equipment Restaurant	1	0	0	1

Employment by activity and impact type due to construction and start-up costs



IMPLAN 2006 and 2007 models

Distribution of **employment** impact effects due to construction and start-up costs



IMPLAN 2006 and 2007 models

Impacts by activity: Direct and total impact estimates for one-time activities

Impacts	Personal Income				Value Added		Sales	
	(mil 2009\$)		Per Employee		(mil 2009\$)		(mil 2009\$)	
	Direct	Total	Direct	Total	Direct	Total	Direct	Total
Construction Impacts	\$60.6	\$92.2	\$80,086	\$71,203	\$76.8	\$126.5	\$140.7	\$221.9
Studio Construction	\$25.6	\$38.9	\$80,000	\$71,453	\$33.4	\$54.3	\$60.0	\$94.0
Retail Construction	\$21.3	\$32.4	\$80,000	\$71,453	\$27.8	\$45.2	\$50.0	\$78.3
Hotel Construction	\$7.8	\$12.1	\$79,788	\$70,779	\$8.6	\$15.1	\$18.0	\$28.9
Restaurant Construction	\$1.2	\$1.8	\$79,788	\$70,779	\$1.3	\$2.3	\$2.7	\$4.3
Infrastructure Construction	\$4.7	\$7.0	\$81,528	\$69,566	\$5.7	\$9.6	\$10.0	\$16.4
All Expenditures (Start-up purchases)	\$8.7	\$16.2	\$69,599	\$67,688	\$10.8	\$22.4	\$34.2	\$54.4
Equipment Film Production	\$7.5	\$13.9	\$71,065	\$68,520	\$9.3	\$19.3	\$30.0	\$47.4
Equipment Studio	\$0.4	\$0.8	\$74,039	\$70,847	\$0.4	\$1.0	\$1.5	\$2.5
Furnishings Hotel	\$0.8	\$1.4	\$56,352	\$58,890	\$0.9	\$1.9	\$2.5	\$4.2
Equipment and Furnishings Restaurant	\$0.1	\$0.1	\$74,937	\$68,502	\$0.1	\$0.1	\$0.2	\$0.2

Ongoing activity: Direct effects

Activity associated with the daily operations of the film studio and other businesses that generate an annual economic impact

Annual sales **directly** due to the on-going operations associated with this development

- \$469.0m in total direct sales from activity.
 - \$370.8m in sales associated with film production
 - \$44.2m in sales from post-production activities
 - \$10.8m sales from operations of studio
 - \$17.6m in retail sales
 - \$2.7m in restaurant sales
 - \$10.0m in hotel sales
 - \$12.9m in crew expenditures (per diem)

Annual direct economic activity due to ongoing operations associated with film studio development

Activity	Employment	Sales (2009\$ millions)
Annual Operations	2,535	\$469.6
Operations Film Production	1,650	\$370.8
Operations Post-Production	200	\$44.2
Operations Studio	65	\$10.8
Operations Retail Sales	300	\$17.6
Operations Restaurant Sales	43	\$2.7
Operations Hotel non-CrewSales	64	\$6.8
Operations Hotel CrewSales	36	\$3.8
Crew Expenditures	178	\$12.9

The sales data and impact analysis for all studio activity, retail sales and total hotel sales are based on employment. Hotel sales to film production crew is based on expected crew stays. Crew expenditures for local retail goods and food/beverages is based on per diem industry standards and expected activity.

Ongoing Impacts

Totals for ongoing impacts and
detailed impacts by variable

Ongoing total impacts:

Annual impacts for each year of operations

- \$786 million in total sales.
- 4,593 jobs.
- \$221 million in employee compensation.
- \$54 million in proprietors income.
- \$59,900 in earnings per employee.
- \$ 453 million in state wealth (value added.)

Annual operations.

