

Comprehensive Impact Analysis: "Project Husky" & Amazon Logistics Facilities in Host Municipalities

As developer **Ryan Companies US, Inc.** seeks municipal approvals for "Project Husky"—a proposed 1,288,220-square-foot Amazon robotics fulfillment center in Killingly, CT—host communities face critical policy decisions. While project advocates cite gross property tax yields and direct warehouse employment, empirical evaluations of Amazon logistics facilities nationwide demonstrate significant secondary costs, municipal liabilities, and long-term environmental trade-offs.

Synthesizing public land filings from the Town of Killingly with peer-reviewed economic research (Economic Policy Institute, National Employment Law Project), federal regulatory filings (OSHA, Federal Highway Administration), and environmental health studies (Nature Communications, Environmental Defense Fund).

GROSS BUILDING AREA

1,288,220

Square feet proposed GBA

UNSUBSIDIZED TAX POTENTIAL

\$2.25M–\$3.06M

Annual gross municipal yield

HEAVY TRUCK TRAFFIC

600–800

Tractor-trailers daily (24/7/365)

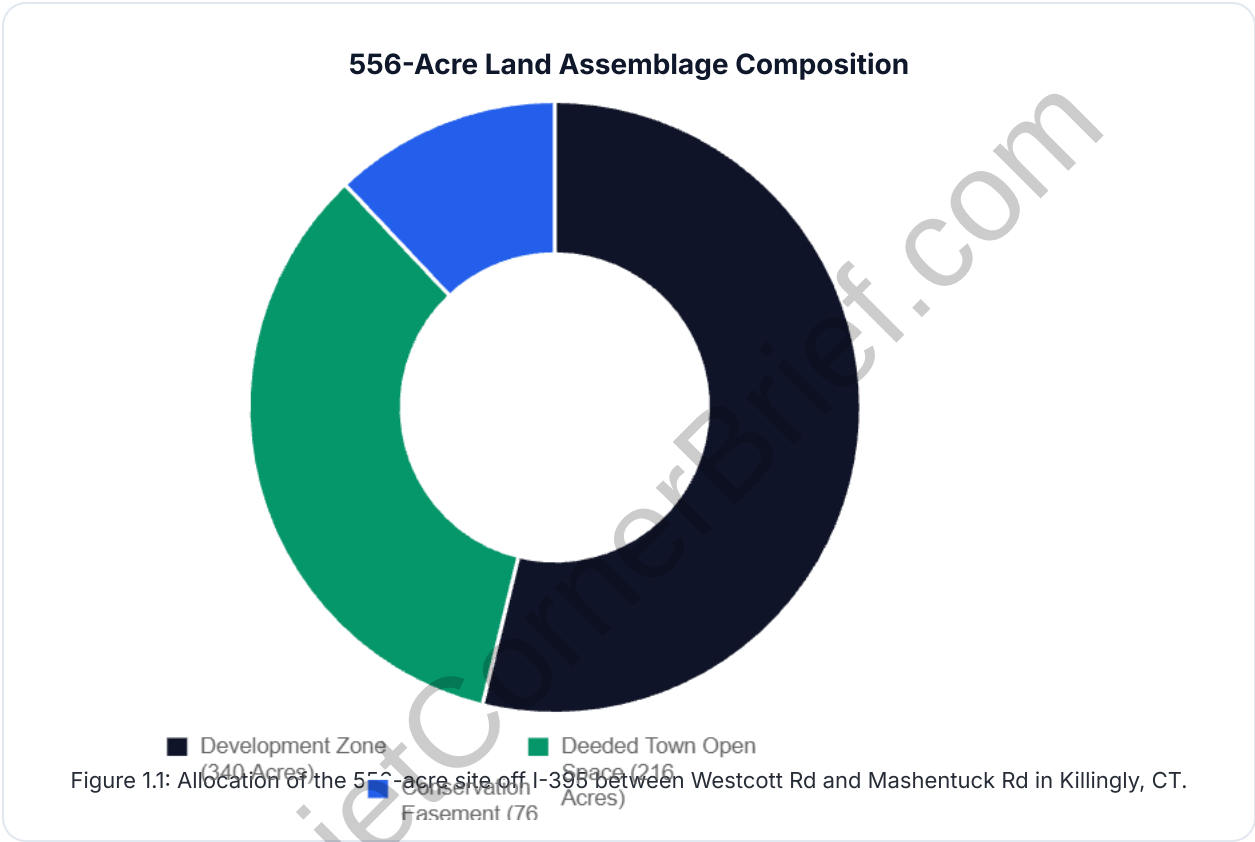
PAVEMENT FATIGUE RATIO

9,600×–10,000×

Structural wear vs. passenger car

1. Project Husky Site Profile & Operational Specifications

This section details the physical dimensions, site footprint allocations, parking configurations, and heavy traffic generation rates derived from public application filings submitted to the Town of Killingly. Understanding these parameters helps clarify how converting 340 acres of rural land alters local spatial usage.



