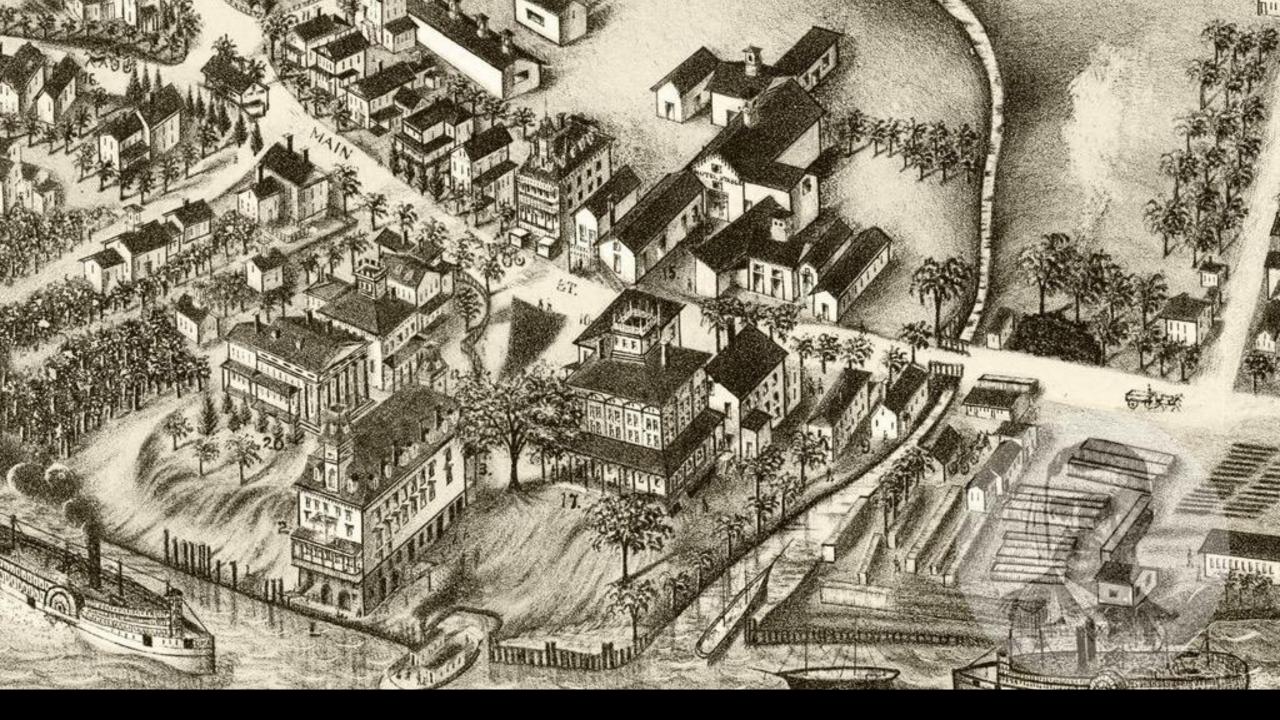
East Haddam Village District

A Plan for Redevelopment

Challenges of the Site Proposed Redevelopment Plan Financial Aspects A Private / Public Partnership



East Haddam Village District Challenges

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East Haddam Village District

- Challenges
- Upfront Costs

Upfront Costs Of Town Property

September 2019 – escalated to 2025

Purchase of Town Property	\$	450,000
Demo & Environmental abatement, soil remediation, monitoring	\$	800,000
Purchase of 17 Main St for DOT approved access	\$	300,000
Purchase of 15 Main St. for DOT approved sightlines	\$	350,000
Site Clearing of old pavement, conc pads and walls, old curb cuts, old buried tanks, relocation of historic stone walls, etc.	\$	700,000
Relocate & renovate/code compliance of River House + Old Town Hall	\$	800,000
Renovation/code updates of 15 Main St.	\$	420,000
Renovation/code compliance of 17 Main St.	\$	250,000
Creation of Public Community Water System, wells, tanks, fire protection	\$	500,000
Hook up to Town Wastewater System	\$	100,000
New parking lot, lighting and access driveway	\$	500,000
Village Green development – part of remediation effort – incl ret. wall	\$	600,000
Development of riverfront esplanade	\$	300,000
Participation in off-site Improvements (OSTA)	\$	500,000
Power	\$	125,000
Storm drainage	\$	100,000
NET CONSTRUCTION COST in 2019 dollars	\$	6,795,00
Permits	2% \$	135,900
Escalation to 2025	32% \$	2,217,88
Soft Costs : Legal, A/E fees, Traffic studies, Approvals, Contingencies, Insurance	30% \$	2,744,63
Tenant Improvements Allowances for four buildings	\$	800,000
Broker's fees	\$	150,000
Developer's fee	5% \$	642,173
TOTAL PROJECT COST	\$	13,485



