

**Town Offices Site  
Re-Use Study**

**East Haddam, CT**

**Submitted To:  
East Haddam Economic Development Commission**

**By Harrall-Michalowski Associates  
in association with  
The Center for Research and Public Policy  
The Downes Group**

**August 2006**

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## Executive Summary

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Harrall-Michalowski Associates in association with The Center for Research and Public Policy and the Downes Group have been retained by the East Haddam Economic Development Commission to advise the Town as to the best re-use of the site currently occupied by Town Offices in East Haddam Village. The availability of the site for alternative uses will result from the relocation of Town Offices following the construction of a new Intermediate School.

The attached figure shows the subject site in a recent aerial photograph. The site currently accommodates 3 buildings. The Town Office building is shown in the southeastern corner of the site. The former Town Garage, partially used as a Town Office annex is located in the middle of the site. The River House is located in the northwestern corner of the site. This building provides office space for the Resident State Trooper, Visiting Nurse Association and others.

### Market Demographics

A prerequisite of any re-use analysis of a specific site is to understand the demographics impacting the site. Based upon travel patterns related to the swingbridge as well as the location of competitive goods and services establishments, we believe that two market areas are logical. These areas are 5 and 10-mile radii from the Village Center. There are 15,551 and 67,508 persons residing in these two areas within 6,149 and 24,998 households respectively. In terms of consumer spending, these households spend approximately \$60,000 on an annual basis.

The basic conclusion to be drawn from the data is that East Haddam Village sits within a high-income market area with households possessing significant levels of disposable income.



## East Haddam Connecticut

Source:  
Parcel Linework: Middlesex Regional Planning Agency  
Base Data: Connecticut Department of Environmental Protection  
Aerial Photograph: ESOSNET (2005)

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## Physical Setting

East Haddam Village has one of the most dramatic settings in Connecticut from both a natural and manmade perspective. The Connecticut River provides a dramatic edge to the Village in terms of views as well as potential access to the river. The topography provides spectacular views both of and from the Village. These natural attributes are enhanced by the architecture and fabric of the Village. The Goodspeed Theater and Gelston House as multi-storied structures of distinctive architecture work with the topography and river to create a memorable experience for the visitor as well as those who routinely pass through, reside or do business in the area.

While most of the existing features have a positive impact on the Village, there are certain negatives resulting from these same features. They include:

- Significant traffic volumes and periodic congestion related to the fact that the swingbridge is the only bridge crossing on the segment of the river between Middletown and Old Saybrook.
- The topography, while interesting, when combined with the traffic volumes negatively impacts the “walkability” of the Village.
- While the Goodspeed is a tremendous positive for the Village, the seasonality and peak traffic within fairly short time periods presents unique challenges.
- Parking availability and access is a challenge for the reasons cited above including peak demand periods related to Goodspeed performances, traffic patterns through the Village and grade changes impacting the layout and visibility of parking as well as pedestrian movement from parking areas to their destination.

These issues were analyzed extensively in the previously prepared Mobility Study. That study recommends various actions related to increasing the pedestrian friendliness of the area, safety and traffic calming improvements, and various parking alternatives. What is vital to the future of East Haddam Village is that these improvements support and coordinate with future investments and marketing strategies for the Village.

## Business Climate

For purposes of gaining first hand knowledge of the business climate in East Haddam, a series of personal interviews with businesses was completed. Questions about the particular business, doing business in East Haddam and thoughts about the re-use of the Town office site were included in the interviews. A good geographic distribution of interviews was achieved. There was also a good mix of retailers, service and hospitality establishments. There are 3 markets served by establishments in East Haddam: 1) convenience retail and service; 2) tourism and 3) service industries with a non-geographic market. Within East Haddam, Moodus has clearly emerged as the convenience retail and service center. East Haddam Village establishments on the other hand are quite dependent on tourism, particularly Goodspeed patrons and people visiting other attractions such as Gillette Castle. Several establishments reported that 60 to 80% of their annual revenues are achieved in the June to October time period. A common complaint among East Haddam Village businesses is the lack of a critical mass of establishments to keep visitors in the Village for a length of time or to attract them to the Village as a destination. We believe that Tylerville in Haddam and East Haddam Village should be considered one business area physically separated by the river crossing. This combined area offers the convenience establishments found in Moodus with the tourist reliant Village establishments.

## Resident Vision

Since this study deals with a Town owned parcel of land it is important to gain insight as to the resident vision for future use of the site. Public meetings concerning the study were held throughout the planning process. In addition, a telephone survey of 300 randomly selected East Haddam households was completed.

The overall areas for investigation within the survey included:

- Rating resident quality of life in East Haddam;
- Collecting frequency and reasons for visits to East Haddam Village;

- Awareness of and attendance at meetings and discussions to find possible re-use scenarios for town owned parcel near the swingbridge in East Haddam Village;
- Collecting resident opinion on possible re-use scenarios; and
- Demographics.

Major findings included:

- Impressively, the clear majority of all respondents, 99.0%, report their overall quality of life in the Town of East Haddam is either “very good” (47.0%) or “good” (52.0%).
- More than three-quarters of all respondents, 79.6%, report being in the East Haddam Village Center commercial and residential district either to drive through or as a destination on a “daily basis” (44.0%), “a few times per week” (27.3%) or “once a week” (8.3%).
- All respondents were asked what factors would be important in their decision to increase patronage to any new or current shops or restaurants in the East Haddam Village. Among the 22 different factors provided by respondents, “variety” (45.0%), “ease of parking” (37.3%), “value for the money” (22.3%), “quality of service” (22.0%), “type of shop/restaurant” (21.7%) and “atmosphere” (18.0%) were listed most frequently.

On possible re-use scenarios all respondents were read a series of six statements and asked if they agree or disagree with the statement as it was read.

- Among the six statements read, respondents provided the highest level of agreement (81.9%) for the following: “Regardless of other re-use on the site, the Town of East Haddam should maintain ownership of the stretch of land on the site along the River corridor.”
- Among those same six statements read, respondents provided the lowest level of agreement (24.3%) for the following: “The entire site should be sold to a real estate developer for a one-time income potential to the town for mixed use high-end

residential and retail development.” At the same time the statement “The current buildings on the site should be leased for annual income potential to the town” provided the second highest level of agreement (70.3%)

- Finally, among the 34 responses provided by respondents, “specialty shops” (19.7%), “coffee/pastry shop” (18.0%), “deli/sandwich shop” (12.7%), “picnic area/park” (12.7%) and “visitor/historical center” (9.7%) were listed most frequently as the types of activities or uses at the current Town Office site which would most enhance the Village Center and town as a whole.

## Development Scenarios

Based upon analysis completed and input received from the EDC, public meetings, business interviews and the resident survey, development scenarios have been prepared for the Town Offices Site; and the overall East Haddam Village. While the scenario for the Town Offices Site might appear to be physically independent of the balance of the Village, in reality to maximize the success and benefits of future use of the site, its use must be integrated with plans for the whole Village.

Specific recommendations for development choices are prudently preceded by observation of the attributes and potential limitations of the site. The figure on the next page and the following narrative presents these features. The Town Offices site is a dramatically elevated area with individual building sites spread across the southern slope of the hillside. The 2.6-acre site is among the longest and broadest parcels in a Village typified by very small building plots arrayed along winding roads. The relatively generous proportions offer the possibility of creating a modest elevated Town Green with new buildings around, and the parking that may be needed to support new uses. In addition to a Green site development should contain a promenade to preserve public access for the townspeople of East Haddam to the historically municipally-owned land and majestic views.

The busy Route 82 / Main Street thoroughfare that borders the southern side of the parcel should be redesigned. Currently, there is very little separation between the sidewalk and



# TOWN OF EAST HADDAM, CT



1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006

THE VISIBLE EDGES OF THE  
"LINEAR" VILLAGE PLAN

BEST AUTO INGRESS  
LOCATION

RIVER VIEWS AND DESIRABLE  
SOLAR ORIENTATION TO SOUTH

TOWN OFFICES  
SITE

DEPTH OF THIS SITE MAKES  
A VILLAGE GREEN POSSIBLE

IMPORTANT PEDESTRIAN  
CROSSING AREA

ROUTE 82

GELSTON

GOODSPEED

GELSTON HOUSE

# SITE

the road. In fact, as one approaches the bridge at the western edge of the Town Offices site the sidewalk virtually disappears. Consistent with recommendations contained in the previously completed Mobility Study, pedestrian crossings between the Town Offices site and the Goodspeed Opera House and Gelston House could create traffic-calming effects in this area through the use of cobblestone or brick paved crosswalks. Automobile traffic should be eliminated from the existing curb cuts along the southern edge of the Town Offices site to possible locations on Route 149 / North Main Street at the eastern side of the site.

### Key Development Issues

- It should not be the intention to “load” the site with the greatest amount of development, but rather to utilize the site to maintain the character of the Village within a framework of revitalization to the benefit of Town residents and finances.
- Any development option is driven in part by parking requirements and to a lesser degree the zoning height limit.
- Options with parking below and two levels of residential space above will typically exceed existing zoning regulations for fire department access to habitable space on the third story above grade. However, this approach would create the opportunity for public “Town Green” space with Connecticut River views.
- Options for residential dwellings will require less parking than commercial space – typically 2 spaces per each 1000 sf condo or larger single-family townhouse, 1.5 spaces per each 1000 sf apartment, or 4 spaces per 1000 sf of office space. Retail and restaurant parking requirements can be flexible with credit for existing “on-street” or shared parking.
- Mixed-use options including both residential and commercial space can vary widely by the size and height of each building.
- A residential component is important in order to put more people on the streets of the Village and will receive strong market acceptance.

- Any scenario considered should accommodate the preservation of the Town Offices and River House buildings for either commercial or residential purposes.

### Development Scenarios

Based on the site considerations and development issues discussed above as well as the input received at meetings and the resident survey, 6 different development scenarios including variations were presented at a public meeting on June 29, 2006. Based upon comments received at the meeting and subsequent discussion, the Economic Development Commission proposes a mixed-use development with zoning variances for fire department access, with parking below 2-story residential buildings for 20 to 25 units, surface parking, approximately 10,000 sf. of restaurant/retail/office space on 2 floors, and a Village Green. As shown on the attached conceptual site plans, both the River House and Town Offices buildings are retained for future use and possible current use until relocation space is available. This would permit the initiation of site development prior to actual relocation of the Town Offices. The Green is both visible from the street and provides the best view of the river. The Green and adjacent hill to the river contain approximately one half acre. The only difference between the two concept plans is the point of access to and from Route 149. The final location of the access will require more detailed engineering. Both access drives pass through a parcel owned by the Goodspeed. The access drive at the intersection has, in our opinion, certain advantages. These include: less grade change, more direct access to the interior parking area, the possibility of a traffic signal and with a pedestrian phase a good connection for pedestrians to visit establishments on the east side of Route 82.

### East Haddam Village Overall Revitalization

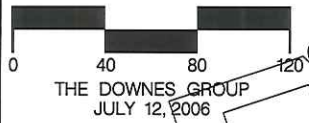
East Haddam Village has 3 major attributes:

- The natural environment related to the river and topography.
- The attractive architecture and fabric of the Village.
- The Goodspeed performances and related activities.



10,000 SF COMMERCIAL BUILDING  
 22 RENTAL OR CONDO UNITS  
 @ 1000 SF EACH  
 108 CARS (22 BELOW BUILDINGS)  
 1" = 80'-0" RIVER HOUSE & TOWN OFFICES TO REMAIN

# TOWN OF EAST HADDAM, CT

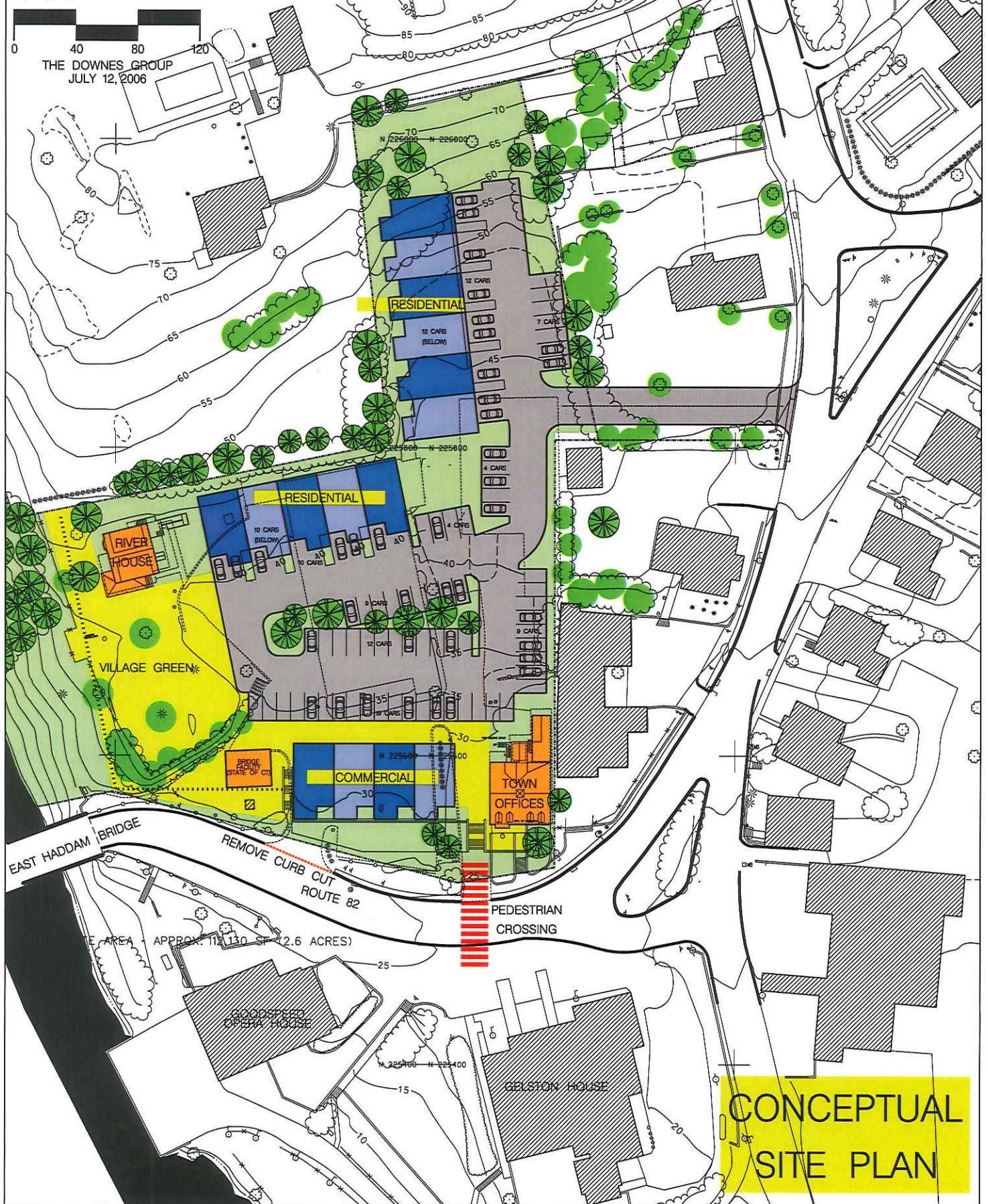


# CONCEPTUAL SITE PLAN



10,000 SF COMMERCIAL BUILDING  
 22 RENTAL OR CONDO UNITS  
 @ 1000 SF EACH  
 108 CARS (22 BELOW BUILDINGS)  
 1" = 80'-0" RIVER HOUSE & TOWN OFFICES TO REMAIN

# TOWN OF EAST HADDAM, CT



# CONCEPTUAL SITE PLAN

When combined in the proper mix, these ingredients will create a setting second to none. However, to achieve this mix each of the ingredients must be modified and re-blended. The future vision for the Village addresses each of these ingredients. In order to accomplish this common vision, a joint venture between the Town and Goodspeed to engage a master developer should be considered. The development package could include the Town offices site as well as Goodspeed properties not needed for theater and related activities. This approach could address several long-term issues including shared parking, creating a critical mass of establishments and creating a year round vitality in the Village.

### 21<sup>st</sup> Century Technology

A concept which could both encourage site development and assist with the marketing plan would be the provision of 21<sup>st</sup> Century technology through the establishment of a wireless network (Wi-Fi) in the Village. According to a recent Wall Street Journal article, there are currently about 250 cities in the U.S. that have deployed or are planning to deploy a municipal W-Fi. There are numerous companies offering this service primarily to larger cities. As the technology spreads and becomes more affordable, the spread to smaller communities will most likely occur. Such a network in the Village would support both development on the Town Offices site and existing buildings. This could attract new activity to the Village including the possibility of an internet version of the traditional “general store” gathering spot.

### Financial Analysis

The potential economic impact of development of the Town Offices site is threefold.

- Direct income from the sale or lease of the site
- Property tax revenue
- Support for spin-off activities and development

For informational purposes, we have prepared an estimate of sales/lease income as well as property tax income. Property taxes are calculated with an assessed value at 70% of market value with a \$27/mil rate and applied to both the residential and non-residential components in the concept plan.