Gross Building Area (GBA)	1,288,220 sq ft
Converted Industrial Footprint	340 acres
Deeded Open Space to Town	216 acres
On-Site Conservation Easement	76 acres
Passenger Vehicle Parking Stalls	930 spaces

Trailer Staging & Loading Docks

430 staging stalls / 60 docks

Projected Daily Heavy Truck Trips

600–800 trucks / day

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2. Fiscal Balance Sheet: Revenue Potential vs. Tax Abatement Risks

This section analyzes Killingly's municipal grand list mechanics, comparing full-assessment property tax revenue projections against the financial erosion observed when host towns grant multi-year tax abatement packages to logistics developers.

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Killingly's net taxable grand list stands at approximately **\$1.9 billion**, operating with a municipal mill rate between 21.45 and 21.86 mills. Under Connecticut's statutory 70% assessment ratio, a fully assessed \$150M to \$200M industrial development generates significant gross property tax revenues.

Unsubsidized Tax Yield Potential:

Generates **\$2.25 million to \$3.06 million annually**, representing roughly 3% to 4% of Killingly's annual operating budget.

Tax Abatement Benchmark (Windsor, CT):

In Windsor, CT, Amazon secured an **\$8.78 million tax abatement package**, capping early tax yields near \$1.25M/yr. Granting similar incentives deprives host towns of funds needed for road repairs and public safety.

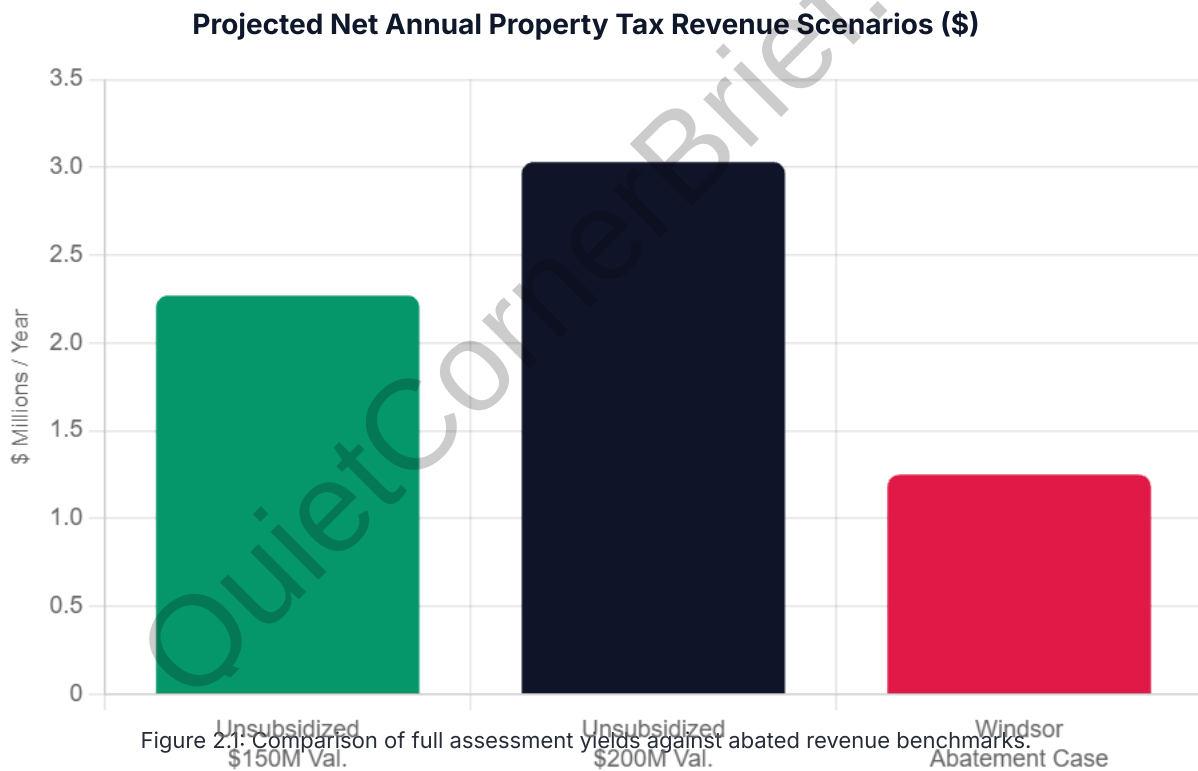
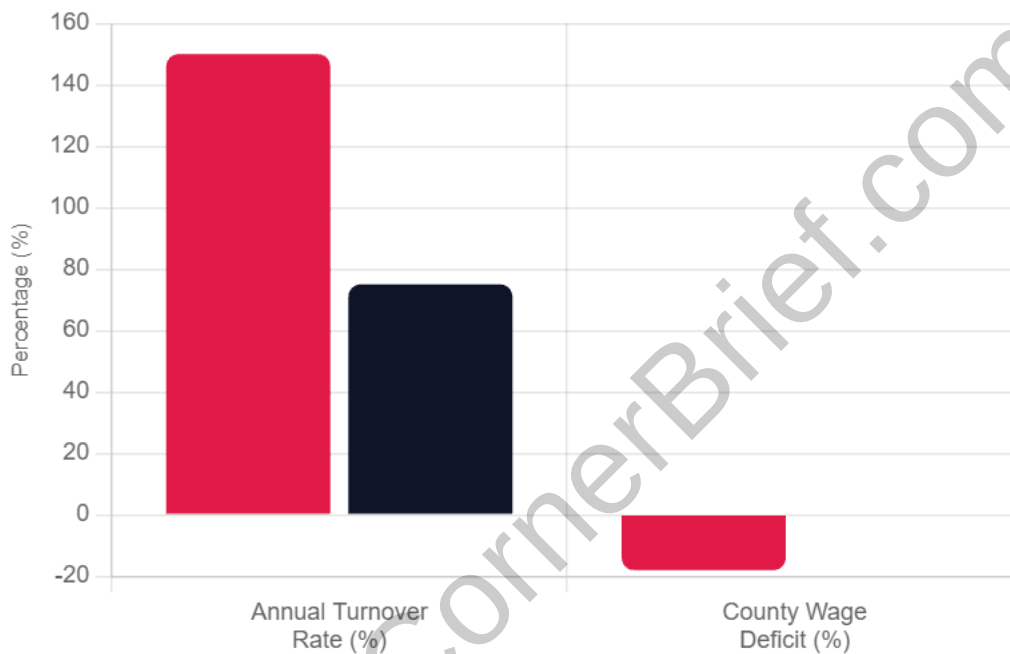