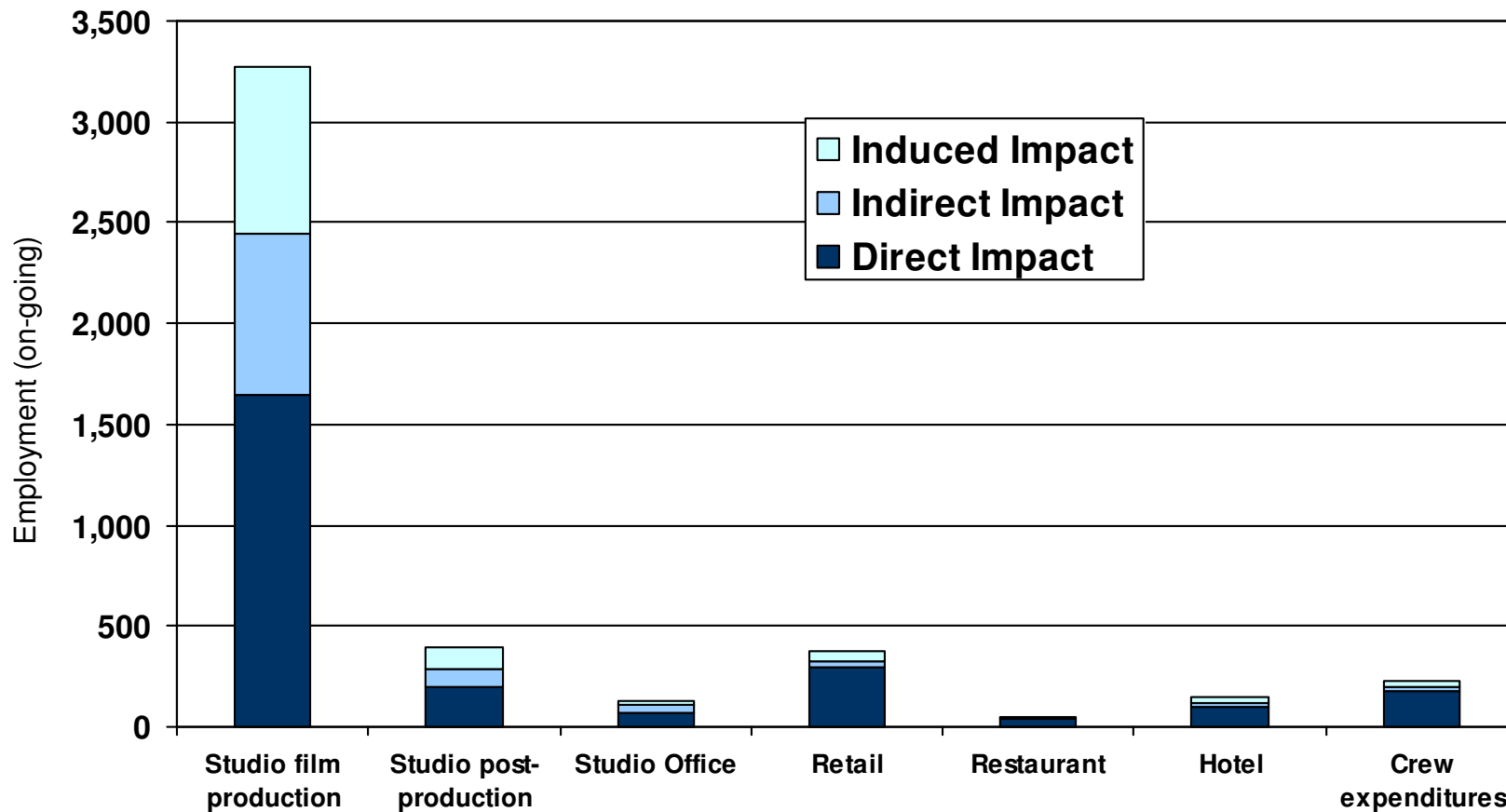
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Total Value Added (2009\$ mil)	\$262.22	\$99.75	\$91.27	\$453.24
Sales / Output (2009\$ mil)	\$469.63	\$167.95	\$148.38	\$785.97
Per Employee				
Personal Income/Earnings (2009\$)	\$60,591	\$67,164	\$50,956	\$59,807
Value Added (2009\$)	\$103,427	\$99,629	\$86,393	\$98,681
Output (2009\$)	\$185,237	\$167,753	\$140,444	\$171,123

Direct activity includes: Studio, film production and post production activity, hotel, restaurants and retail space operations and crew expenditures.