### Economic Impact Matrix

Scenario	Sales/Lease Price	Property Taxes
20 to 25 residential units and 10,000 sf restaurant/retail/office with Village Green	\$1,200,000 to \$1,500,000  \$400,000/unit @ \$60,000 per unit land value	Resid. \$151,200 to \$189,000  Non-Resid. \$ 28,350

Based on the size, location and design of the proposed residential units, it is expected that occupancy will be by small households without school age children. Therefore, the fiscal impact will be positive when cost of services are deducted from revenue.

The calculation of spin-off impacts is less precise. The most quantifiable measurement is the number of residents on the site based upon the number of housing units and the potential expenditure level of \$23,246 per person by residents of the units. The following matrix presents the estimate for the development concept.

### Spin Off Impact Matrix

Scenario	Number of Residents	Consumer Expenditures
20 to 25 residential units and 10,000 sf restaurant/retail/office with Village Green	40 - 50	\$929,840 - \$1,162,300

Source: Consumer Spending Patterns; Claritas, Inc.

While it is obvious that all of this disposable income would not be spent in the Village, it is reasonable to expect it would help support new and existing establishments.

## Marketing Strategy

### Re-Establish The Village Identity

The marketing of the Town Offices site should be undertaken within the context of an overall marketing program for East Haddam Village. In fact, as discussed earlier the relationship between the Village and the Tylerville section of Haddam supports an even broader marketing approach. In this regard we suggest a themed approach based on the concept of "The Haddams". This plays off "The Hamptons" which is linked in one's

minds to both a place and a lifestyle. “The Haddams” has this same potential for linkages when one considers the unique features in the area:

- Goodspeed
- The Swingbridge
- The Connecticut River
- The Gateway to Gillette Castle
- The Nathan Hale Schoolhouse
- The Riverhouse at Goodspeed (under construction)

#### Marketing The Site Within A Comprehensive Strategy

The Town Offices site should be marketed within the context of a strategic plan for the Village. The previously completed Mobility Study provides a variety of recommendations for the improvement of parking, signage, pedestrian safety and walkability in the Village. These recommendations when implemented will enhance the “bones” upon which the Village can be revitalized and marketed. The “flesh” on the bones is comprised of existing buildings and properties as well as potential new development including the Town Offices site. In order to most effectively implement the strategy, it is recommended that a Master Developer be sought to become a partner with the Town and private property owners in a comprehensive approach to revitalization.

A key participant in this partnership is Goodspeed. Goodspeed serves many roles in the Village, Town and region. On the broadest scale, there is the regional draw to its theatrical performances. On the Village scale it is the major producer of “feet on the street” as well as the owner of more parcels of land and buildings than any other single entity. In both of these roles, Goodspeed has a desire to improve upon its current situation.

Goodspeed finds itself in the position of being the largest owner and manager of housing in the Village. Complicating this housing management role is the fact that the housing units are scattered among several buildings. The management of this housing diverts human and financial resources away from Goodspeed’s main business which is theater. It is important to acknowledge that Goodspeed is not a housing developer or manager. It does however



have a need for housing, owns property and has buildings currently used for housing that could potentially be converted in whole or partially to other uses while also transitioning to non Goodspeed tenancy to create more activity in the Village. This can best be done by an experienced developer possibly coordinated with re-use of the Town Offices site.

### What Next?

Upon approval of the proposals presented in this report, it is recommended that a dialogue be initiated among representatives of the Town, Goodspeed and other property owners in the Village in order to detail out the Master Developer concept. Part of this dialogue will be to match actions needed to implement a revitalization strategy with the interest of property owners to enter into a partnership with the Town and potentially with a Master Developer.

## Chapter 1. Introduction and Purpose

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Harrall-Michalowski Associates in association with The Center for Research and Public Policy and the Downes Group have been retained by the East Haddam Economic Development Commission to advise the Town as to the best re-use of the site currently occupied by Town Offices in East Haddam Village. The availability of the site for alternative uses will result from the relocation of Town Offices following the construction of a new Intermediate School.

Figure 1 shows the subject site in a recent aerial photograph. The site currently accommodates 3 buildings. The Town Office building is shown in the southeastern corner of the site. The former Town Garage, no longer in active use, is located in the middle of the site. The River House is located in the northwestern corner of the site. This building provides office space for the Resident State Trooper, Visiting Nurse Association and others.

While the purpose of the study has been to examine re-use of the Town Offices site, it has been apparent from the beginning that the futures of the site and surrounding Village are intertwined in terms of physical design, market dynamics and functionality. This was the position taken by our consultant team at the selection interview and has been the basis for the scope of services used to complete the study.

The major components of the scope of services comprising the chapters of this report are as follows:

- Market Demographics
- Physical Setting
- Business Climate
- Resident Vision
- Development Strategy
- Financial Analysis
- Marketing Strategy



**East Haddam  
Connecticut**

**Figure 1: Site**

Source:  
Parcel Data: Middlesex Regional Planning Agency  
Base Data: Connecticut Department of Environmental Protection  
Aerial Photography: ESRI/CACT (2005)

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WILSON, CONNECTICUT      April 2008

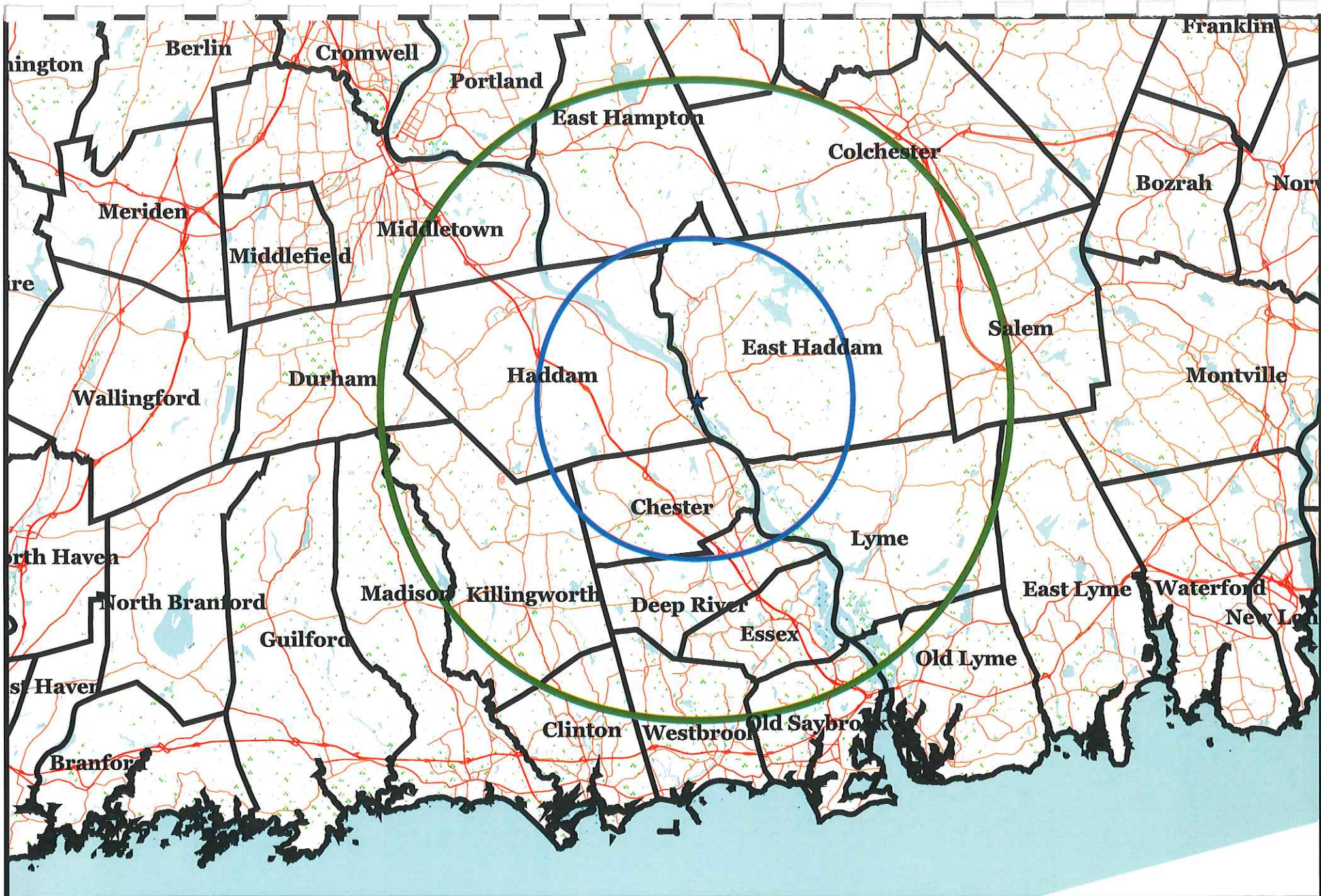
## Chapter 2. Market Demographics

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A prerequisite of any re-use analysis of a specific site is to understand the demographics impacting the site. An initial task in this process is to identify the logical limits of the site's market area. In this regard, the subject site has a complex market area. Unlike a traditional market area delineation based upon established geographic limits for a range of products and services, East Haddam Village has a multi-state market area related to the Goodspeed and general tourist attractions. At the same time, due to the seasonality of these attractions, there is a need to examine the potential created by more conventional demand for products and services.

Based upon travel patterns related to the swingbridge as well as the location of competitive goods and services establishments, we believe that two market areas are logical. As shown in Figure 2, these areas are 5 and 10-mile radii from the Village Center. The 5-mile radius represents the area from which convenience goods and services patrons will be drawn. The 10-mile radius is a market area from which other patrons will be attracted. However, as one moves to the outer edges of the 10-mile radius, the number of potential patrons declines dramatically due to travel time and the proximity to other centers of commerce including the Route 1 Corridor, Middletown and East Hampton. The area within the 10-mile radius to the east towards Colchester and Salem will have greater draw due to the scarcity of competitive facilities. These consumer patterns were confirmed in the business interviews as discussed in a later chapter.

For purposes of analysis, data were procured from Claritas, Inc., a nationally recognized demographic data source. Appendix A contains a copy of this material. Key facts about the two market areas are presented in Table 1.



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0 5 10 Miles



**LEGEND**

-  5 Mile Radius
-  10 Mile Radius

**Figure 2: 5 & 10 Mile Radii  
Town of East Haddam**



HARRALL-MICHALOWSKI ASSOCIATES, Incorporated

Hamden, Connecticut

January 2006

**Table 1  
Demographics  
East Haddam Village Market Areas**

		5-Mile		10-Mile	
2005	Population Estimate	15,551		67,508	
2010	Population Projection	16,297		72,148	
2005	People Age 25-54	6,930	44.6%	28,523	42.0%
2010	People Age 25-54	6,689	41.1%	27,799	38.5%
2005	Household Estimate	6,149		24,998	
2010	Household Projection	6,516		26,866	
2005	Median HH Income Estimate	\$73,014		\$78,315	
2010	Median HH Income Projection	\$82,308		\$88,369	

Source: Claritas, Inc.

The significant characteristics of this demographic profile are:

- The projected growth in population and households is modest in both market areas. This is reflective of Connecticut in general.
- Over 40% of people in both market areas are clustered in the 25 to 54 age group. This age group represents the largest amount of disposable income in most market areas.
- The median household income in both market areas is higher than the Connecticut median household income.

The second set of data examined relates to consumer spending habits. Claritas is also the source and full printouts are included in Appendix A. Table 2 presents key facts.

**Table 2**  
**Spending Patterns**  
**East Haddam Village Market Areas**

		<b>5-Mile Radius</b>	<b>10-Mile Radius</b>
2005	Aggregate Expenditures	\$361,492,000	\$1,557,0526,000
2005	Average Household Expenditures	\$58,789	\$62.287
2005	Per Capital Expenditures	\$23,246	\$23,065

Source: Claritas, Inc.

Within these spending patterns, there are several categories of expenditures. These are presented in Table 3.

**Table 3**  
**Spending Patterns By Major Category**  
**East Haddam Village Market Areas**

	<b>5-Mile Radius</b>	<b>10-Mile Radius</b>
Apparel	\$33,152,000	\$146,514,000
Entertainment	\$42,078,000	\$184,901,000
Groceries	\$37,546,000	\$158,505,000
Health Care	\$24,566,000	\$104,188,000
Furniture	\$6,712,000	\$29,394,000
Personal Care	\$6,478,000	\$27,568,000
Food Away From Home	\$36,498,000	\$153,859,000
Alcoholic Beverages	\$9,927,000	\$41,740,000
New and Used Vehicles	\$45,787,000	\$192,286,000

Source: Claritas, Inc.

These spending patterns reflect the generally high incomes found in the market area and Connecticut in general. Claritas provides a Market Index for all expenditure categories. This index establishes 100 as the U.S. index number. Areas with expenditures below or above the U.S. index of 100 are ranked accordingly. In the case of the East Haddam

market, all indexes are above 100 with the exception of 4 sub-categories: eggs, fats & oils, prescription drugs and automobile towing charges. Table 4 presents the indexes for some of the major categories included in Table 3.

**Table 4  
Consumer Spending Patterns Indexes  
East Haddam Village Market Areas**

	<b>5-Mile Radius</b>	<b>10-Mile Radius</b>
Apparel	129	141
Food at Home	111	116
Health Care	108	113
Furniture	140	151
Personal Care	119	125
Food Away From Home	125	130
Alcoholic Beverages	133	138

Source: Claritas, Inc.

The basic conclusion to be drawn from the data presented above is that East Haddam Village sits within a high-income market area with households possessing significant levels of disposable income.



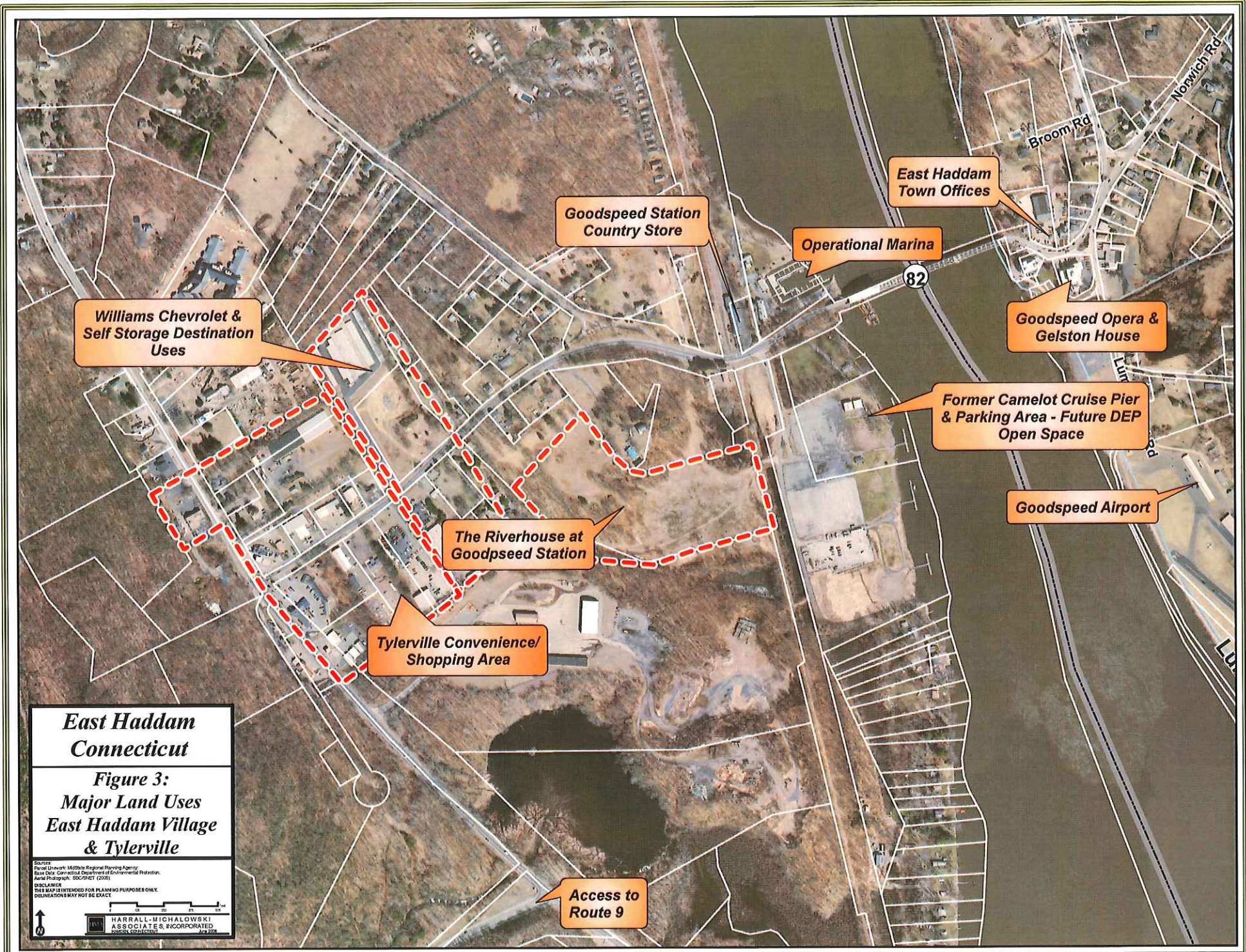
## Chapter 3. Physical Setting

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East Haddam Village has one of the most dramatic settings in Connecticut from both a natural and manmade perspective. The Connecticut River provides a dramatic edge to the Village in terms of views as well as potential access to the river. The topography provides spectacular views both of and from the Village. These natural attributes are enhanced by the architecture and fabric of the Village. The Goodspeed Theater and Gelston House as multi-storied structures of distinctive architecture work with the topography and river to create a memorable experience for the visitor as well as those who routinely pass through, reside or do business in the area.