East Haddam Village District

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- Challenges
- Upfront Costs

East Haddam Village District

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- Upfront Costs
- Off-Site Improvements



Off-site Improvements September 2019 – escalated to 2025

Rt. 82 Realignment	\$	1,500,000
Relocate State of CT easement for bridge generator	\$	200,000
Traffic-calming measures – planting strips, etc.	\$	600,000
Remove cobra head lights and install 30 historic streetlamps	\$	600,000
Bury approx. 2,000 LF of overhead utility lines and remove 15 poles	\$	2,300,000
Add and replace existing sidewalks – approx. 800LF or 6,000SF	\$	600,000
Bicycle paths along Rt. 82 and Main St. – approx. 1,200LF	\$	600,000
Install two state-of-the-art pedestrian crosswalks with strobe lights	\$	600,000
SUB-TOTAL	\$	7,000,000
Escalation to 2025	32%	2,240,000
Soft Costs: Legal, A/E Fees, Approvals, Permits, Contingencies		Included

East Haddam Village District

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- Upfront costs
- Off-site Improvements

East Haddam Village District

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- Upfront costs
- Off-site Improvements
- Inadequate Critical Mass

East Haddam Village District

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- Upfront costs
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The Good News

East

WITHIN TWO HOURS OF 14 MAJOR URBAN ⁸⁴ CENTERS ^{anchester} AND 45 MIN

mherst

INTERSTATE 91

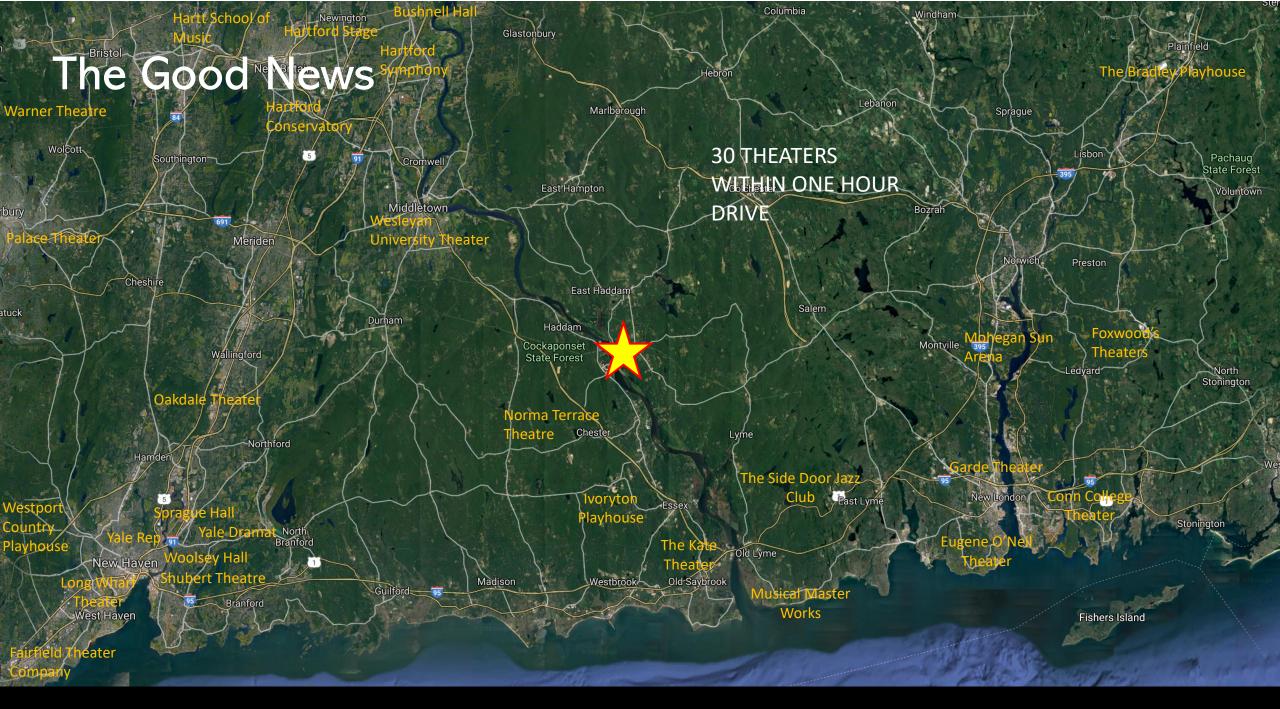
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INTERSTATE 95