Employment impacts on Connecticut's economy from all the annual operations associated with film studio development

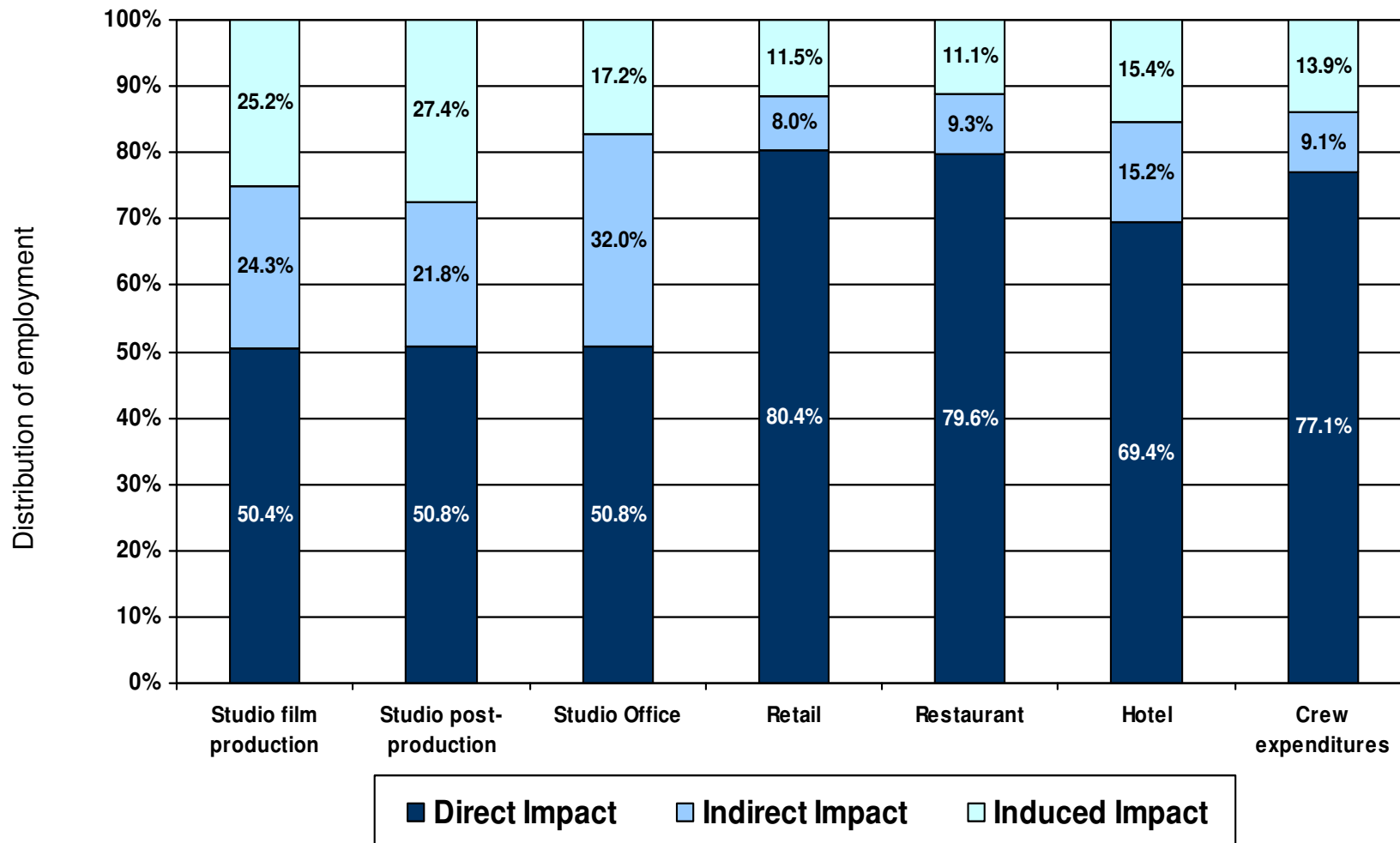
Activity	Employment Impact			
	Direct	Indirect	Induced	Total
Annual Operations	2,535	1,001	1,057	4,593
Operations Film Production	1,650	796	825	3,271
Operations Post-Production	200	86	108	394
Operations Studio	65	41	22	128
Operations Retail Sales	300	30	43	373
Operations Restaurant Sales	43	5	6	53
Operations Hotel non-CrewSales	64	14	14	92
Operations Hotel CrewSales	36	8	8	52
Crew Expenditures	178	21	32	230