Figure 3 highlights various features of the natural and built environment. While most of the features have a positive impact on the Village, there are certain negatives resulting from these same features. They include:

- Significant traffic volumes and periodic congestion related to the fact that the swingbridge is the only bridge crossing on the segment of the river between Middletown and Old Saybrook.
- The topography, while interesting, when combined with the traffic volumes negatively impacts the “walkability” of the Village.
- While the Goodspeed is a tremendous positive for the Village, the seasonality and peak traffic within fairly short time periods presents unique challenges.
- Parking availability and access is a challenge for the reasons cited above including peak demand periods related to Goodspeed performances, traffic patterns through the Village and grade changes impacting the layout and visibility of parking as well as pedestrian movement from parking areas to their destination.



**Williams Chevrolet & Self Storage Destination Uses**

**Goodspeed Station Country Store**

**Operational Marina**

**East Haddam Town Offices**

**Goodspeed Opera & Gelston House**

**Former Camelot Cruise Pier & Parking Area - Future DEP Open Space**

**Goodspeed Airport**

**The Riverhouse at Goodspeed Station**

**Tylerville Convenience/ Shopping Area**

**Access to Route 9**

**East Haddam Connecticut**

**Figure 3: Major Land Uses East Haddam Village & Tylerville**

Sources:  
 Parcel Use: MDRB Regional Planning Agency  
 Road Data: Connecticut Department of Environmental Protection  
 Aerial Photograph: GEOCNET (2005)

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HARRALL-MICHALOWSKI ASSOCIATES, INCORPORATED  
 DANIEL CONSTRUCTION

These issues were analyzed extensively in the previously prepared Mobility Study. That study recommends various actions related to increasing the pedestrian friendliness of the area, safety and traffic calming improvements, and various parking alternatives.

What is vital to the future of East Haddam Village is that these improvements support and coordinate with future investments and marketing strategies for the Village. For example, while the Mobility Study contains a conceptual plan for the future use of the Town Offices site, it proposes, in our opinion, too much parking and not the proper amount of development needed in the Village. While parking is a needed in any business area, one should not provide parking needed for the peak time. For example, shopping centers seldom have parking to accommodate all vehicles on the day after Thanksgiving or other peak shopping days. To provide such parking would waste land for the rest of the year. The same situation exists in the Village as it relates to Goodspeed. It must be assumed that parking resources will always be burdened during performance times. However, some multiple use of parking is possible. For example, when performances are going on it is logical to think that patrons to restaurants will be attending the Goodspeed. Quite frankly, other customers will know not to expect to find parking during such times. The same is the case with other shops in the area. Service establishments and offices are not normally open when the Goodspeed has performances. In effect, East Haddam Village can function effectively with a shared parking strategy.

During meetings related to this study, many people mentioned the Chester Downtown as a model to be achieved for East Haddam Village. For purposes of comparison, we conducted an inventory of on and off-street parking spaces serving that area. Interestingly, there are approximately 30 on-street and 125 off-street spaces which can be reasonably considered serving Chester Downtown. This compares to 385 spaces identified in the Mobility Improvement Study. One major difference is that due to traffic patterns in East Haddam Village virtually none of these spaces are considered on street. The most obvious on-street spaces are in front of the Gelston House and they are primarily handicapped spaces. This lack of parking visibility combined with the previously discussed topography of the area limits the perception of the amount of available parking. Also, the Chester

Downtown does not have one peak demand venue such as Goodspeed since the Goodspeed at Chester is located on the fringe of the Downtown and has its own parking. However, it is clear that the Chester Downtown is successful not because it has an abundance of parking, but rather because it has destinations to which people wish to go. This is an important lesson to remember as the strategy for East Haddam Village evolves.

Shared parking is a requirement of the East Haddam Village District regulations effective February 1, 2005. In order to retain the character of the Village while maximizing parking resources shared parking must be part of any revitalization strategy.

## Chapter 4. Business Climate

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For purposes of gaining first hand knowledge of the business climate in East Haddam, a series of personal interviews with businesses was completed. Questions about the particular business, doing business in East Haddam and thoughts about the re-use of the Town office site were included in the interviews. A copy of the survey used at these interviews is attached in Appendix B.

A total of 25 interviews were completed. A good geographic distribution of interviews was achieved. The breakdown of completed interviews by area is as follows:

East Haddam Village	8
Moodus	9
Other Location In East Haddam	4
Haddam – Tylerville	4

There was also a good mix of retailers, service and hospitality establishments. Even though the people interviewed are engaged in a wide range of business activities, several common themes emerged from the interview process. There are 3 markets served by establishments in East Haddam: 1) convenience retail and service; 2) tourism and 3) service industries with a non-geographic market. To some extent, several businesses are combining the bricks & mortar retailing with non-geographic market areas through use of the Internet.

Within East Haddam, Moodus has clearly emerged as the convenience retail and service center. Establishments in Moodus serve a traditional geographic market area with over 80% of their customers coming from East Haddam. The balance of customers come from locations to the north and east, primarily East Hampton and Colchester. Most establishments are experiencing increased business based on the nature of their product or

service. Those businesses that provide a service have seen the most dramatic increase as the number of households in the market area increases. On the other hand, retailers are not benefiting to the same degree due to the fact that many households work outside East Haddam. These households make a significant percentage of their retail purchases as part of their journey to work or still shop at establishments near their previous place of residence. Some long-time Moodus establishments have also experienced a decline of business previously supplied by summer resort guests. There is little, if any business generated in Moodus by the tourist industry.

East Haddam Village establishments on the other hand are quite dependent on tourism, particularly Goodspeed patrons and people visiting other attractions such as Gillette Castle. Several establishments reported that 60 to 80% of their annual revenues are achieved in the June to October time period. A common complaint among East Haddam Village businesses is the lack of a critical mass of establishments to keep visitors in the Village for a length of time or to attract them to the Village as a destination.

Three of the establishments interviewed, located outside either Moodus or the Village are destination retailers. Two of the establishments, Shagbark's and Balleck's Garden Center have a regional market area beyond most other establishments in Town. The third establishment, Sanibal's, has a combined local convenience, tourism and drive-by clientele as a result of its location on Route 82. Each of these businesses must by nature rely on their own entrepreneurship for success.

We believe that Tylerville in Haddam and East Haddam Village should be considered one business area physically separated by the river crossing. This combined area offers the convenience establishments found in Moodus with the tourist reliant Village establishments. The gas stations, restaurants and service establishments serve the local population of Haddam and the southerly portions of East Haddam. The Goodspeed Station Country Store serves both local customers and tourists. There are also 2 destination establishments serving a larger market area. These are Williams Chevrolet (formerly in the Village) and the self-storage facility. Not unlike Shagbark's and Balleck's Garden Center,

these two establishments serve a larger market area due to the specifics of their product/service.

The Riverhouse at Goodspeed Station currently under construction in Tylerville represents an entirely new type of business and potential destination establishment. The facility will be a high-end banquet/function venue with a capacity for 350 guests. Discussions with the general manager indicate that the business plan is to market the facility from Boston to New York. In this regard, the market area will be similar to the Goodspeed. The potential to bring new visitors into the area is significant. The first phase of development does not include any lodging. A future phase might include a hotel/inn. While an overall plus to the area, this facility will potentially adversely impact the wedding reception/function business at the Gelston House when it reopens.

A review of the completed interviews reveals the following statistics and opinions on a per question basis with corresponding observations by the Consultant:

Question 4. Number Of Years At Location

Less than 5 years	13
5 to 10 years	2
More than 10 years	8
DKN/NA	2

*Observation: The area has attracted a substantial number of entrepreneurs in the recent past.*

Question 6. Where Do The Majority Of Your Customers Come From?

Not surprisingly, the percentage of customers coming from East Haddam is the highest in Moodus where the service and convenience shopping establishments draw over 80% of their customers from East Haddam. The gift/specialty shops in East Haddam Village and Haddam draw 50% from East Haddam and Haddam with balance from other towns in region and

tourists. Williams Chevrolet, Balleck's Garden Center and the self-storage facility have the widest market area ranging from Middletown to Clinton (north to south) and Colchester to the east.

*Observation: These responses confirm the market demographics discussed earlier.*

Question 7. Has Business Increased, Decreased, Stayed The Same

Increase	14
Decrease	4
Same	3
DKN/NA	4

*Observation: This is a positive trend supported by the income in households and the disposable income in the market area.*

Question 8. What Should Be Done with the Town office Site?

The common theme among all people interviewed is that there should be something to attract people to the Village and keep them longer. Support for mixed-use development at an appropriate scale was most often suggested. In general, better use should be made of the river as an amenity including improved access; an alternate connection between East Haddam and Haddam; and preservation of public views of the river from the Town Offices site.

*Observation: This opinion is consistent with opinions expressed at public meetings and in the telephone survey.*



Question 9. What Improvements are Needed?

Suggested improvements to support reuse of the Town Offices site include: more accessible parking, better traffic patterns, safer pedestrian conditions, a critical mass of establishments and more limited openings of the swing bridge.

*Observation: The nature of these responses indicates that most people experience the Village as part of a through trip.*

Question 10. Would You Consider Moving Your Business To The Village?

Only 2 businesses indicated some interest.

*Observation: This response was expected considering the fact that most businesses interviewed were succeeding at their present location.*

Question 11. What are the Advantages/Disadvantages of Doing Business In East Haddam?

The advantage overwhelmingly cited is the small town atmosphere. This is strongly connected to the quality of life in East Haddam. The negative aspect most mentioned is the lack of businesses with employees in town to generate customers. An increase in local employment could offset the “leakage” of spending out of East Haddam as people shop as part of their journey to work. Another negative mentioned is the lack of organized efforts among businesses. The bridge and related traffic delays was mentioned often as a detriment particularly by businesses located in the Village and Tylerville. The role of Goodspeed in the community elicited the strongest opinions both pro and con. Some people believe that the seasonality and lack of involvement of Goodspeed in a broader variety of activities is a negative. Others felt as strongly that Goodspeed is one of the greatest strengths of the East Haddam economy particularly in the Village.

*Observation: The nature of responses to this question is reflected in the fact that of the 21 businesses located in East Haddam, 17 of the owners live in the Town.*

Question 12. How Do You Reach Your Customers?

Word of mouth and participation in local fundraising sponsorships are by far the most common methods. Very little traditional newspaper advertising is used. The Internet is the most common media used.

*Observation: This response is consistent with the small town business environment mentioned throughout the interview process.*

Question 13. Do You Specifically Target/Cater To Customers In East Haddam?

The majority of the businesses target East Haddam due to the nature of their product or service.

*Observation: While this is the situation overall, businesses within the Village must look to strengthen its destination features.*

## Chapter 5. Resident Vision

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Since this study deals with a Town owned parcel of land it is important to gain insight as to the resident vision for future use of the site. Public meetings concerning the study were held throughout the planning process. In addition, a telephone survey of 300 randomly selected East Haddam households was completed. The survey was executed by the Center for Research and Public Policy, a Connecticut based firm with a national practice. The survey questions were developed jointly between the Center and the Economic Development Commission. A copy of the survey is found in Appendix C.

The overall areas for investigation within the survey included:

- Rating resident quality of life in East Haddam;
- Collecting frequency and reasons for visits to East Haddam Village;
- Awareness of and attendance at meetings and discussions to find possible re-use scenarios for town owned parcel near the swingbridge in East Haddam Village;
- Collecting resident opinion on possible re-use scenarios; and
- Demographics.

All interviews were conducted March 31 through April 4, 2006. Research was conducted primarily during the hours of 5:00 p.m. and 9:00 p.m. weekdays and 10:00 a.m. and 4:00 p.m. on weekends. Statistically, a sample of 300 completed telephone interviews represents an accuracy level of +/-6.0% at the midpoint of a 95% confidence level. In theory, a sample survey of East Haddam residents would differ no more than +/-6.0% than if all residents were contacted and included in the survey. The responses to the survey by major component are summarized as follows.

### ON QUALITY OF LIFE...

- Impressively, the clear majority of all respondents, 99.0%, report their overall quality of life in the Town of East Haddam is either “very good” (47.0%) or “good” (52.0%).
- “The town is overcrowded” and “there is nothing to do in town” were both listed as the only reasons among those (0.6% or 2 respondents) reporting a “poor” or “very poor” quality of life in the Town of East Haddam.
- When asked to indicate the reason or reasons for their decision to live or continue living in town, the top ten responses, in declining order, were presented as follows:
  - Rural character (39.3%)
  - Housing quality/affordability (21.0%)
  - Birthplace (14.7%)
  - Location (14.0%)
  - Environment (13.0%)
  - Sense of community (7.3%)
  - CT River is nearby (5.7%)
  - Historic character (4.7%)
  - Cultural life/recreation (4.0%)
  - Quality of education system (3.7%)

### ON EAST HADDAM SHOPPING & LEISURE...

- More than three-quarters of all respondents, 79.6%, report being in the East Haddam Village Center commercial and residential district either to drive through or as a destination on a “daily basis” (44.0%), “a few times per week” (27.3%) or “once a week” (8.3%).
  
- In similar questions, all respondents were asked how frequently they visit the East Haddam Village Center for reasons such as trips to the Town Offices, use or access to the Connecticut River or to patronize shops. Results presented below compare the cumulative totals for those reporting visits either on a “daily basis,” “a few times per week” or “at least once a week” with the reason for the visit.
  - Use/access/cross CT River (29.0%)
  - Patronize shops (12.7%)
  - Visit Town Offices (5.3%)
  
- All respondents were asked what factors would be important in their decision to increase patronage to any new or current shops or restaurants in the East Haddam Village. Among the 22 different factors provided by respondents, “variety” (45.0%), “ease of parking” (37.3%), “value for the money” (22.3%), “quality of service” (22.0%), “type of shop/restaurant” (21.7%) and “atmosphere” (18.0%) were listed most frequently.

### ON AWARENESS OF STUDY OF RE-USE OF THE TOWN OFFICE SITE

- While nearly three-quarters of all residents surveyed, 73.7%, report to be either “very aware” (44.0%) or “somewhat aware” (29.7%) of the town’s efforts to find possible re-use scenarios for the town owned parcel in East Haddam Village, another 26.0% report to be either “somewhat unaware” (7.0%) or “not at all aware” (19.0%) of the town’s efforts.

## ON POSSIBLE RE-USE SCENARIOS...

All respondents were read a series of six statements and asked if they agreed or disagreed with the statement as it was read.

- Among the six statements read, respondents provided the highest level of agreement (81.9%) for the following: “Regardless of other re-use on the site, the Town of East Haddam should maintain ownership of the stretch of land on the site along the River corridor.”
  
- Among those same six statements read, respondents provided the lowest level of agreement (24.3%) for the following: “The entire site should be sold to a real estate developer for a one-time income potential to the town for mixed use high-end residential and retail development.” At the same time the statement “The current buildings on the site should be leased for annual income potential to the town” provided the second highest level of agreement (70.3%)
  
- Finally, among the 34 responses provided by respondents, “specialty shops” (19.7%), “coffee/pastry shop” (18.0%), “deli/sandwich shop” (12.7%), “picnic area/park” (12.7%) and “visitor/historical center” (9.7%) were listed most frequently as the types of activities or uses at the current Town Office site which would most enhance the Village Center and town as a whole.

Appendix C contains a more detailed summary of survey results as well as cross tabulations.

## Chapter 6. Development Scenario

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Based upon analysis completed and input received from the EDC, public meetings, business interviews and the resident survey, development scenarios have been prepared. These scenarios are at two scales; the Town Offices Site; and the overall East Haddam Village. While the scenario for the Town Offices Site might appear to be physically independent of the balance of the Village, in reality the maximum success and benefits of both scenarios are inter-independent from both a market and physical standpoint.

### Town Offices Site

#### **Site Considerations**

Specific recommendations for building and/or landscape development choices are prudently preceded by observation of the attributes and potential limitations of the site. Figure 4 on the next page and the following narrative presents these features. The Town Offices site is a dramatically elevated area with individual building sites spread across the southern slope of the hillside. The western edge drops precipitously to the Connecticut River over forty feet below while the eastern side blends into the adjacent assortment of small Village buildings and roadways. Site planning should capitalize on this favorable solar exposure and coincident long views down the river to the south and west.