Figure 2.1: Comparison of full assessment yields against abated revenue benchmarks.

3. Labor Dynamics, Economic Substitution & Workplace Safety

While Amazon advertises direct hiring (~500 full-time jobs at ~\$23.00/hr), empirical economic research demonstrates complex labor market substitution, regional wage compression, high employee churn, and elevated workplace injury rates.

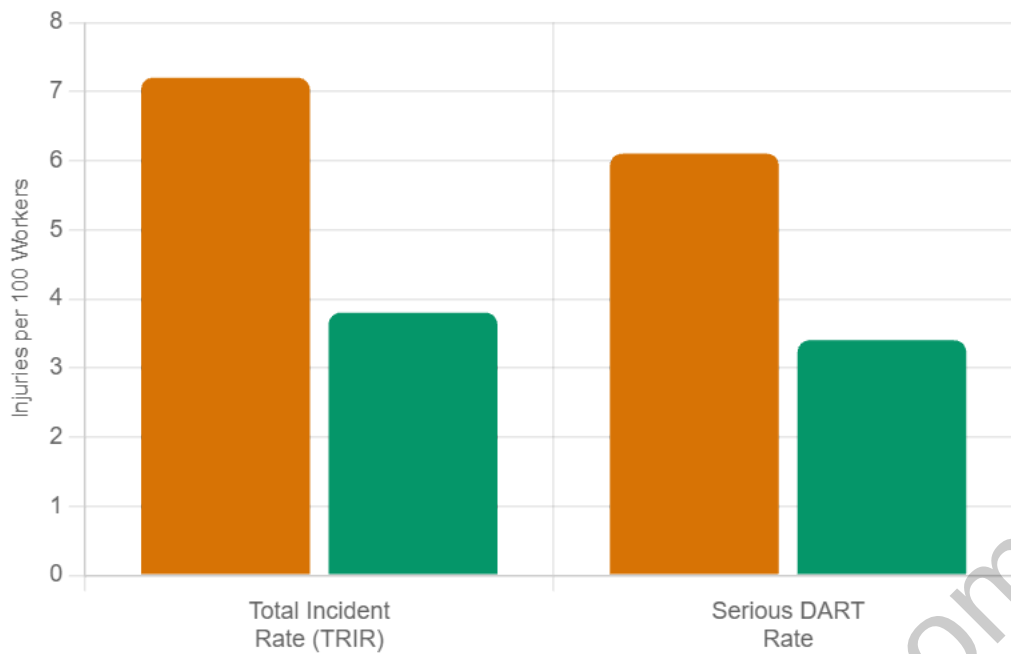
Labor Churn & County Wage Dynamics



EPI Study Finding: Opening a fulfillment center increases warehouse employment by ~30% but produces *no statistically significant net increase in total countywide employment* due to retail displacement.

NELP Wage Study: Warehouse workers in Amazon host counties earn **18% less (\$822 less/month)** than peers in non-host counties.

OSHA Injury Incident Rates (per 100 Workers)



Total Incident Rate (TRIR): Automated hubs range between 6.5–7.9 per 100 workers, compared to 3.8 in peer warehousing.