Employment by activity and impact type due to on-going activities



IMPLAN 2007 model

Distribution of employment by activity and impact type due to on-going activities



IMPLAN 2007 model

Direct and total impact estimates for ongoing activities

Impacts	Personal Income				Value Added		Sales	
	(mil 2009\$)		Per Employee		(mil 2009\$)		(mil 2009\$)	
	Direct	Total	Direct	Total	Direct	Total	Direct	Total
Annual Operations	\$153.6	\$274.7	\$60,591	\$59,807	\$262.2	\$453.2	\$469.6	\$786.0
Operations Film Production*	\$112.5	\$208.5	\$68,200	\$63,745	\$203.3	\$354.8	\$370.8	\$622.7
Operations Post-Production	\$19.9	\$31.1	\$99,494	\$78,993	\$26.8	\$43.8	\$44.2	\$72.2
Operations Studio	\$2.4	\$6.3	\$37,500	\$48,993	\$3.3	\$9.0	\$10.8	\$20.1
Operations Retail Sales	\$8.0	\$12.1	\$26,833	\$32,370	\$12.0	\$18.8	\$17.6	\$28.5
Operations Restaurant Sales	\$1.0	\$1.6	\$23,053	\$29,780	\$1.4	\$2.4	\$2.7	\$4.4
Operations Hotel non-CrewSales	\$2.4	\$4.0	\$37,388	\$43,646	\$4.2	\$6.8	\$6.8	\$11.1
Operations Hotel CrewSales	\$1.3	\$2.3	\$37,388	\$43,646	\$2.4	\$3.8	\$3.8	\$6.3
Crew Expenditures	\$6.0	\$8.9	\$33,651	\$38,566	\$8.9	\$13.9	\$12.9	\$20.7

* The personal income value for the operations associated with film production includes a share to nonresident employees. These tables include that share because nonresident incomes would be taxed by the state. However, much of that income would not be spent in the state. Based on the estimates used for crew expenditures this value could initially reduce total personal income and therefore value added in the state by up to \$50 million. Over time it is likely that this effect would be reduced as more workers established households in Connecticut.