The certainty of granite bedrock closely beneath (and occasionally above) the surface of the land suggests uses that do not require extensive excavation to create basements or large, flat building footprints. The recommendation for smaller scaled buildings matches the scale and context of the existing buildings and zoning regulations.

The 2.6-acre site is among the longest and broadest parcels in a Village typified by very small building plots arrayed along winding roads. The relatively generous proportions offer the possibility of creating a modest elevated Town Green with new buildings around, and the parking that may be needed to support new uses.



1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006

# TOWN OF EAST HADDAM, CT

THE VISIBLE EDGES OF THE  
"LINEAR" VILLAGE PLAN

BEST AUTO INGRESS  
LOCATION

RIVER VIEWS AND DESIRABLE  
SOLAR ORIENTATION TO SOUTH

RIVER HOUSE  
TOWN OFFICES  
SITE  
GARAGE  
DEPTH OF THIS SITE MAKES  
A VILLAGE GREEN POSSIBLE

BRIDGE CONTROL

TOWN HALL

EAST HADDAM BRIDGE

IMPORTANT PEDESTRIAN  
CROSSING AREA

ROUTE 82

GOODSPEED  
OPERA HOUSE  
GOODSPEED

GELSTON

GELSTON HOUSE

# FIGURE 4 SITE



In addition to a Green site development should contain a promenade to preserve public access for the townspeople of East Haddam to the historically municipally-owned land and majestic views. One ambitious layout could link a western-edge boardwalk to steps leading north to the Nathan Hale Schoolhouse site.

The busy Route 82 / Main Street thoroughfare that borders the southern side of the parcel should be redesigned. Currently, there is very little separation between the sidewalk and the road. In fact, as one approaches the bridge at the western edge of the Town Offices site the sidewalk virtually disappears. The roadway buffer should be widened to accept storm run-off and snow that is plowed aside. The sidewalk should be elevated to separate the road hazards from pedestrian traffic. The promenade concept could extend from the western side of the site right around this edge, blending into the existing sidewalk elevation in front of the Town Offices.

Consistent with recommendations contained in the previously completed Mobility Study, pedestrian crossings between the Town Offices site and the Goodspeed Opera House and Gelston House could create traffic-calming effects in this area through the use of cobblestone or brick paved crosswalks. Automobile traffic should be eliminated from the existing curb cuts along the southern edge of the Town Offices site to possible locations on Route 149 / North Main Street at the eastern side of the site. Collaboration with existing property owners in that area would be required. Removal of these existing vehicle ingress points will reduce traffic and pedestrian safety hazards and improve the usefulness of the most attractive edge of the site.

### **Key Development Issues**

- It should not be the intention to “load” the site with the greatest amount of development, but rather to utilize the site to maintain the character of the Village within a framework of revitalization to the benefit of Town residents and finances.
- Any development option is driven in part by maximum parking yield and to a lesser degree the zoning height limit.

- Options with parking below and two levels of residential space above will typically exceed existing zoning regulations for fire department access to habitable space on the third story above grade. However, this approach would create the opportunity for public “Town Green” space with Connecticut River views that is lacking in the Village and unique to the region.
- Options for residential dwellings will require less parking than commercial space – typically 2 spaces per each 1000 sf condo or larger single-family townhouse, 1.5 spaces per each 1000 sf apartment, or 4 spaces per 1000 sf of office space. Medical office space requires 5 spaces per 1000 sf of space due to more frequent turnover. Retail and restaurant parking requirements can be flexible with credit for existing “on-street” or shared parking.
- Mixed-use options including both residential and commercial space can vary widely by the size and height of each building.
- Any scenario considered should accommodate the preservation of the Town Offices and River House buildings for either commercial or residential purposes.

### **Development Scenarios**

Based on the site considerations and development issues discussed above as well as the input received at meetings and the resident survey, 6 different development scenarios including variations were presented at a public meeting on June 29, 2006. These 6 scenarios and financial impact are contained in Appendix D. Based upon comments received at the meeting and subsequent discussion, the Economic Development Commission proposes a mixed-use development with zoning variances for fire department access, with parking below 2-story residential buildings for 20 to 25 units, surface parking, approximately 10,000 sf. of restaurant/retail/office space on 2 floors, and a Village Green.

As shown on the conceptual site plans in Figures 5 and 6, both the River House and Town Offices buildings are retained for future use and possible current use until relocation space is available. The Green is both visible from the street and provides the best view of the river. The Green and adjacent hill to the river contain approximately one half acre.



10,000 SF COMMERCIAL BUILDING  
 22 RENTAL OR CONDO UNITS  
 @ 1000 SF EACH  
 108 CARS (22 BELOW BUILDINGS)

1" = 80'-0" RIVER HOUSE & TOWN OFFICES TO REMAIN

# TOWN OF EAST HADDAM, CT

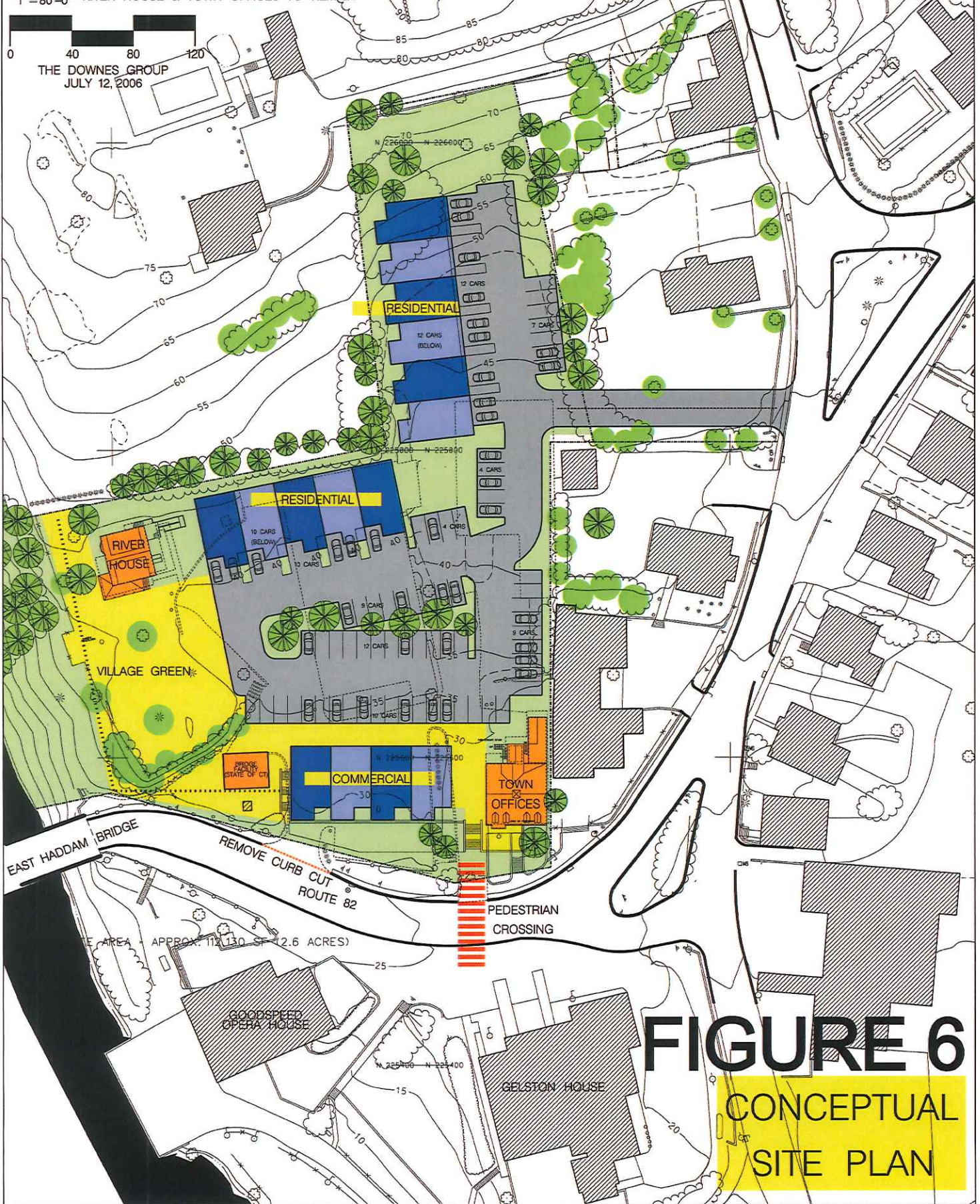




10,000 SF COMMERCIAL BUILDING  
 22 RENTAL OR CONDO UNITS  
 @ 1000 SF EACH  
 108 CARS (22 BELOW BUILDINGS)  
 108 CARS (22 BELOW BUILDINGS)  
 RIVER HOUSE & TOWN OFFICES TO REMAIN

# TOWN OF EAST HADDAM, CT

0 40 80 120  
 THE DOWNES GROUP  
 JULY 12, 2006



## FIGURE 6

CONCEPTUAL  
 SITE PLAN

The concept plan is based upon an architectural style and scale comparable with the East Haddam Village Guidelines for Site Design and Compatibility Objectives. An example of the residential units is shown in Figures 7 and 8. The architectural theme has been taken from the existing River House.

The only difference between the two concept plans is the point of access to and from Route 149. The final location of the access will require more detailed engineering. Both access drives pass through a parcel owned by the Goodspeed. The access drive at the intersection has, in our opinion, certain advantages. These include: less grade change, more direct access to the interior parking area, the possibility of a traffic signal and with a pedestrian phase a good connection for pedestrians to visit establishments on the east side of Route 82.

The Mobility Study states that the number of traffic accidents at this intersection does not warrant a traffic signal based on traffic engineering standards. However, the current traffic pattern with free flow on Route 82 to Route 149 is a dangerous situation with the potential for a serious accident. Also, a traffic signal at this location would be a stronger statement that you are entering a congested area than the signs currently in place. This is particularly important since traffic approaching the Village on both Route 82 and 149 is coming downhill often exceeding the speed limit. The traffic comes around what is almost a blind curve in front of the Town Offices site. During Goodspeed performance times this traffic encounters pedestrians and vehicles in front of the Opera House and Gelston House often with the driver's eyes focused on the bridge approach. It will be very difficult to create a pedestrian friendly village atmosphere unless this issue is addressed.

### East Haddam Village

East Haddam Village has 3 major attributes:

- The natural environment related to the river and topography.
- The attractive architecture and fabric of the Village.
- The Goodspeed performances and related activities.

When combined in the proper mix, these ingredients will create a setting second to none. However, to achieve this mix each of the ingredients must be modified and re-blended. The future vision for the Village addresses each of these ingredients as follows:

#### Natural Environment

While the river comprises the physical western boundary of the Village, there is in reality little access to and use of the river. Because of this, the value of this amenity presently has minimal impact on the residents and visitors to the Village. The riverfront needs to be recaptured to maximize this impact. The area of focus should be from the Nathan Hale Schoolhouse on the north to the Goodspeed Airport on the south.

The Nathan Hale Schoolhouse grounds are open from dawn to dusk to all who wish to visit. While the schoolhouse itself has limited hours on weekends, a picnic area is maintained with access to the riverfront available to the public. This site should be linked to the Village Center through signage and marketing.

The Town Offices Site, due to topography, has no access to the river. However, as a highpoint in the Village it provides dramatic views of the river as well as the Goodspeed. The development scenario for the site described in the preceding section maintains a public area to accommodate these river views. The concept of incorporating a small visitors center with public rest rooms at this spot should be considered.

To the south of the bridge and Goodspeed, the riverfront becomes accessible due to a change in topography. This accessibility continues to the south for a significant distance encompassing Goodspeed property, the small Town beach/boat launch area and the Goodspeed Airport. This is the area where the bulk of the Goodspeed parking is located as well as some parking on the Town site. However, the area is perceived as a “black lot” area in relation to the Village Center due to the topography as well as the street wall formed by the Goodspeed and Gelston House. What is needed is to create “another edge” to this area to place the Goodspeed and Gelston House in the center of the Village. This is best accomplished increasing activity south of the Goodspeed by the provision of docking

# FIGURE 7



## TOWNHOUSE VIEWS

# FIGURE 8



## TOWNHOUSE VIEWS



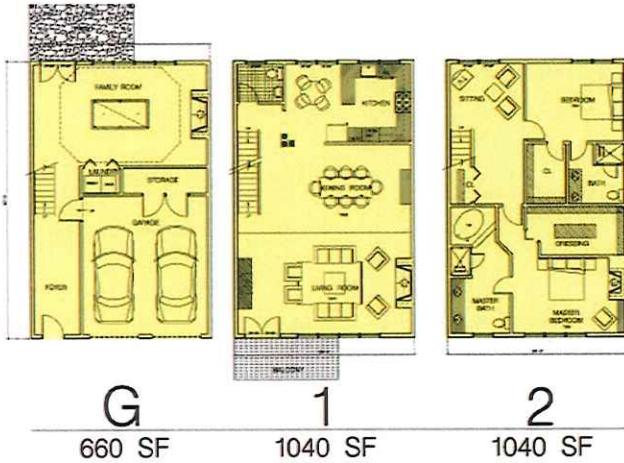
# TOWN OF EAST HADDAM, CT



RIVER HOUSE

TOWNHOUSE VIEWS - PARKING BELOW

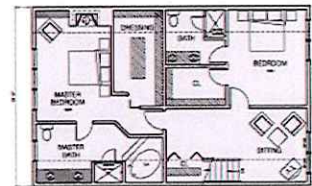
## TOWNHOUSE PLAN A LIVING AREA FACING SOUTH TO VIEWS



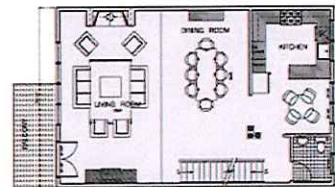
G  
660 SF

1  
1040 SF

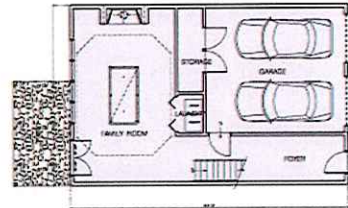
2  
1040 SF



2  
1040 SF



1  
1040 SF



G  
660 SF

## TOWNHOUSE PLAN B LIVING AREA FACING WEST TO VIEWS



RIVER HOUSE

TOWNHOUSE VIEWS - SURFACE PARKING ONLY

# FIGURE 9 BUILDING PROTOTYPES

facilities as well as access for kayaks, canoes and small sailboats. This will create a new entry point for folks into the Village as well as encourage multiple use of the parking areas. The Goodspeed Airport property presents the opportunity for development which creates activity in the Village as well as a riverfront for marina use.

### Architecture and Fabric of the Village

A great advantage present in the Village is the fact that no development has occurred which has altered the architectural character or disrupted the Village scale fabric of the area. Unlike some older village centers, there has been no “punching out” of sites for new development or parking. For this reason, there are “good bones” upon which to strengthen and reinforce the Village environment. The Town has recognized the uniqueness of the area through the Planning and Zoning Commission’s adoption of Village District regulations.

### Goodspeed

A common thread during the preparation of this report has been the discussion of the role of Goodspeed in the future of the Village and Town as a whole. This dialogue reached its height when Goodspeed was considering the construction of a new theater in Middletown. When that project was dropped, Goodspeed redirected its attention to a possible expansion of its facilities in the Village. At the present time there is no firm schedule for such an expansion.

Beyond its actual performance space, Goodspeed has a major position in the Village in terms of property it owns as well as support functions for its performances. These support functions include housing, administrative offices, rehearsal space, a theater library and research facilities, as well as educational and workshop space. A short distance from the Village Center in the Commerce Park, Goodspeed maintains set construction and storage facilities. Some people have commented that the extent of property controlled by Goodspeed combined with the seasonality of its operations creates a major obstacle to a vibrant Village Center particularly on a year round basis.

Discussions held with Goodspeed representatives indicate a clear understanding of its role in the future of the Village based upon an interdependency. The issue of the amount of properties owned by Goodspeed and used for housing is something which Goodspeed wishes to address. Goodspeed would prefer to not manage these scattered buildings, but rather have some more centralized housing resources available. This preference on their part is consistent with the expressed desire at public meetings for these buildings to be used to increase the inventory available for non-residential uses, particularly on the first floor. It will serve the common interest if the Town and Goodspeed working together can reconfigure this residential inventory.

In order to accomplish this common vision, a joint venture between the Town and Goodspeed to engage a master developer should be considered. The development package could include the Town offices site as well as Goodspeed properties not needed for theater and related activities. This approach discussed in the Marketing Strategy chapter could address several long-term issues including shared parking, creating a critical mass of establishments and creating a year round vitality in the Village.