DART Rate (Serious Injuries): Serious injury rates requiring Days Away, Restricted, or Transferred status run between 5.5–6.7 versus 3.4 for general warehousing.

4. Secondary Municipal Liabilities: Road Fatigue & EMS Demands

This section demonstrates how physical pavement damage scales exponentially according to civil engineering principles, alongside municipal emergency medical dispatch burdens imposed by high-velocity logistics hubs.

CIVIL ENGINEERING MECHANICS

AASHO Fourth Power Law Road Wear Simulator

Formula: $\text{Damage Ratio} = (\text{Axle Load}_{\text{Truck}} / \text{Axle Load}_{\text{Car}})^4$

Adjust Fully Loaded Commercial Truck Weight (lbs): **80,000 lbs**

Standard Passenger Car
4,000 lbs
1.0 Wear Unit

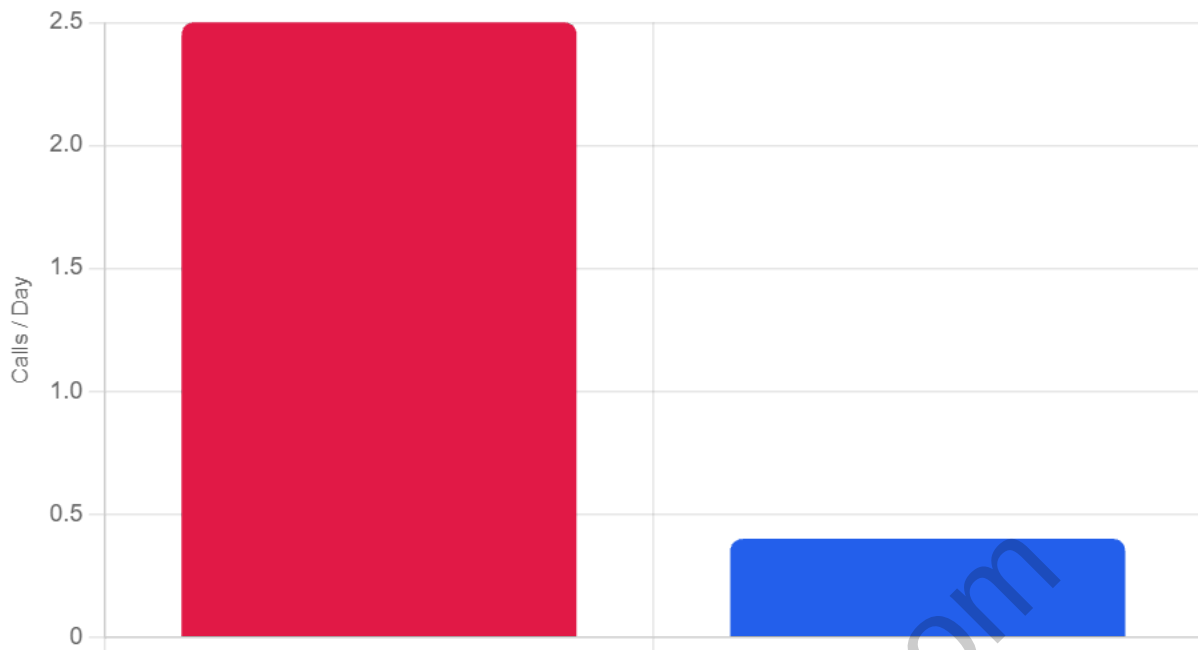
Daily Heavy Trucks
600 to 800
Trips / 24 Hours

CALCULATED STRUCTURAL DAMAGE RATIO

4,096x

One loaded truck at this weight inflicts pavement fatigue equivalent to **4,096 passenger cars**.
Adding 700 trucks daily equals **1046.53 million car trips per year** on secondary roads like Westcott Road.