Impacts distributed by Industry Sectors

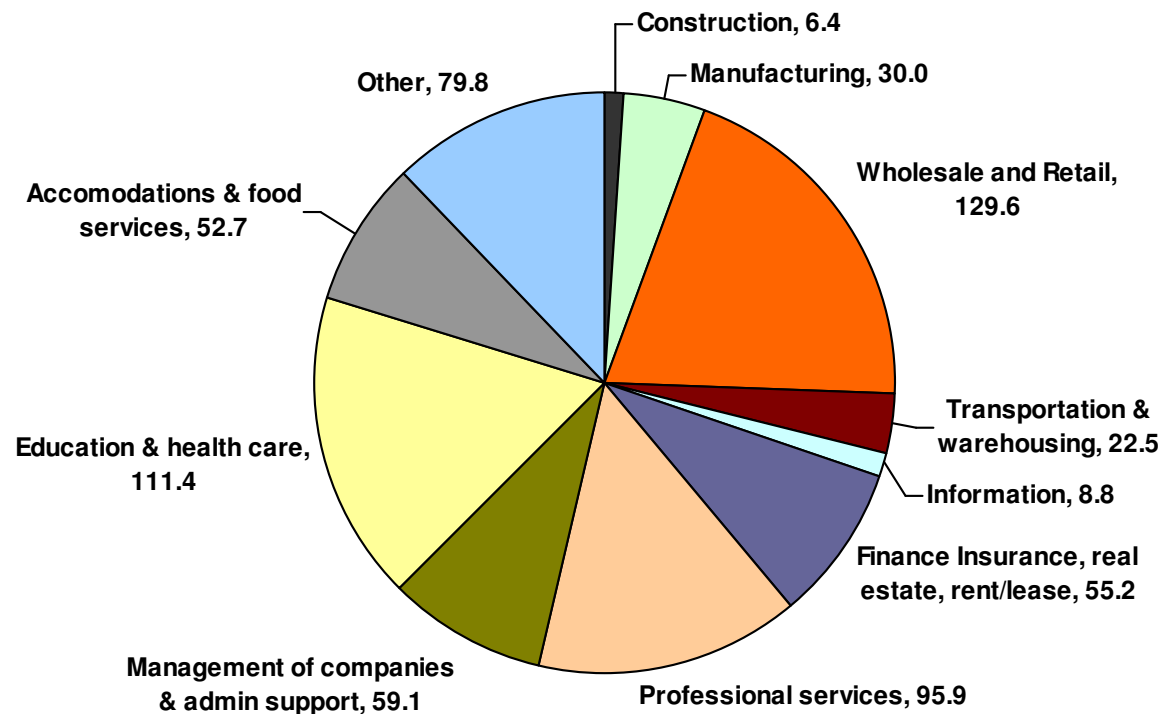
1. Secondary effects from construction
2. Primary and secondary effects from daily operations

Construction and start-up expenses: Total secondary effects by industry sectors

Industry Sector	Secondary Effects (Indirect and Induced)			
	Employment	Output (2009\$ Mil)	Personal Income (2009\$ Mil)	Value Added (2009\$ Mil)
Total	651.4	\$101.5	\$39.0	\$61.3
Construction	6.4	\$0.9	\$0.4	\$0.5
Manufacturing	30.0	\$10.9	\$2.6	\$3.8
Wholesale and Retail	129.6	\$18.1	\$7.4	\$12.3
Transportation & warehousing	22.5	\$3.0	\$1.4	\$1.8
Information	8.8	\$3.5	\$0.8	\$1.7
Finance Insurance, real estate, rent/lease	55.2	\$13.4	\$4.2	\$8.9
Professional services	95.9	\$14.7	\$8.2	\$9.5
Management of companies & admin support	59.1	\$6.9	\$3.6	\$4.4
Education & health care	111.4	\$10.8	\$6.0	\$6.9
Accommodations & food services	52.7	\$3.5	\$1.3	\$1.8
Other	79.8	\$15.5	\$3.2	\$9.6

Distribution of new jobs in Connecticut by industry sector due to **one-time** impacts