#### 21<sup>st</sup> Century Technology

A concept which could both encourage site development and assist with the marketing plan would be the provision of 21<sup>st</sup> Century technology through the establishment of a wireless network (Wi-Fi) in the Village. According to a recent Wall Street Journal article, there are currently about 250 cities in the U.S. that have deployed or are planning to deploy a municipal W-Fi. There are numerous companies offering this service primarily to larger cities. As the technology spreads and becomes more affordable, the spread to smaller communities will most likely occur. Such a network in the Village would support both development on the Town Offices site and existing buildings. This could attract new activity to the Village including the possibility of an internet version of the traditional “general store” gathering spot.

## Chapter 7. Financial Analysis

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The potential economic impact of development of the Town Offices site is threefold.

- Direct income from the sale or lease of the site
- Property tax revenue
- Support for spin-off activities and development

The first two impacts relate directly to the type and scale of development on the site. The previous chapter presents a development concept which can be physically accommodated on the site and a mix of residential and non-residential uses with market support. The scale of development to be permitted on the site is a decision left to the community through its representatives on boards and commissions. For informational purposes, we have prepared an estimate of sales/lease income as well as property tax income for this concept. The sales/lease income is based on the residential component with the assumption that the non-residential component land will be provided at no cost as an incentive to build it and to partially offset public amenity site improvements. The issue of whether the property is sold or leased and the amount of land to be sold or leased will be subject to on-going discussion and refinement. The telephone survey did indicate a preference among residents to lease rather than sell the site. One option might be to retain the portion of the site to be used for the green, public space and parking area with the land sold for the private development portion only. If a lease is used, it could be structured in a way that the bulk of the payments are made early in the lease term. Property taxes are calculated with an assessed value at 70% of market value with a \$27/mil rate and applied to both the residential and non-residential components in the concept plan.

### Economic Impact Matrix

Scenario	Sales/Lease Price	Property Taxes
20 to 25 residential units and 10,000 sf restaurant/retail/office with Village Green	\$1,200,000 to \$1,500,000  \$400,000/unit @ \$60,000 per unit land value	Resid. \$151,200 to \$189,000  Non-Resid. \$ 28,350

The calculation of spin-off impacts is less precise. The most quantifiable measurement is the number of residents on the site based upon the number of housing units and the potential expenditure level of \$23,246 per person by residents of the units. The following matrix presents the estimate for the development concept.

### Spin Off Impact Matrix

Scenario	Number of Residents	Consumer Expenditures
20 to 25 residential units and 10,000 sf restaurant/retail/office with Village Green	40 - 50	\$929,840 - \$1,162,300

Source: Consumer Spending Patterns; Claritas, Inc.

While it is obvious that all of this disposable income would not be spent in the Village, it is reasonable to expect it would help support new and existing establishments.

## Chapter 8. Marketing Strategy

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### Re-Establish The Village Identity

The marketing of the Town Offices site should be undertaken within the context of an overall marketing program for East Haddam Village. In fact, as discussed earlier in this report the relationship between the Village and the Tylerville section of Haddam supports an even broader marketing approach. In this regard we suggest a themed approach based on the concept of “The Haddams”. This plays off “The Hamptons” which is linked in one’s minds to both a place and a lifestyle.

“The Haddams” has this same potential for linkages when one considers the unique features in the area:

- Goodspeed
- The Swingbridge
- The Connecticut River
- The Gateway to Gillette Castle
- The Nathan Hale Schoolhouse
- The Riverhouse at Goodspeed (under construction)

This need to create or re-establish an identity is reinforced when one visits the Connecticut Tourism Website. Since the consolidation into five districts, East Haddam and Haddam are now part of the River Valley Region encompassing 46 communities from Enfield on the north to Old Saybrook on the south including Hartford, Meriden, New Britain and West Hartford among the larger cities. There is little if anything in common among these 46 communities other than the River Valley title. It is difficult to relate New Britain, Meriden, West Hartford, Avon, Newington and several other communities to the Connecticut River and its attractions or lifestyle. “The Haddams” marketing strategy will help address this issue.

### Marketing The Site Within A Comprehensive Strategy

The Town Offices site should be marketed within the context of a strategic plan for the Village. The previously completed Mobility Study provides a variety of recommendations for the improvement of parking, signage, pedestrian safety and walkability in the Village. These recommendations when implemented will enhance the “bones” upon which the Village can be revitalized and marketed. The “flesh” on the bones is comprised of existing buildings and properties as well as potential new development including the Town Offices site. In order to most effectively implement the strategy, it is recommended that a Master Developer be sought to become a partner with the Town and private property owners in a comprehensive approach to revitalization.

A key participant in this partnership is Goodspeed. Goodspeed serves many roles in the Village, Town and region. On the broadest scale, there is the regional draw to its theatrical performances. On the Village scale it is the major producer of “feet on the street” as well as the owner of more parcels of land and buildings than any other single entity. In both of these roles, Goodspeed has a desire to improve upon its current situation. In terms of its performances, there is a need to increase capacity through physical expansion. This need was the impetus behind the previous proposal to build a new facility. This need still exists. There is also a desire on the part of Goodspeed to build upon its position as a premiere musical theater venue by expanding and enhancing its theater educational programs.

At the same time, Goodspeed finds itself in the position of being the largest owner and manager of housing in the Village. Complicating this housing management role is the fact that the housing units are scattered among several buildings. The management of this housing diverts human and financial resources away from Goodspeed’s main business which is theater. Goodspeed attempted to address this housing issue in the past by seeking and gaining approval to build 60 units of housing at one location on property it owns. Although, approved by the Planning and Zoning Commission, Goodspeed chose not to proceed as a result of a lawsuit filed against the project. It is important to acknowledge that Goodspeed is not a housing developer or manager. It does however have a need for housing, owns property and has buildings currently used for housing that could potentially

be converted in whole or partially to other uses while also transitioning to non Goodspeed tenancy to create more activity in the Village. This can best be done by an experienced developer possibly coordinated with re-use of the Town Offices site.

Upon approval of the proposals presented in this report, it is recommended that a dialogue be initiated among representatives of the Town, Goodspeed and other property owners in the Village in order to detail out the Master Developer concept. Part of this dialogue will be to match actions needed to implement a revitalization strategy with interest of property owners to enter into a partnership with the Town and potentially with a Master Developer.



# Appendix A

## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Population by Age</b>	14,869		15,551		16,297	
Age 0 - 4	937	6.30%	848	5.45%	839	5.15%
Age 5 - 9	1,019	6.85%	960	6.17%	886	5.44%
Age 10 - 14	1,050	7.06%	1,061	6.82%	1,039	6.38%
Age 15 - 17	643	4.32%	764	4.91%	808	4.96%
Age 18 - 20	350	2.35%	444	2.86%	512	3.14%
Age 21 - 24	377	2.54%	602	3.87%	765	4.69%
Age 25 - 34	1,857	12.49%	1,408	9.05%	1,344	8.25%
Age 35 - 44	2,814	18.93%	2,752	17.70%	2,369	14.54%
Age 45 - 49	1,313	8.83%	1,467	9.43%	1,492	9.16%
Age 50 - 54	1,179	7.93%	1,303	8.38%	1,484	9.11%
Age 55 - 59	913	6.14%	1,130	7.27%	1,325	8.13%
Age 60 - 64	548	3.69%	829	5.33%	1,080	6.63%
Age 65 - 74	892	6.00%	970	6.24%	1,274	7.82%
Age 75 - 84	658	4.43%	656	4.22%	675	4.14%
Age 85 and over	318	2.14%	356	2.29%	406	2.49%
Age 16 and over	11,627	78.20%	12,407	79.78%	13,248	81.29%
Age 18 and over	11,220	75.46%	11,918	76.64%	12,726	78.09%
Age 21 and over	10,870	73.11%	11,473	73.78%	12,214	74.95%
Age 65 and over	1,869	12.57%	1,982	12.75%	2,355	14.45%
<b>Median Age</b>	39.27		41.13		43.26	
<b>Average Age</b>	38.57		39.72		41.08	
<b>Population by Sex</b>	14,869		15,551		16,297	
Male	7,354	49.46%	7,704	49.54%	8,063	49.48%
Female	7,514	50.53%	7,847	50.46%	8,234	50.52%
Male/Female Ratio	0.98		0.98		0.98	



## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Pop. by Single Race Class. and Hispanic or Latino</b>						
<b>Hispanic or Latino:</b>	216		243		280	
White Alone	123	56.94%	137	56.38%	150	53.57%
Black or African American Alone	18	8.33%	21	8.64%	25	8.93%
American Indian and Alaska Native Alone	5	2.31%	5	2.06%	5	1.79%
Asian Alone	1	0.46%	1	0.41%	1	0.36%
Native Hawaiian and Other Pacific Islander Alone	0	0.00%	0	0.00%	0	0.00%
Some Other Race Alone	56	25.93%	66	27.16%	79	28.21%
Two or More Races	14	6.48%	14	5.76%	20	7.14%
<b>Not Hispanic or Latino:</b>	14,653		15,308		16,017	
White Alone	14,203	96.93%	14,815	96.78%	15,485	96.68%
Black or African American Alone	190	1.30%	202	1.32%	212	1.32%
American Indian and Alaska Native Alone	27	0.18%	30	0.20%	31	0.19%
Asian Alone	103	0.70%	123	0.80%	143	0.89%
Native Hawaiian and Other Pacific Islander Alone	3	0.02%	3	0.02%	0	0.00%
Some Other Race Alone	7	0.05%	8	0.05%	8	0.05%
Two or More Races	121	0.83%	127	0.83%	138	0.86%
<b>Households by Age of Householder</b>	5,789		6,149		6,516	
Householder Under 25 Years	98	1.69%	145	2.36%	179	2.75%
Householder 25 to 34 Years	842	14.54%	636	10.34%	605	9.28%
Householder 35 to 44 Years	1,451	25.06%	1,437	23.37%	1,223	18.77%
Householder 45 to 54 Years	1,411	24.37%	1,586	25.79%	1,692	25.97%
Householder 55 to 59 Years	505	8.72%	631	10.26%	736	11.30%
Householder 60 to 64 Years	310	5.35%	472	7.68%	613	9.41%
Householder 65 to 69 Years	293	5.06%	327	5.32%	488	7.49%
Householder 70 to 74 Years	270	4.66%	281	4.57%	312	4.79%
Householder 75 to 79 Years	228	3.94%	225	3.66%	246	3.78%
Householder 80 to 84 Years	204	3.52%	211	3.43%	200	3.07%
Householder 85 Years and over	177	3.06%	198	3.22%	221	3.39%
<b>Median Age of Householder</b>	48.57		50.40		52.39	



## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Households by Household Income</b>	5,784		6,149		6,516	
Income Less than \$15,000	353	6.10%	292	4.75%	252	3.87%
Income \$15,000 - \$24,999	466	8.06%	423	6.88%	382	5.86%
Income \$25,000 - \$34,999	434	7.50%	364	5.92%	373	5.72%
Income \$35,000 - \$49,999	873	15.09%	872	14.18%	719	11.03%
Income \$50,000 - \$74,999	1,326	22.93%	1,220	19.84%	1,220	18.72%
Income \$75,000 - \$99,999	982	16.98%	1,049	17.06%	1,068	16.39%
Income \$100,000 - \$149,999	917	15.85%	1,279	20.80%	1,521	23.34%
Income \$150,000 - \$249,999	326	5.64%	496	8.07%	751	11.53%
Income \$250,000 - \$499,999	69	1.19%	102	1.66%	158	2.42%
Income \$500,000 or more	37	0.64%	52	0.85%	72	1.10%
<b>Average Household Income</b>	\$77,943		\$88,364		\$99,474	
<b>Median Household Income</b>	\$64,431		\$73,014		\$82,308	
<b>Per Capita Income</b>	\$30,482		\$35,300		\$40,132	



## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Population by Age</b>	62,987		67,508		72,148	
Age 0 - 4	4,130	6.56%	3,912	5.79%	3,951	5.48%
Age 5 - 9	4,583	7.28%	4,370	6.47%	4,190	5.81%
Age 10 - 14	4,404	6.99%	4,716	6.99%	4,643	6.44%
Age 15 - 17	2,501	3.97%	3,113	4.61%	3,570	4.95%
Age 18 - 20	2,881	4.57%	3,395	5.03%	3,826	5.30%
Age 21 - 24	2,271	3.61%	3,395	5.03%	4,300	5.96%
Age 25 - 34	7,030	11.16%	5,565	8.24%	5,562	7.71%
Age 35 - 44	11,898	18.89%	11,402	16.89%	9,476	13.13%
Age 45 - 49	5,254	8.34%	6,122	9.07%	6,353	8.81%
Age 50 - 54	4,762	7.56%	5,434	8.05%	6,408	8.88%
Age 55 - 59	3,633	5.77%	4,641	6.87%	5,577	7.73%
Age 60 - 64	2,346	3.72%	3,388	5.02%	4,558	6.32%
Age 65 - 74	3,765	5.98%	4,196	6.22%	5,425	7.52%
Age 75 - 84	2,523	4.01%	2,659	3.94%	2,888	4.00%
Age 85 and over	1,006	1.60%	1,200	1.78%	1,421	1.97%
Age 16 and over	49,001	77.80%	53,419	79.13%	58,124	80.56%
Age 18 and over	47,369	75.20%	51,397	76.13%	55,795	77.33%
Age 21 and over	44,488	70.63%	48,002	71.11%	51,969	72.03%
Age 65 and over	7,294	11.58%	8,055	11.93%	9,734	13.49%
<b>Median Age</b>	38.10		39.64		41.37	
<b>Average Age</b>	37.31		38.38		39.61	
<b>Population by Sex</b>	62,987		67,508		72,148	
Male	31,075	49.34%	33,307	49.34%	35,549	49.27%
Female	31,912	50.66%	34,201	50.66%	36,599	50.73%
Male/Female Ratio	0.97		0.97		0.97	



## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Pop. by Single Race Class. and Hispanic or Latino</b>						
<b>Hispanic or Latino:</b>						
	1,045		1,241		1,465	
White Alone	630	60.29%	727	58.58%	830	56.66%
Black or African American Alone	49	4.69%	60	4.83%	75	5.12%
American Indian and Alaska Native Alone	10	0.96%	10	0.81%	11	0.75%
Asian Alone	2	0.19%	2	0.16%	3	0.20%
Native Hawaiian and Other Pacific Islander Alone	5	0.48%	7	0.56%	8	0.55%
Some Other Race Alone	253	24.21%	321	25.87%	395	26.96%
Two or More Races	95	9.09%	113	9.11%	142	9.69%
<b>Not Hispanic or Latino:</b>						
	61,942		66,267		70,683	
White Alone	59,559	96.15%	63,475	95.79%	67,445	95.42%
Black or African American Alone	875	1.41%	926	1.40%	986	1.39%
American Indian and Alaska Native Alone	102	0.16%	106	0.16%	114	0.16%
Asian Alone	733	1.18%	1,015	1.53%	1,317	1.86%
Native Hawaiian and Other Pacific Islander Alone	15	0.02%	12	0.02%	11	0.02%
Some Other Race Alone	46	0.07%	49	0.07%	54	0.08%
Two or More Races	611	0.99%	682	1.03%	756	1.07%
<b>Households by Age of Householder</b>						
	23,114		24,998		26,866	
Householder Under 25 Years	324	1.40%	511	2.04%	652	2.43%
Householder 25 to 34 Years	3,059	13.23%	2,410	9.64%	2,413	8.98%
Householder 35 to 44 Years	6,169	26.69%	5,930	23.72%	4,873	18.14%
Householder 45 to 54 Years	5,554	24.03%	6,440	25.76%	7,044	26.22%
Householder 55 to 59 Years	2,064	8.93%	2,661	10.64%	3,164	11.78%
Householder 60 to 64 Years	1,361	5.89%	1,975	7.90%	2,639	9.82%
Householder 65 to 69 Years	1,226	5.30%	1,400	5.60%	1,993	7.42%
Householder 70 to 74 Years	1,097	4.75%	1,192	4.77%	1,333	4.96%
Householder 75 to 79 Years	902	3.90%	969	3.88%	1,082	4.03%
Householder 80 to 84 Years	742	3.21%	780	3.12%	808	3.01%
Householder 85 Years and over	616	2.67%	730	2.92%	864	3.22%
<b>Median Age of Householder</b>						
	48.61		50.66		52.80	



## Pop-Facts: Demographic Trend

Prepared For:  
Project Code: East Haddam-1

Order #: 963845061  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Description	2000 Census	Percent	2005 Estimate	Percent	2010 Projection	Percent
<b>Households by Household Income</b>	23,093		24,998		26,866	
Income Less than \$15,000	1,338	5.79%	1,160	4.64%	1,044	3.89%
Income \$15,000 - \$24,999	1,635	7.08%	1,515	6.06%	1,362	5.07%
Income \$25,000 - \$34,999	1,855	8.03%	1,598	6.39%	1,506	5.61%
Income \$35,000 - \$49,999	2,964	12.84%	2,943	11.77%	2,615	9.73%
Income \$50,000 - \$74,999	5,158	22.34%	4,703	18.81%	4,577	17.04%
Income \$75,000 - \$99,999	4,184	18.12%	4,369	17.48%	4,355	16.21%
Income \$100,000 - \$149,999	4,052	17.55%	5,654	22.62%	6,629	24.67%
Income \$150,000 - \$249,999	1,426	6.18%	2,292	9.17%	3,559	13.25%
Income \$250,000 - \$499,999	328	1.42%	516	2.06%	843	3.14%
Income \$500,000 or more	153	0.66%	246	0.98%	376	1.40%
<b>Average Household Income</b>	\$81,239		\$93,716		\$106,682	
<b>Median Household Income</b>	\$68,196		\$78,315		\$88,369	
<b>Per Capita Income</b>	\$30,129		\$35,077		\$40,090	



