

**Cadillac Rubber & Plastics, Inc., Facility Retention
Summary Estimates (2007-13)**

(All monetary estimates in 2006 dollars)

TOTAL JOBS RETAINED (as of 2013)	1,122
Direct	565
Spin-off (includes indirect jobs)	557
NET RETAINED STATE REVENUE IMPACT	\$18,754,000
Revenue foregone	\$5,387,000
Revenue retained	\$24,141,000
Personal income retained over life of MEGA agreement	\$342,390,000
Statewide employment multiplier (average, 2012-13)	2.0
Average weekly wage of direct jobs (as reported by the company at time of application)	\$652

**Economic and Fiscal Effects on Michigan of the Cadillac Rubber & Plastics, Inc., Facility Retention
Net Benefits with the Incentive Package**

Economic/Fiscal Indicator	2007	2008	2009	2010	2011	2012	2013	Total 2007-2013
Total employment	1,086	1,121	1,133	1,134	1,129	1,124	1,122	—
Manufacturing	638	634	631	627	624	622	620	—
Nonmanufacturing	448	487	502	507	505	502	502	—
Retail trade	74	78	79	78	76	75	73	—
Services	247	252	252	249	245	242	240	—
Other	127	157	171	180	184	185	189	—
In current dollars (thousands):								
Personal income	45,000	52,000	57,000	62,000	65,000	69,000	71,000	421,000
Gross state revenue	3,173	3,667	4,019	4,372	4,583	4,865	5,006	29,685
MEGA cost	747	798	823	849	876	914	955	5,961
State revenue net of MEGA cost*	2,426	2,869	3,196	3,523	3,707	3,951	4,051	23,724
Adjusted for inflation (thousands of 2006 dollars):								
Personal income	44,080	46,278	46,296	49,484	50,704	52,680	52,868	342,390
Gross state revenue	3,108	3,263	3,264	3,489	3,575	3,714	3,728	24,141
MEGA cost	732	762	766	769	773	786	799	5,387
State revenue net of MEGA cost*	2,376	2,501	2,498	2,720	2,802	2,928	2,929	18,754

*These estimates do not include any state government revenue losses due to the Investment Tax Credit.

REMI Terms and Definitions

Benefits estimated by the model: the total number of jobs retained in Michigan (by major industry, including spin-off jobs), and the associated personal income and state government revenue generated due to the retention of economic activity resulting from the project.

Direct jobs: the jobs retained at the project facility itself, as estimated at the end of the incentive period.

Employment multiplier: the total number of jobs retained (direct plus spin-off) for every direct job retained constitutes the employment multiplier. The numerator of the employment multiplier equals the number of jobs (direct and spin-off) retained on average over the incentive period when the facility is at full operations. The denominator of the employment multiplier represents the direct jobs retained yearly over the same period.

Personal income: the income of Michigan residents from all sources, after deduction of contributions to social insurance programs but before deduction of income tax and other personal taxes.

Spin-off jobs: Spin-off jobs are generated from two sources: increased purchases from Michigan suppliers; and spending by people who receive income due to the increased economic activity.

Total employment effects: direct jobs retained at the facility itself plus spin-off jobs, as estimated at the end of the incentive period.

REMI estimates do not include the nonmeasurable effects that would produce additional economic and fiscal benefits for Michigan, such as the intangible advantages of influencing other location and expansion decisions.