651 jobs



IMPLAN 2006 and 2007 models

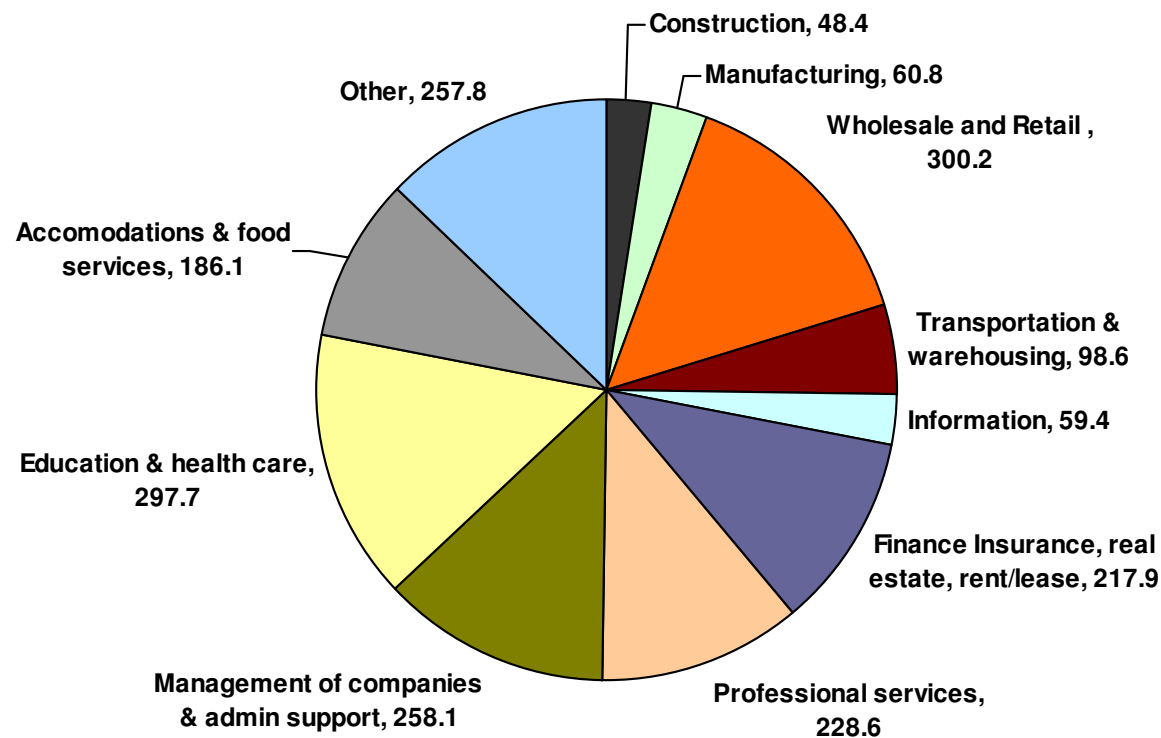
Secondary effects of annual operations on Connecticut's Industries

Industry Sector	Secondary Effects (Indirect and Induced)			
	Employment	Output (2009\$ Mil)	Personal Income (2009\$ Mil)	Value Added (2009\$ Mil)
Total	2,013.5	\$309.6	\$118.5	\$187.0
Construction	48.4	\$6.1	\$2.8	\$3.1
Manufacturing	60.8	\$22.6	\$5.4	\$8.2
Wholesale and Retail	300.2	\$38.2	\$15.7	\$26.0
Transportation & warehousing	98.6	\$12.3	\$6.3	\$7.8
Information	59.4	\$25.6	\$5.9	\$11.2
Finance Insurance, real estate, rent/lease	217.9	\$50.7	\$16.2	\$34.2
Professional services	228.6	\$39.0	\$20.6	\$25.5
Management of companies & admin support	258.1	\$28.0	\$14.7	\$18.1
Education & health care	297.7	\$28.9	\$16.1	\$18.5
Accommodations & food services	186.1	\$12.6	\$4.5	\$6.6
Other	257.8	\$45.7	\$10.2	\$27.8

The analysis shows that all sectors of the State's economy will contribute to the annual operations associated with the film studio.

Industry Distribution of employment in Connecticut's economy from the **secondary effects** of the ongoing operations.