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Apparel:</b>								
<b>Total Apparel</b>	33,152	40,024	2,132	2,456	5,391	6,142	129	130
Women's Apparel	9,337	11,353	600	697	1,519	1,742	129	130
Men's Apparel	6,695	7,719	430	474	1,089	1,185	128	128
Girl's Apparel	1,776	2,148	114	132	289	330	112	111
Boy's Apparel	1,644	1,966	106	121	267	302	108	107
Infant's Apparel	696	812	45	50	113	125	107	108
Footwear (excl. Infants)	3,534	4,170	227	256	575	640	117	118
Other Apparel Prods/Services	9,468	11,856	609	727	1,540	1,819	148	148
<b>Entertainment:</b>								
Sports and Recreation	11,221	14,882	722	913	1,825	2,284	141	141
TV, Radio and Sound Equipment	13,626	17,457	876	1,071	2,216	2,679	129	129
Reading Materials	4,303	4,786	277	294	700	735	138	139
Travel	11,759	15,547	756	954	1,912	2,386	144	144
Photographic Equipment	1,169	1,301	75	80	190	200	148	147
<b>Food at Home:</b>								
<b>Total Food at Home</b>	37,546	42,645	2,414	2,617	6,106	6,545	111	111
Cereal Products	2,003	2,150	129	132	326	330	108	107
Bakery Products	4,182	4,614	269	283	680	708	120	120
Fish and Seafood	756	919	49	56	123	141	102	102
Meats (All)	7,351	8,339	473	512	1,196	1,280	109	108
Dairy Products	4,068	4,446	262	273	661	682	117	116
Fresh Milk and Cream	934	981	60	60	152	151	105	105
Eggs	335	406	22	25	55	62	86	85
Other Dairy Products	2,798	3,059	180	188	455	469	127	127
Fruits and Vegetables	4,685	5,479	301	336	762	841	114	113
Juices	1,206	1,367	78	84	196	210	119	119
Sugar and Other Sweets	2,545	2,899	164	178	414	445	115	116
Fats and Oils	302	361	19	22	49	55	99	99
Nonalcoholic Beverages	3,435	3,446	221	211	559	529	102	101
Prepared Foods	7,014	8,626	451	529	1,141	1,324	109	109





## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Health Care:</b>								
<b>Total Health Care</b>	24,566	37,804	1,580	2,320	3,995	5,802	108	107
Medical Services	11,807	15,195	759	932	1,920	2,332	128	129
Prescription Drugs	11,753	21,267	756	1,305	1,911	3,264	93	94
Medical Supplies	1,005	1,342	65	82	164	206	119	121
<b>Household Equipment:</b>								
<b>Total Household Textiles</b>	4,438	5,594	285	343	722	858	136	138
Domestic Textiles	1,694	2,213	109	136	276	340	129	130
Window and Furniture Covers	2,744	3,380	176	207	446	519	142	144
<b>Total Furniture</b>	6,712	8,054	432	494	1,092	1,236	140	141
Bedroom Furniture	1,767	2,123	114	130	287	326	136	137
Living/Dining Room Furniture	3,040	3,500	195	215	494	537	143	144
Other Furniture	1,905	2,431	122	149	310	373	139	140
Major Appliances	2,510	2,764	161	170	408	424	130	129
Small Appliance/Houseware	4,874	5,828	313	358	793	894	127	130
Misc Household Equipment	4,298	5,186	276	318	699	796	132	132
<b>Misc Personal Items:</b>								
Personal Care Products and Services	6,478	8,104	417	497	1,054	1,244	119	119
Personal Expenses and Services	12,383	15,915	796	977	2,014	2,442	136	137
Smoking Prods/Supplies	5,802	6,836	373	419	943	1,049	116	117
<b>Miscellaneous Items:</b>								
<b>Total Education</b>	8,952	12,308	576	755	1,456	1,889	122	125
Room and Board	722	767	46	47	117	118	143	143
Tuition/School Supplies	8,230	11,541	529	708	1,338	1,771	120	124
Pet Expenses	4,025	5,191	259	319	655	797	139	137
Day Care	2,484	3,120	160	191	404	479	123	124
Contributions (All)	14,975	18,270	963	1,121	2,435	2,804	130	132



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 5.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Other Misc. Expenses:</b>								
Housekeeping Supplies	2,344	3,086	151	189	381	474	116	116
<b>Total Food away from Home</b>	<b>36,498</b>	<b>43,223</b>	<b>2,347</b>	<b>2,652</b>	<b>5,936</b>	<b>6,633</b>	<b>125</b>	<b>125</b>
Breakfast and Brunch	2,719	3,614	175	222	442	555	118	118
Dinner	11,206	12,622	721	774	1,822	1,937	128	128
Lunch	10,031	12,607	645	774	1,631	1,935	118	118
Snacks and Non Alcoholic Beverage	3,088	4,101	199	252	502	629	115	115
Catered Affairs	941	1,048	61	64	153	161	148	146
Food and Nonalcoholic Bevgs on Trips	8,513	9,231	547	566	1,385	1,417	135	135
<b>Total Alcoholic Beverages</b>	<b>9,927</b>	<b>11,531</b>	<b>638</b>	<b>708</b>	<b>1,614</b>	<b>1,770</b>	<b>133</b>	<b>133</b>
Alcoholic Beverages at Home	6,555	7,424	422	456	1,066	1,139	128	127
Alcoholic Beverages away from Home	3,372	4,106	217	252	548	630	145	145
<b>Shelter and Related Expenses:</b>								
Household Services	3,430	4,591	221	282	558	705	109	113
Household Repairs	10,560	12,763	679	783	1,717	1,959	144	145
<b>Total Housing Expenses</b>	<b>10,273</b>	<b>11,337</b>	<b>661</b>	<b>696</b>	<b>1,671</b>	<b>1,740</b>	<b>131</b>	<b>125</b>
Fuels and Utilities	3,013	2,594	194	159	490	398	251	244
Telephone Service	7,260	8,743	467	536	1,181	1,342	110	110
<b>Transportation Expenses:</b>								
<b>Total Transportation Expenses</b>	<b>59,861</b>	<b>74,830</b>	<b>3,849</b>	<b>4,592</b>	<b>9,735</b>	<b>11,484</b>	<b>136</b>	<b>136</b>
New Autos/Trucks/Vans	25,480	28,559	1,638	1,752	4,144	4,383	139	138
Used Vehicles	20,307	26,927	1,306	1,652	3,302	4,132	143	144
Boats and Outboard Motor, Etc	2,216	2,697	142	166	360	414	129	133
Towing Charges	34	43	2	3	6	7	94	95
Gasoline	10,250	14,674	659	900	1,667	2,252	121	120
Diesel Fuel	95	103	6	6	15	16	126	121
Rented Vehicles	1,481	1,828	95	112	241	281	134	135
Automotive Maintenance/Repair/Other	13,328	16,692	857	1,024	2,167	2,562	132	132
<b>Total Specified Consumer Expenditures</b>	<b>361,492</b>	<b>449,668</b>	<b>23,246</b>	<b>27,592</b>	<b>58,789</b>	<b>69,010</b>	<b>127</b>	<b>127</b>



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Apparel:</b>								
<b>Total Apparel</b>	146,514	180,402	2,170	2,500	5,861	6,715	141	142
Women's Apparel	41,874	51,852	620	719	1,675	1,930	142	144
Men's Apparel	29,664	34,900	439	484	1,187	1,299	140	141
Girl's Apparel	7,802	9,710	116	135	312	361	121	121
Boy's Apparel	7,338	8,923	109	124	294	332	118	118
Infant's Apparel	3,097	3,660	46	51	124	136	118	118
Footwear (excl. Infants)	15,834	19,066	235	264	633	710	129	131
Other Apparel Prods/Services	40,905	52,291	606	725	1,636	1,946	157	159
<b>Entertainment:</b>								
Sports and Recreation	49,678	67,057	736	929	1,987	2,496	153	154
TV, Radio and Sound Equipment	59,803	77,738	886	1,077	2,392	2,894	139	139
Reading Materials	18,702	21,118	277	293	748	786	148	149
Travel	51,554	69,434	764	962	2,062	2,584	155	156
Photographic Equipment	5,173	5,831	77	81	207	217	162	160
<b>Food at Home:</b>								
<b>Total Food at Home</b>	158,505	183,073	2,348	2,537	6,341	6,814	116	115
Cereal Products	8,537	9,326	126	129	342	347	113	112
Bakery Products	17,614	19,769	261	274	705	736	124	124
Fish and Seafood	3,188	3,946	47	55	128	147	106	106
Meats (All)	30,854	35,627	457	494	1,234	1,326	112	112
Dairy Products	17,127	19,023	254	264	685	708	121	121
Fresh Milk and Cream	3,971	4,243	59	59	159	158	110	110
Eggs	1,429	1,766	21	24	57	66	90	90
Other Dairy Products	11,728	13,014	174	180	469	484	131	131
Fruits and Vegetables	19,627	23,375	291	324	785	870	117	117
Juices	5,086	5,861	75	81	203	218	124	124
Sugar and Other Sweets	10,881	12,605	161	175	435	469	121	123
Fats and Oils	1,275	1,552	19	22	51	58	103	103
Nonalcoholic Beverages	14,697	14,990	218	208	588	558	108	107
Prepared Foods	29,620	36,999	439	513	1,185	1,377	114	114



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Health Care:</b>								
<b>Total Health Care</b>	104,188	163,363	1,543	2,264	4,168	6,081	113	112
Medical Services	50,222	65,935	744	914	2,009	2,454	134	136
Prescription Drugs	49,615	91,524	735	1,269	1,985	3,407	96	98
Medical Supplies	4,350	5,905	64	82	174	220	126	129
<b>Household Equipment:</b>								
<b>Total Household Textiles</b>	19,485	25,071	289	347	779	933	147	150
Domestic Textiles	7,435	9,865	110	137	297	367	139	140
Window and Furniture Covers	12,050	15,207	179	211	482	566	153	157
<b>Total Furniture</b>	29,394	36,025	435	499	1,176	1,341	151	153
Bedroom Furniture	7,663	9,397	114	130	307	350	145	147
Living/Dining Room Furniture	13,353	15,732	198	218	534	586	154	157
Other Furniture	8,378	10,897	124	151	335	406	150	152
Major Appliances	10,788	12,060	160	167	432	449	137	137
Small Appliance/Houseware	21,327	25,926	316	359	853	965	137	140
Misc Household Equipment	18,478	22,577	274	313	739	840	139	139
<b>Misc Personal Items:</b>								
Personal Care Products and Services	27,568	35,033	408	486	1,103	1,304	125	125
Personal Expenses and Services	53,018	69,794	785	967	2,121	2,598	143	146
Smoking Prods/Supplies	23,225	27,616	344	383	929	1,028	114	114
<b>Miscellaneous Items:</b>								
<b>Total Education</b>	49,657	67,467	736	935	1,986	2,511	166	166
Room and Board	4,308	4,484	64	62	172	167	209	203
Tuition/School Supplies	45,349	62,983	672	873	1,814	2,344	163	164
Pet Expenses	16,722	21,961	248	304	669	817	142	141
Day Care	11,160	14,234	165	197	446	530	136	138
Contributions (All)	64,340	80,290	953	1,113	2,574	2,989	137	140



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

### EAST HADDAM, 0.00 - 10.00 Miles, Total

Annual Expenditures	Aggregate (in 000's)		Per Capita		Average Household		Market Index to USA	
	2005	2010	2005	2010	2005	2010	2005	2010
<b>Other Misc. Expenses:</b>								
Housekeeping Supplies	9,931	13,275	147	184	397	494	121	121
<b>Total Food away from Home</b>	<b>153,859</b>	<b>185,108</b>	<b>2,279</b>	<b>2,566</b>	<b>6,155</b>	<b>6,890</b>	<b>130</b>	<b>129</b>
Breakfast and Brunch	11,327	15,273	168	212	453	568	121	120
Dinner	47,373	54,233	702	752	1,895	2,019	133	134
Lunch	42,184	53,864	625	747	1,688	2,005	122	122
Snacks and Non Alcoholic Beverage	13,005	17,520	193	243	520	652	119	119
Catered Affairs	3,886	4,397	58	61	155	164	150	149
Food and Nonalcoholic Bevgs on Trips	36,084	39,823	535	552	1,443	1,482	141	141
<b>Total Alcoholic Beverages</b>	<b>41,740</b>	<b>49,231</b>	<b>618</b>	<b>682</b>	<b>1,670</b>	<b>1,832</b>	<b>138</b>	<b>138</b>
Alcoholic Beverages at Home	27,769	31,890	411	442	1,111	1,187	133	133
Alcoholic Beverages away from Home	13,971	17,341	207	240	559	645	147	148
<b>Shelter and Related Expenses:</b>								
Household Services	14,987	20,577	222	285	600	766	117	123
Household Repairs	46,189	56,500	684	783	1,848	2,103	155	155
<b>Total Housing Expenses</b>	<b>43,195</b>	<b>48,555</b>	<b>640</b>	<b>673</b>	<b>1,728</b>	<b>1,807</b>	<b>136</b>	<b>130</b>
Fuels and Utilities	12,443	10,895	184	151	498	406	255	249
Telephone Service	30,751	37,660	456	522	1,230	1,402	114	115
<b>Transportation Expenses:</b>								
<b>Total Transportation Expenses</b>	<b>251,438</b>	<b>319,747</b>	<b>3,725</b>	<b>4,432</b>	<b>10,058</b>	<b>11,902</b>	<b>141</b>	<b>141</b>
New Autos/Trucks/Vans	108,403	123,862	1,606	1,717	4,336	4,610	146	146
Used Vehicles	83,883	113,339	1,243	1,571	3,356	4,219	145	147
Boats and Outboard Motor, Etc	9,722	12,246	144	170	389	456	139	147
Towing Charges	157	201	2	3	6	7	107	109
Gasoline	42,270	61,378	626	851	1,691	2,285	122	122
Diesel Fuel	391	429	6	6	16	16	128	122
Rented Vehicles	6,613	8,291	98	115	265	309	147	148
Automotive Maintenance/Repair/Other	56,436	71,998	836	998	2,258	2,680	137	138
<b>Total Specified Consumer Expenditures</b>	<b>1,557,056</b>	<b>1,971,064</b>	<b>23,065</b>	<b>27,320</b>	<b>62,287</b>	<b>73,366</b>	<b>135</b>	<b>135</b>



## Consumer Spending Patterns 2005

Prepared For:  
Project Code: East Haddam-2

Order #: 964081402  
Site: 01

Claritas' Consumer Spending Patterns Report is derived from the Consumer Buying Power (CBP) database using information from the U.S. Bureau of Labor Statistics (BLS) Consumer Expenditure Survey (CE Survey).

The Annual Aggregate (in 000's) is used to obtain the Annual Per Capitas and the Average Household data by dividing the aggregate by the corresponding total household population and total households, respectively. The Market Index value is the ratio of the Annual Average Household Expenditure (AAHE) for the geography that this report is being produced, as compared to the "AAHE" for the U.S.A.

Current Year Estimates and Five Year Projections are produced by Claritas, Inc.





# Appendix B



## East Haddam Business Survey

HMA, working with the East Haddam EDC, is assessing the nature and strength of various re-use scenarios for the Town Office Site in East Haddam Village. A focus of the assignment is to provide a list of possible options for which the Town and its citizens may decide which option best strengthens the East Haddam Village surrounding the site, promotes appropriate economic development, and builds on the Village's historic role as a community, cultural, business and service center. This survey is being used to help us within this endeavor.

1. Name of Business and Address (Confirm Database) \_\_\_\_\_
  
2. Contact Person (Confirm Database) \_\_\_\_\_
  
3. Product or Service \_\_\_\_\_
  
4. How long have you been at this location? \_\_\_\_\_
  
5. Were you in business before this location? Yes \_\_\_\_ No \_\_\_\_  
If yes, where were you located? \_\_\_\_\_
  
6. Where do the majority of your customers come from?  
East Haddam \_\_\_\_ Outside East Haddam \_\_\_\_
  
7. Has your business increased, decreased or stayed the same over the last 5 years?  
Increase \_\_\_\_ Decrease \_\_\_\_ Same \_\_\_\_
  
8. What type of activities and/or businesses would be a good use for Town Hall site in East Haddam Village once the Town offices have been moved sometime within the next 5 years?  
\_\_\_\_\_  
\_\_\_\_\_

9. What improvements do you think are necessary to attract these uses?

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10. Would you consider moving your business to East Haddam Village or expanding to a second location there?