Emergency Medical Services (EMS) Dispatch Volume



Municipal emergency dispatch logs show large fulfillment centers generate **2.0 to 3.0 emergency 911 calls per day** for workplace injuries, heat stress, and vehicular accidents, placing heavy operational demand on local hybrid or volunteer squads.

5. Environmental & Public Health Impact Analysis

Project Husky converts 340 acres of forest canopy within **The Last Green Valley National Heritage Corridor** into industrial infrastructure, impacting sensitive aquifers, wetlands, and air quality.

1

Stratified-Drift Aquifers

Introduces ~100 acres of continuous roof structures and asphalt parking over drinking water aquifers, eliminating natural filtration and elevating hydrocarbon runoff risks.

2

Wetland Disturbances

Proposes 23,058 sq ft of direct wetland disturbance, offset by 44,369 sq ft of engineered mitigation wetlands which require decades to match natural biofiltration capacity.

3

Diesel Air Pollution Plumes

Studies in *Nature Communications* show heavy truck corridors produce elevated NO₂ and fine particulate matter (PM_{2.5}) extending across a 0.5-mile perimeter.

6. Regulatory Chronology (Killingly, CT - 2026)

Tracking municipal decision milestones, wetland commission rulings, and zoning moratorium actions regarding Project Husky.

July 6, 2026

Inland Wetlands Commission Rejection

Killingly Inland Wetlands Commission denies initial application (3-2 vote) citing unmitigated wetland impacts and inadequate alternative site evaluations.

July 16, 2026

Revised Site Plan Resubmission

Ryan Companies resubmits revised plans, expanding wetland creation to 44,369 sq ft and reducing floor space footprint.

July 20, 2026

Town Warehouse Moratorium Enacted

Planning & Zoning Commission enacts town-wide warehouse moratorium through June 2027. Application preempted effective date by 4 days.

7. Recommended Policy Framework for Host Municipalities

Binding protective measures recommended for local governing bodies to protect public funds, community health, and municipal infrastructure.

1 Deny Discretionary Tax Abatements

Mandate 100% tax assessment compliance from day one. Logistics operators prioritize highway location over local tax breaks.

2 Enforce a Community Benefits Agreement (CBA)

Require developer funding for arterial road widening, signalization, continuous pavement escrows, and annual EMS stipends.

3 Institute Heavy Truck Ordinances

Restrict tractor-trailers strictly to I-395 interchange corridors, barring commercial freight from residential side streets.

4 Establish Groundwater Escrows

Mandate continuous groundwater testing wells, dark-sky lighting, and advanced stormwater biofiltration systems.

8. Direct Links to Original Sources & Citations

Complete documented references and peer-reviewed studies cited in this report.

1. Town of Killingly Planning & Zoning Commission

Public Application Filings for "Project Husky" (Ryan Companies US, Inc., July 2026).

2. Economic Policy Institute (EPI)

Unfulfilled Promises: Amazon fulfillment centers do not generate net employment growth (Janney & Schieder, 2018).

[Open EPI Study →](#)

3. National Employment Law Project (NELP)

The Amazon Effect: How Amazon's Warehouse Network Suppresses Local Wages and Health (2020).

[Open NELP Wage Study →](#)

4. Occupational Safety and Health Administration (OSHA)

Form 300A Summary of Work-Related Injuries and Illnesses for Automated Logistics Facilities (2021–2025 Data).

[Open OSHA Database →](#)

5. Federal Highway Administration (FHWA)

Pavement Fatigue and Traffic Loading Mechanics: AASHTO Road Test Results (Report No. FHWA-RD-02-012).

[Open FHWA Research →](#)

6. Good Jobs First

Amazon Subsidy Tracker Database: State and Local Economic Incentives (2024).

[Open Subsidy Tracker →](#)

7. Nature Communications

Localized air pollution plumes and nitrogen dioxide distributions surrounding heavy freight warehousing hubs (Vol. 13, Article 4210).

[Open Nature Article →](#)

8. Environmental Defense Fund (EDF)

Proximity to Logistics Centers and Health Risks in Local Communities (2022).

[Open EDF Health Study →](#)

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