2,013 jobs



Studio Specific Focus

- One-time impacts
- Ongoing impacts
- Contributions by industry sectors
- The impacts considered include:
 - Studio film production
 - Studio post-production
 - Studio offices
 - Hotel sales due to crew
 - Crew expenditures

One-time film studio impacts

- **Direct activity** - construction and start-up
 - \$92 million spent in costs
 - 431 jobs earning more than \$77,700
 - \$43 million in additional wealth (value added)
-
- **Total activity**
 - \$144 million in sales
 - 758 jobs earning nearly \$70,700
 - \$54 million in personal income
 - \$75 million in additional wealth (value added)

One-time impacts from film studio construction and start-up purchases

	Employment	Total Earnings (millions 2009\$)	Value Added (millions 2009\$)	Output/Costs (millions 2009\$)
Direct Effects	431	\$33.5	\$43.1	\$91.5
Indirect Effects	138	\$10.5	\$15.2	\$26.0
Induced Effects	189	\$9.6	\$16.3	\$26.5
Total Effects	758	\$53.6	\$74.7	\$143.9

	Earnings per worker (2009\$)	Value Added per worker (2009\$)	Output per worker (2009\$)
Direct Effects	\$77,736	\$100,131	\$212,317
Indirect Effects	\$75,802	\$109,966	\$187,728
Induced Effects	\$50,783	\$86,203	\$140,000
Total Effects	\$70,658	\$98,449	\$189,791

Ongoing operations of film studio

- **Direct activity** – Ongoing operations
 - \$443 million spent sales
 - 2,129 jobs earning more than \$66,800
 - \$245 million in additional wealth (value added)
- **Total Activity** – (direct, indirect, and induced)
 - \$742 million in sales
 - 4,075 jobs earning nearly \$63,100
 - \$257 million in personal income
 - \$425 million in additional wealth (value added)

Employment impacts on Connecticut's economy from all the annual operations associated with film studio development

Activity	Employment Impact			
	Direct	Indirect	Induced	Total
Annual Operations	2,535	1,001	1,057	4,593
Operations Film Production	1,650	796	825	3,271
Operations Post-Production	200	86	108	394
Operations Studio	65	41	22	128
Operations Retail Sales	300	30	43	373
Operations Restaurant Sales	43	5	6	53
Operations Hotel non-CrewSales	64	14	14	92
Operations Hotel CrewSales	36	8	8	52
Crew Expenditures	178	21	32	230

Studio Specific Totals

2,129

1,947

4,075

Total impacts on Connecticut's economy from the film studio's operations, annual measures.

	Employment	Total Earnings (millions 2009\$)	Value Added (millions 2009\$)	Output/Costs (millions 2009\$)
Direct Effects	2,129	\$142.2	\$244.6	\$442.5
Indirect Effects	952	\$64.2	\$94.8	\$159.9
Induced Effects	994	\$50.7	\$85.9	\$139.6
Total Effects	4,075	\$257.0	\$425.3	\$742.0

	Earnings per worker (2009\$)	Value Added per worker (2009\$)	Output per worker (2009\$)
Direct Effects	\$66,798	\$114,918	\$207,877
Indirect Effects	\$67,391	\$99,499	\$167,863
Induced Effects	\$50,962	\$86,401	\$140,465
Total Effects	\$63,073	\$104,358	\$182,081