Yes \_\_\_\_ No \_\_\_\_

Why?

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11. What are the best thing/positive aspects of doing business in East Haddam and what are the difficulties/challenges of doing business in East Haddam?

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12. How do you reach/communicate with your customers?

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13. Do you specifically target/cater to customers in East Haddam?

Yes \_\_\_\_ No \_\_\_\_ If yes, how?

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14. What is the typical/average amount spent in your establishment per visit? \_\_\_\_\_

15. Do you live in East Haddam? Yes \_\_\_\_ No \_\_\_\_

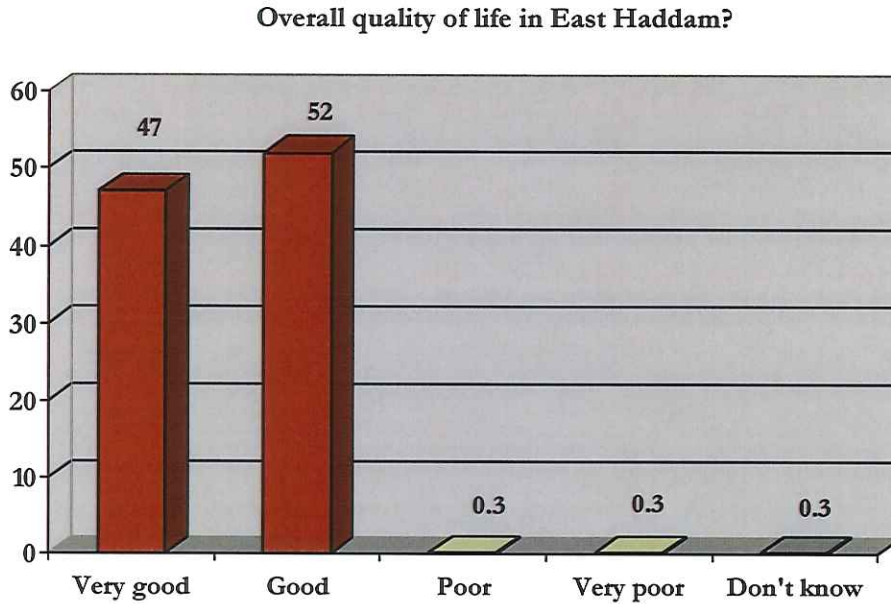
If yes, what section of town? \_\_\_\_\_

# Appendix C

## QUALITY OF LIFE

To begin the survey, all respondents were asked the following: *“Please think about your overall quality of life in the Town of East Haddam. Would you rate your overall quality of life in the Town of East Haddam as very good, good, poor or very poor?”*

As presented in the chart below, 99.0% of all respondents report their quality of life in East Haddam is either “very good” (47.0%) or “good” (52.0%).



Those respondents (0.6% or 2 respondents) providing a “poor” or “very poor” quality of life response were asked to indicate the reason for their poor rating. One respondent reported the town is becoming “overcrowded” while the second respondent reported “there is nothing to do in town.”

All respondents were asked by researchers to describe the reason or reasons for their decision to live or continue living in the Town of East Haddam.

Readers should note multiple responses were accepted from respondents and are presented (along with frequency of mention) in the following table.

<i>Reasons to live or continue to live in East Haddam</i>	<i>2006 Percent</i>
Rural character	39.3%
Housing quality/affordability	21.0
Birthplace	14.7
Location	14.0
Environment	13.0
Sense of community	7.3
CT River is nearby	5.7
Historic character	4.7
Cultural life/recreation	4.0
Quality of educational system	3.7
Don't know	1.7
Economic strength	1.0

Other responses with less frequency of mention included: “small town atmosphere,” “family,” “friends,” “low crime rate,” “don’t like moving,” “education system,” “low taxes,” “affordable land,” “housing,” “quality of life,” “lake,” “open space” and “minimal traffic.”

#### EAST HADDAM SHOPPING & LEISURE

All respondents were read the following by researchers: *“The following are a few general statements about the East Haddam Village Center commercial & residential district. This is the area located on Route 82 and Main Street ranging from the swingbridge to the Bank of America and Rathbun Library over to the Goodspeed rehearsal studio.”*

The first statement in the series asked respondents to indicate how often they are in the East Haddam Village Center, either to drive through or as a destination.

As presented in the table below, nearly half of all respondents, 44.0%, report being in that part of town on a daily basis either to drive through or as a destination.

<b><i>How often are in you in that part of town?</i></b>	<b><i>2006 Percent</i></b>
Daily	44.0%
Few Times per week	27.3
Once a week	8.3
Few times per month	10.0
Once a month	4.3
Once every few months	2.0
Few times per year	1.3
Once a year	0.3
Never	2.3

Additionally, in separate questions, all respondents were asked how often they visit the Town Office located in the East Haddam Village Center, use or access the Connecticut River from this section of town or patronize any of the shops or restaurants in the Village Center.

For comparison purposes, the table below presents detailed findings to each of the three questions asked to respondents.

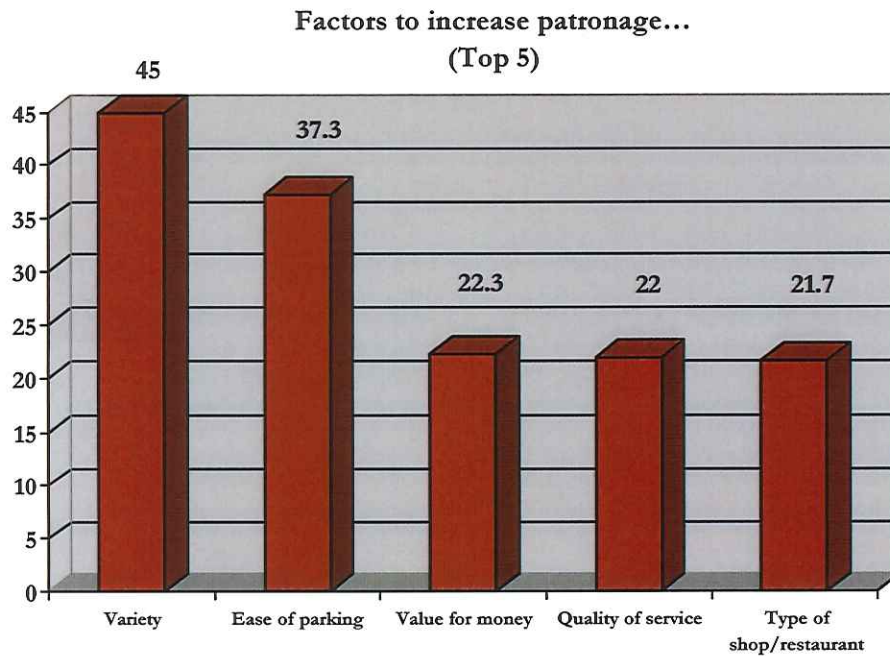
<b><i>How often do you do the following</i></b>	<b><i>Visit To town Office</i></b>	<b><i>Use/access CT River</i></b>	<b><i>Patronize shop</i></b>
Daily	2.0%	12.0	2.7
Few Times per week	1.0	10.7	6.3
Once a week	2.3	6.3	3.7
Few times per month	1.7	7.0	14.7
Once a month	5.0	3.3	14.3
Once every few months	8.3	3.3	10.7
Few times per year	49.7	12.7	17.7
Once a year	20.0	5.0	8.7
Never	10.0	37.3	20.7
Don't know	---	2.3	0.7

All respondents were read the following by researchers: *“As I read the following list, please tell me what factors would be important in your decision to increase your patronage to any new or current shops or restaurants in the East Haddam Village Center commercial & residential district on Route 82 and Main Street?”*

Readers should note multiple responses were accepted from respondents and are presented (along with frequency of mention) in the table below.

<i>Factors to increase patronage in East Haddam Village</i>	<i>2006 Percent</i>
Variety	45.0%
Ease of parking	37.3
Value for money	22.3
Quality of service	22.0
Type of shop/restaurant	21.7
Atmosphere	18.0

Other factors with less frequency of mention include: “relocate town offices,” “must be retired,” “more free time,” “need for shops,” “more security,” “road improvement,” “sidewalks,” “quality restaurants,” “small theater,” “Victorian buildings,” “clear traffic,” “repair bridge,” “handicap access,” “develop river walkway,” “boat launch” and “better advertising.”



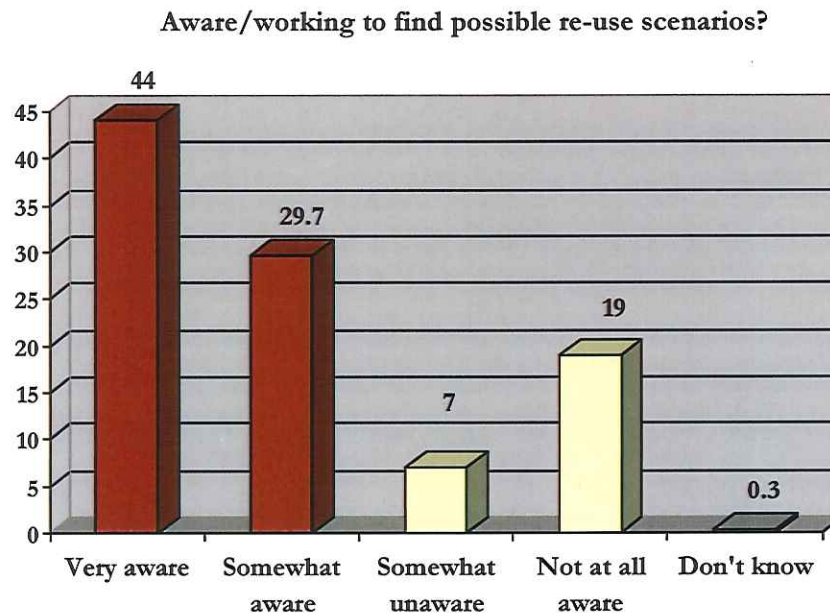


## AWARENESS

All respondents were read the following by researchers: *“Before my call this evening, please tell me how aware you were that the Town of East Haddam is working to find possible re-use scenarios for the town owned parcel near the swingbridge where the Town Offices are located in East Haddam Village?”*

While nearly three-quarters of all residents surveyed, 73.7%, report to be either “very aware” (44.0%) or “somewhat aware” (29.7%) of the town’s effort to find possible re-use scenarios, another 26.0% report to be either “somewhat unaware” (7.0%) or “not at all aware” (19.0%).

The chart found below also presents the results collected.



Additionally, all respondents were asked if they had attended any of the town meetings held over the past few months to discuss possible re-use scenarios for the town owned parcel near the swingbridge where the Town Offices are located in East Haddam Village.

While the majority of respondents, 84.2%, did not report attending any of the town meetings held over the past few months, nearly one-sixth of all respondents, 14.9%, did report attending town meetings held over the past few months to discuss possible re-use scenarios for the town owned parcel where the Town Offices are located in East Haddam Village.

### POSSIBLE RE-USE SCENARIOS

All respondents were read the following statement: *“In the following section, I am going to read you a few of the possible re-use scenarios that have been mentioned for the Town Office Site which is the town owned parcel near the swingbridge where the Town Offices are located in East Haddam Village. All of the following re-use options include maintaining the current character of East Haddam Village, including historical, cultural and community aspects.*

*As I read each statement, please tell me if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the statement as it read.”*

The second column in the table below represents the cumulative totals for those respondents providing a “strongly agree” or “somewhat agree” response, while the final column in the table represents the cumulative totals for those who “somewhat disagree” or “strongly disagree” with the statement as it was read.

<i>Possible re-use scenarios</i>	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
Regardless of other re-use on the site, the Town of East Haddam should maintain ownership of the stretch of land on the site along the River corridor.	81.9%		11.4	
The <b>current buildings on the site should be leased</b> for annual income potential to the town.	70.3		19.3	
Regardless of other re-use on the site, the Town Offices <b>should be moved</b> off the site to another location.	67.7		25.6	
The entire site should be <b>kept for town use</b> , such as municipal buildings and/or a riverside park forgoing any income potential.	46.7		42.3	
Regardless of other re-use on the site, the Town Offices <b>should remain at their current location</b> with possible renovation and expansion on the site.	32.7		59.3	
The entire site should be <b>sold to a real estate developer</b> for a one-time income potential to the town for mixed use high-end residential and retail development.	24.3		68.7	

In an effort to collect resident opinion on possible re-use scenarios, all respondents were read the following: *“In your opinion, what types of activities or uses at the current Town Office site would most enhance the Village Center and town as a whole?”*

The question was asked by researchers in an open-ended format and provided the following results.

<i>What types of activities or uses would most enhance the Village center and town as a whole?</i>	<i>2006 Percent</i>
Specialty shops	19.7%
Coffee/pastry shop	18.0
Deli/sandwich shop	12.7
Picnic area/park	12.7
Visitor/historical center	9.7
Don't know	9.3
Ice cream shop	8.3
Parking	8.0
Movie theater	6.0
Pub/bar/tavern	5.0
Children's activities	5.0

Book store	4.7
Goodspeed Opera House expansion	4.0
Nothing/leave as is	3.3
Office space	3.3
Internet café	2.7
Town Office building renovation	2.7
Arcade/billiards	1.7
Bed and breakfast	1.0
Apartments	0.7
Condos	0.7

Other responses with less frequency of mention included: “access to the river,” “music and art,” “something scenic by water,” “theatrical center,” “art gallery,” “indoor recreation,” “police security,” “dog pound,” “office space for businesses,” “private investors,” “storage space,” “floating casino” and “lodging.”

In a second open-ended format question, all respondents were asked to indicate any additional ideas, concerns or suggestions they had for Town Officials as they work together with residents to find the best use or uses for the Town Office site located in the East Haddam Village.

Detailed findings may be found in the table below.

<i>Additional ideas, concerns or suggestions</i>	<i>2006 N=300</i>
None	33.7%
Don't know	5.7
Poor traffic flow	5.0
Parking/Parking garage	4.7
Keep town quaint/rural	3.0
Officials need to listen to residents	2.3
Park area to socialize	2.3
Move town office to old school	2.0
Keep historic look/feel	1.7
Shops/variety of shops	1.7
Fix bridge	1.3
Utilize river more	1.3
Museum	1.3
<i>Continued on next page...</i>	

<i>Additional ideas, concerns or suggestions</i>	<i>2006</i>
Do not need commercialism	1.3
Hold a town meeting before decisions are made	1.3
More activities for kids	1.0
Anything that brings new people	1.0
Affordable restaurants	1.0
Should be a place to walk around	1.0
Small grocery store	1.0
Senior Center	1.0
Sell nothing else to Goodspeed	0.7
Low income housing	0.7
Shops and food	0.7
Build a town office	0.7
Leave town office site as is	0.7
Breakfast shop	0.7
Handicap accessible buildings	0.7
Craft store	0.7
Small family owned coffee shop	0.7
Small social hall for residents	0.7
Public restrooms	0.7
Year round businesses/not seasonal	0.3
Restore/renovate town	0.3
No bars	0.3
Knock down old buildings	0.3
Renovate and rent it	0.3
Tax wealthy and poor if taxes go up due to expansion	0.3
Steakhouse	0.3
Proper building needed for Town Hall	0.3
Cultural Arts Center	0.3
Proper mix of residential and commercial	0.3
Improve roads	0.3
Speed up process to make positive changes	0.3
Something the community will benefit from	0.3
Recreation area for whole town	0.3
IGA store	0.3
Handicap accessible town office	0.3
Up scale shops to compete with Essex	0.3
Need sidewalks	0.3
Anything bringing in tax revenue	0.3
Goodspeed should fix up housing	0.3
Sports bar	0.3
Different businesses/restaurants	0.3
Non-profit organizations	0.3
<i>Continued on next page...</i>	

<i>Additional ideas, concerns or suggestions</i>	<i>2006</i>
Create new jobs	0.3
Community center	0.3
Not enough room for town office	0.3
Town meeting place	0.3
Focus on Goodspeed	0.3
Easier access to town parking	0.3
Put ideas in East Haddam Bulletin	0.3
Gear town toward young adults	0.3
Children's clothing store	0.3
Make it bigger	0.3
Sell to big developers	0.3
Fix middle school	0.3
Library/bookstore	0.3
Utilize William Chevrolet site to generate income	0.3
Keep an entrance near town hall building	0.3
Need good business planning	0.3
Medical building	0.3
Municipal marina	0.3
Need attention to new things not the opera house	0.3
Overdevelopment of town	0.3
Gazebo for local bands to play in the summer	0.3
Need retail	0.3
Do whatever just don't raise the taxes	0.3
Starbucks	0.3
Family run deli	0.3
Children's theater	0.3
Visitor center	0.3
Clean up town	0.3
Just need activities so you don't have to travel to other towns	0.3
Need notice of town meetings	0.3
Antique stores	0.3

## Demographics

### ***Living in East Haddam***

1 to 5 years.....	18.3 %
6 to 10 years.....	15.0 %
11 to 15 years.....	10.7 %
16 to 20 years.....	16.7 %
21 to 30 years.....	11.0 %
31 to 40 years.....	7.6 %
41 to 50 years.....	7.7 %
More than 50 years.....	13.0 %

### ***Prior to living in East Haddam, lived in a...***

Rural.....	36.7 %
Suburban.....	33.0 %
Urban.....	18.7 %
Haven't lived anywhere else.....	11.7 %

### ***Best describes the area you live in...***

Moodus.....	42.3 %
North Plain.....	4.0 %
East Haddam Village.....	11.0 %
Hadlyme.....	7.3 %
Lake Hayward.....	6.7 %
Millington.....	9.0 %
East Haddam.....	19.7 %

### ***Commute to work outside of East Haddam?***

Work in East Haddam.....	13.4 %
Don't commute.....	14.1 %
Retired.....	23.8 %
Commute to work outside of East Haddam.....	48.7 %

**(Town List for commuters (48.7% outside of East Haddam) may be found on pages 16 & 17 of the Composite Aggregate data located in the appendix of this report)**

### ***Currently serve on any boards***

Yes.....	5.1 %
No.....	94.9 %

### ***Gender***

Male.....	44.0 %
Female.....	56.0 %

***Age***

18 to 24 .....	0.3 %
25 to 34 .....	3.7 %
35 to 44 .....	20.3 %
45 to 54 .....	30.0 %
55 to 64 .....	22.0 %
65 to 74 .....	14.3 %
75 to 84 .....	6.3 %
85 or older.....	1.3 %
Don't know .....	1.7 %

***Education***

Eighth grade or less.....	0.7 %
Some high School .....	1.3 %
Graduated high school or GED.....	22.3 %
Some technical school.....	0.3 %
Technical school graduate.....	3.3 %
Some college.....	17.3 %
College graduate.....	34.7 %
Post-graduate or professional .....	19.7 %
Refused .....	0.3 %

***How many children under 18 years of age***

0.....	66.3 %
1.....	9.3 %
2.....	13.7 %
3.....	3.3 %
4.....	2.0 %
5.....	0.3 %
Don't know .....	3.3 %
Refuse.....	1.7 %

***Enrolled in East Haddam public school system***

Yes .....	77.9 %
No.....	22.1 %

***Household income***

Less than \$50,000.....	13.7 %
\$50,000 to less than \$75,000 .....	11.3 %
\$75,000 to less than \$100,000 .....	19.0 %
\$100,000 to less than \$125,000 .....	8.3 %
More than \$125,000 .....	5.3 %
Don't know .....	1.7 %
Refused .....	40.7 %



**TOWN OF EAST HADDAM – CROSSTABULATION CHART**

Core Questions	Composite	Less than 10 Years	11 to 30 Years	31 or more Years	Moodus	East Haddam Village	East Haddam
3. Reason for decision to live in East Haddam (01 Location)	14.0	12.0	16.5	12.9	15.0	15.2	13.6
3. Reason for decision to live in East Haddam (04 Community)	7.3	7.0	8.7	5.9	6.3	6.1	10.2
3. Reason for decision to live in East Haddam (05 Birthplace)	14.7	1.0	5.2	43.5	15.0	9.1	18.6
4. How often in East Haddam Village Center (Daily/Few times per week)	71.3	80.0	72.2	60.0	62.2	93.9	83.1
5. How often visit Town Office (Daily/Few times per week)	3.0	5.0	5.2	1.2	2.4	3.0	5.1
6. How often use/access Connecticut River (Daily/Few times per week)	22.7	23.0	20.9	24.7	22.0	45.5	16.9
7. How often patronize shops/restaurants in Village Center (Daily/Few times per week)	9.0	13.0	6.1	8.2	11.0	9.1	5.1
9. Somewhat unaware/not at all aware that town is working to find possible re-use scenarios for town offices	26.0	33.0	26.9	16.4	24.4	21.2	20.4
10. Attended any town meetings held over the past few months... (Yes)	14.9	16.2	11.2	17.9	14.9	25.9	12.0
11. Entire site should be kept for town use... (Strongly/Somewhat Agree)	46.7	48.0	47.8	43.5	50.4	42.4	39.0
12. Entire site should be sold to a real estate developer... (Strongly/Somewhat Agree)	24.3	25.0	24.3	23.5	27.6	27.3	22.0
13. Regardless of other re-use on the site, town should maintain ownership... (Strongly/Somewhat Agree)	81.9	78.8	78.9	89.4	81.1	78.8	84.7
14. The current buildings on the site should be leased... (Strongly/Somewhat Agree)	70.3	65.0	72.2	74.1	72.4	75.8	71.2
15. Regardless of other re-use on the site, town offices should remain at their current location... (Strongly/Somewhat Agree)	32.7	33.0	33.9	30.6	31.5	30.3	33.9
16. Regardless of other re-use on the site, town offices should be moved... (Strongly/Somewhat Agree)	67.7	61.0	73.9	67.1	66.9	72.7	69.5

TOWN OF EAST HADDAM – CROSSTABULATION CHART

Core Questions	Composite	18 to 34	35 to 64	65 and Older	High School	College	Post Grad
3. Reason for decision to live in East Haddam (01 Location)	14.0	8.3	14.6	12.9	3.6	19.2	15.3
3. Reason for decision to live in East Haddam (04 Community)	7.3	8.3	7.3	7.6	6.0	7.7	8.5
3. Reason for decision to live in East Haddam (05 Birthplace)	14.7	16.7	11.3	18.2	21.4	12.2	11.9
4. How often in East Haddam Village Center (Daily/Few times per week)	71.3	91.7	76.2	64.4	65.5	70.5	81.4
5. How often visit Town Office (Daily/Few times per week)	3.0	16.7	2.6	2.3	2.4	3.8	1.7
6. How often use/access Connecticut River (Daily/Few times per week)	22.7	58.3	24.5	16.7	25.0	21.2	22.0
7. How often patronize shops/restaurants in Village Center (Daily/Few times per week)	9.0	25.0	10.6	6.1	8.3	10.3	5.1
9. Somewhat unaware/not at all aware that town is working to find possible re-use scenarios for town offices	26.0	41.7	29.1	22.0	38.1	25.6	10.2
10. Attended any town meetings held over the past few months... (Yes)	14.9	14.3	15.4	15.2	10.7	16.4	16.1
11. Entire site should be kept for town use... (Strongly/Somewhat Agree)	46.7	25.0	45.0	50.8	59.5	42.9	39.0
12. Entire site should be sold to a real estate developer... (Strongly/Somewhat Agree)	24.3	16.7	26.5	23.5	26.2	21.8	27.1
13. Regardless of other re-use on the site, town should maintain ownership... (Strongly/Somewhat Agree)	81.9	75.0	80.0	84.7	85.7	81.3	77.6
14. The current buildings on the site should be leased... (Strongly/Somewhat Agree)	70.3	50.0	73.5	68.9	70.2	73.7	61.0
15. Regardless of other re-use on the site, town offices should remain at their current location... (Strongly/Somewhat Agree)	32.7	33.3	33.1	31.1	42.9	29.5	25.4
16. Regardless of other re-use on the site, town offices should be moved... (Strongly/Somewhat Agree)	67.7	66.7	69.5	66.7	61.9	68.6	74.6

**TOWN OF EAST HADDAM – CROSTABULATION CHART**

<b>Core Questions</b>	<b>Composite</b>	<b>Children</b>	<b>No Children</b>	<b>Less than \$75,000</b>	<b>\$75,000 &lt; \$125,000</b>	<b>\$125,000 or more</b>
3. Reason for decision to live in East Haddam (01 Location)	14.0	17.4	11.1	8.0	20.7	12.5
3. Reason for decision to live in East Haddam (04 Community)	7.3	8.1	6.5	9.3	4.9	12.5
3. Reason for decision to live in East Haddam (05 Birthplace)	14.7	10.5	17.6	16.0	13.4	–
4. How often in East Haddam Village Center (Daily/Few times per week)	71.3	80.2	66.8	60.0	81.7	87.5
5. How often visit Town Office (Daily/Few times per week)	3.0	4.7	2.0	4.0	4.9	12.5
6. How often use/access Connecticut River (Daily/Few times per week)	22.7	22.1	22.1	25.3	22.0	12.5
7. How often patronize shops/restaurants in Village Center (Daily/Few times per week)	9.0	9.3	9.0	9.3	7.3	6.3
9. Somewhat unaware/not at all aware that town is working to find possible re-use scenarios for town offices	26.0	25.6	25.1	29.3	28.1	12.5
10. Attended any town meetings held over the past few months... (Yes)	14.9	16.7	14.6	17.2	11.6	28.6
11. Entire site should be kept for town use... (Strongly/Somewhat Agree)	46.7	46.5	46.2	50.7	41.5	37.5
12. Entire site should be sold to a real estate developer... (Strongly/Somewhat Agree)	24.3	22.1	25.1	25.3	24.4	37.5
13. Regardless of other re-use on the site, town should maintain ownership... (Strongly/Somewhat Agree)	81.9	77.9	83.3	89.2	80.5	56.3
14. The current buildings on the site should be leased... (Strongly/Somewhat Agree)	70.3	65.1	72.4	70.7	72.0	50.0
15. Regardless of other re-use on the site, town offices should remain at their current location... (Strongly/Somewhat Agree)	32.7	25.6	34.7	36.0	22.0	25.0
16. Regardless of other re-use on the site, town offices should be moved... (Strongly/Somewhat Agree)	67.7	73.3	66.8	65.3	78.0	62.5

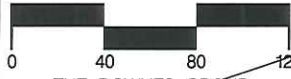
# Appendix D



40 CONDOMINIUMS  
82 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



AREA APPROX. 111,130 SF (2.6 ACRES)

ROUTE 82

GOODSPEED  
OPERA HOUSE

GELSTON HOUSE

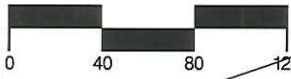
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54 APARTMENTS  
83 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



EAST HADDAM BRIDGE

ROUTE 82

AREA APPROX. 118,130 SF (2.6 ACRES)

GOODSPEED OPERA HOUSE

GELSTON HOUSE

# A2



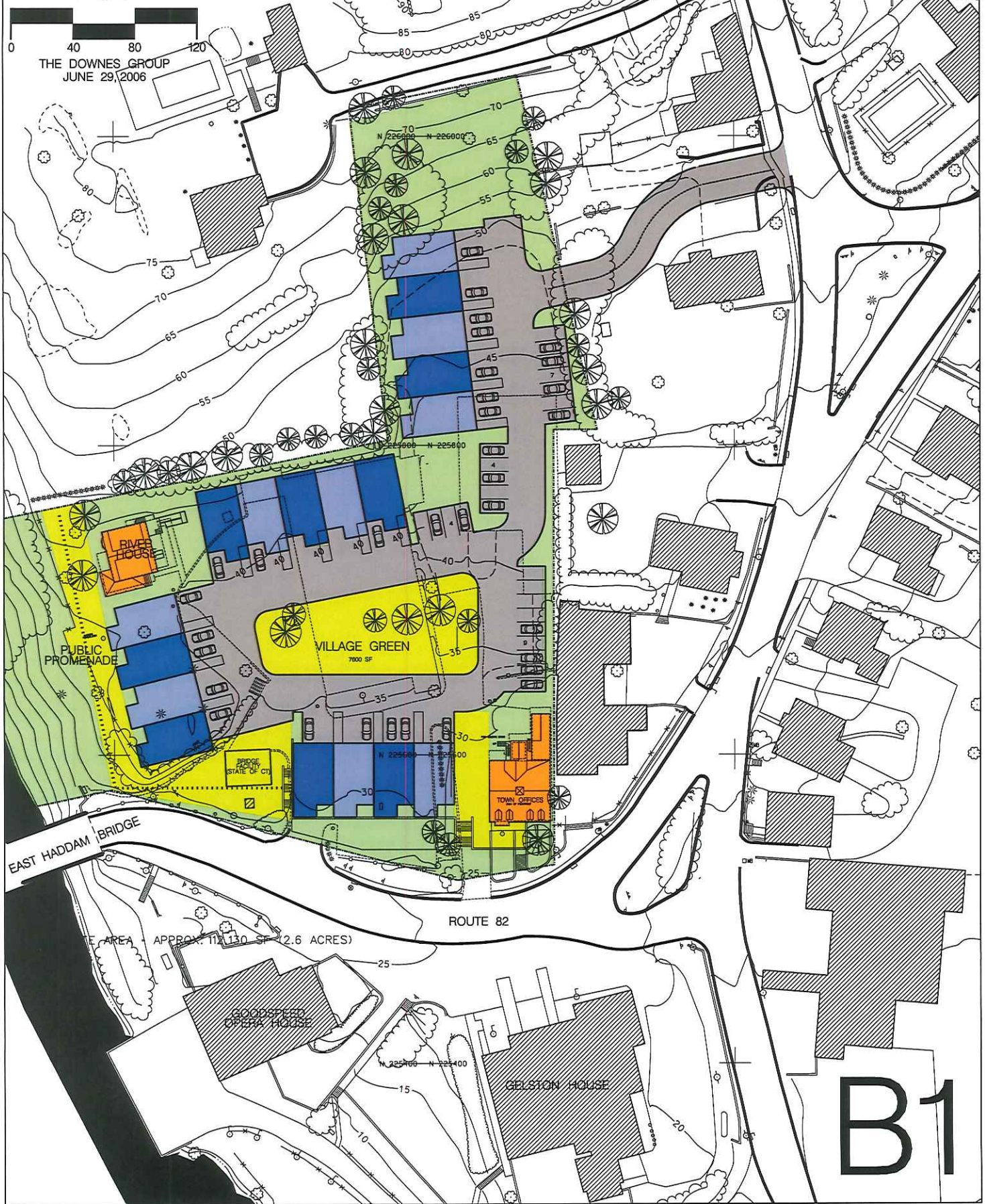
36 CONDOMINIUMS  
96 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



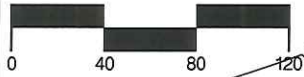
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54 APARTMENTS  
100 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



# B2





10,000 SF OFFICE BUILDING  
12 CONDOMINIUMS  
82 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



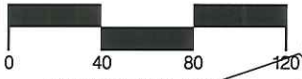
AREA APPROX. 111,130 SF (2.6 ACRES)



10,000 SF OFFICE BUILDING  
20 CONDOMINIUMS  
94 CARS

# TOWN OF EAST HADDAM, CT

1" = 80'-0"



THE DOWNES GROUP  
JUNE 29, 2006



THE AREA APPROX. 118,130 SF (2.6 ACRES)

## Development Scenarios – Financial Analysis

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The economic impact of development of the Town Offices site is threefold.

- Direct income from the sale or lease of the site
- Property tax revenue
- Support for spin-off activities and development

The first two impacts relate directly to the type and scale of development on the site. Chapter 6 presents a development concept which can be physically accommodated on the site and contain a mix of residential and non-residential uses with market support as well as community support based on the results of the telephone survey. The scale of development permitted on the site is a decision left to the community through its representatives on boards and commissions.

For purposes of comparison, we have prepared a matrix of sales/lease income as well as property tax income for the scenarios presented earlier. The sales/lease income is based on the residential component with the assumption that the non-residential component land will be provided at no cost as an incentive to build it and to partially offset public amenity site improvements. However property tax calculations include both property classes. Property taxes are calculated with an assessed value at 70% of market value with a \$27/mil rate.

### Economic Impact Matrix

	Scenario	Sales/Lease Price	Property Taxes
A-1 A-2	40 condos or 20 single-family or 54 apartments without Green	\$1,500,000 (500,000/unit @ 75,000 per unit land value)	\$189,000 to \$264,600
B-1 B-2	40 condos or 20 single-family or 54 apartments with Green	\$1,500,000 (500,000/unit @ 75,000 per unit)	\$189,000 to \$264,600
C	12 condos and 10,000 sf restaurant/retail/office	\$720,000 (400,000/unit @ 60,000 per unit)	Resid. \$151,200 Non-Resid. \$ 28,350
D	20 condos and 10,000 sf restaurant/retail/office with Village Green	\$1,200,000 (400,000/unit @ 60,000 per unit)	Resid. \$151,200 Non-Resid. \$ 28,350

The calculation of spin-off impacts of the different scenarios is less precise. The only quantifiable measurement is the number of residents on the site based upon the number of housing units and the potential expenditure level of \$23,246 per person by residents of the units. The following matrix presents estimates for the scenarios discussed above.

### Spin Off Impact Matrix

Scenario	Number of Residents	Consumer Expenditures
A-1 A-2	40 to 80	\$929,840 to \$1,859,680
B-1 B-2	40 to 80	\$929,840 to \$1,859,680
C	24	\$557,904
D	40	\$929,840

Source: Consumer Spending Patterns; Claritas, Inc.