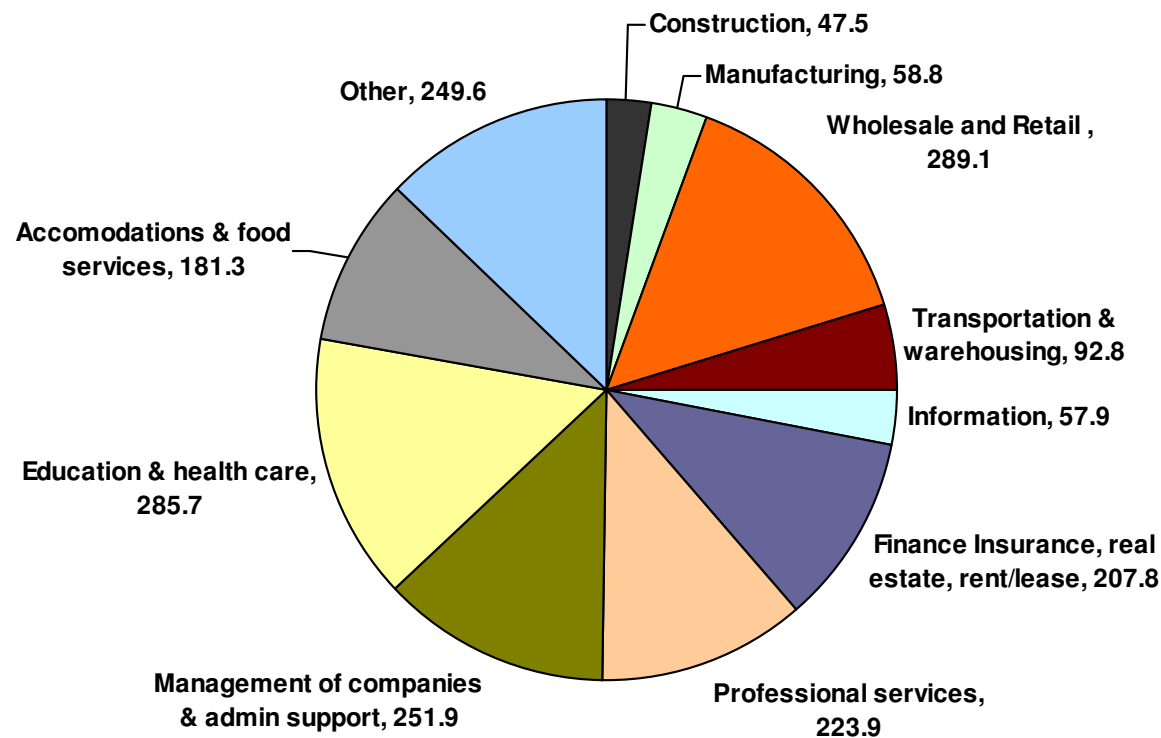
Industry sector impacts on Connecticut from the annual film studio operations: Indirect and induced

Industry Sector	Secondary Effects (Indirect and Induced)			
	Employment	Output (2009\$ Mil)	Personal Income (2009\$ Mil)	Value Added (2009\$ Mil)
Total	1,946.4	\$299.5	\$114.8	\$180.6
Construction	47.5	\$6.0	\$2.8	\$3.1
Manufacturing	58.8	\$21.9	\$5.2	\$7.9
Wholesale and Retail	289.1	\$36.9	\$15.2	\$25.1
Transportation & warehousing	92.8	\$11.6	\$6.0	\$7.3
Information	57.9	\$25.0	\$5.7	\$10.9
Finance Insurance, real estate, rent/lease	207.8	\$48.6	\$15.6	\$32.6
Professional services	223.9	\$38.2	\$20.2	\$24.9
Management of companies & admin support	251.9	\$27.3	\$14.3	\$17.7
Education & health care	285.7	\$27.8	\$15.5	\$17.7
Accommodations & food services	181.3	\$12.2	\$4.4	\$6.5
Other	249.6	\$44.1	\$9.9	\$26.8

All sectors of the State's economy will contribute to the annual operations associated with the film studio.

Distribution of employment in Connecticut's economy by industry sector due to the on-going operations

1,947 jobs associated with the indirect and induced effects.



All sectors of the State's economy will contribute to the annual operations associated with the film studio.

In Summary:

This is a significant development project that will positively impact the state's economy through construction and start-up purchases and have even larger impacts from daily operations.

These impacts could easily grow as the state's economy adapts to the needs of the film industry.

Summary of economic impacts on Connecticut of mixed use film Studio development

- **One-time events**

- \$276 million in construction costs and start up purchases.
 - 1,530 jobs.
 - \$108 million in personal income (\$69,700 per job.)
 - \$149 million in wealth as measured by value added.
 - At least 750,000 square feet developed.
 - \$3.6 million in state retail sales and personal income taxes
-

- **Ongoing operations**

- \$786 million in sales (output).
- 4,590 jobs
- \$275 million in personal income. (\$59,800 per job)
- \$453 in wealth
- \$11.2 million in state retail sales and personal income taxes

Thank You

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