Stockbridge

AND 45 MIN DRIVE TO TWO MAJOR AIRPORTS

Montauk







East Haddam Village District Master Plan

2.75 acres

Goodspeed Musicals

East Haddam Village District Master Plan

MODERATE USE AREA Max. Building Coverage 20%

REDEVELOPMENT AREA

HIGHEST USE AREA Max. Building Coverage TBD

East Haddam Village District Master Plan

New Public Community Water System

Dock Rd

Village Waste Disposal System

Site Considerations

- Access
- Acquisition of Property

Requiring acquisition of Goodspeed property

2.75 acres

Requiring acquisition of Pelletier property

Existing access points were condemned by State Traffic

Redevelopment Plan Site Considerations

- Access \bullet
- **Acquisition of Property** \bullet

3.72 acres

Dock Rd

Redevelopment Plan Site Considerations

Dock Rd

- Access \bullet
- **Acquisition of Property** \bullet
- **Relocation of Buildings** •

Redevelopment Plan Site Considerations

Dock Rd

- Access \bullet
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Site Considerations

- Access
- Acquisition of Property
- Relocation of Buildings
- Environmental Remediation

ock Rd

Redevelopment Plan Target Market

Target Market

• Six demographic segments driving residential rental/condo/hotel market and mixed-use development for East Haddam Village District:

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 - DINKs Double Income No Kids

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 - Empty nesters couples
 - Divorcees or widowed singles
 - Theater enthusiasts
 - Actor Housing
 - Outdoor adventure & nature enthusiasts

Commercial Real Estate (CRE) Investment Overview Target Market

Post COVID-19 Debt & Equity:

- Anticipate substantial demand for CRE investments
- Estimate: \$300 billion in private equity accumulated so far
- "CRE is a market that will rebound quite considerably"
- Investors' target allocation for CRE reached 10.6% in 2020
- Highest since 2013



Commercial Real Estate (CRE) Investment Overview Target Market

Post COVID-19 Debt & Equity:

- Less availability:
 - Hotels, conference centers
 - Specialty retail
 - Major office
- Increased availability:
 - Multi-family residential
 - Experiential retail
 - New restaurant concepts, restaurant complexes
 - Logistics



Commercial Real Estate (CRE) Investment Overview Target Market

Mixed Use:

- Theaters, Arts, & Entertainment
- Food & Beverage, if unique
- Get-Away Hotels
- Community centers
- Housing of all types
- Sports & activities of all kinds
- Parks/activity parks
- Farmer's markets, outdoor concert venues
- True implementation of live, work, learn, play
- Health Clubs

GOMAN+YORK

Redevelopment Plan Target Market

Target Market

- An amenity rich environment, with things to do, see, and participate in, is the type of development that is attracting people and, therefore, investors, and lending institutions:
 - Outdoor/nature activities (fishing, bird watching, bicycling, hiking, boating, kayaking, flying)
 - Theaters (in addition to Goodspeed, 30 theaters within an hour)
 - Restaurants (multiple choices)
 - Shops (variety of local specialty shops- local ownership character shops)
 - Artist programs (including art supplies and galleries)
 - Wellness programs
 - Cooking school (including culinary supplies)
 - Dance programs
 - Children's programs (Essex Steam Train, summer programs, after school activities)
 - Festivals Music on the River, River festivals (new), Farmers Market, Airport events, Community events, Goodspeed back-of-house tour

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- Architectural design features for residential/hospitality:
 - In-house office/study, One to two bedrooms, Outdoor decks, Storage for equipment and belongings
 - Shared conference center, Exercise facilities

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- Architectural design features for residential/hospitality:
 - In-house office/study, One to two bedrooms, Outdoor decks, Storage for equipment and belongings
 - Shared conference center, Exercise facilities
- Walkable access to arts & entertainment, retail shops, restaurants, riverfront, and airport

Financial Aspects

• Costs vs. Revenue

The overall revenue generated by the project has to be adequate to cover all operating costs:

- Revenue
 - Rents
 - Condo sales
- Costs
 - Debt Service covering design and construction costs
 - Operating expenses
 - Acceptable or attractive rate of return to the equity investors

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If the project costs vs. available rents don't make financial sense, the project won't get built or worse, it will get built but default on its obligations

Unfortunately, rental rates are softening, while construction costs are up, interest rates are up, and investor risk premiums are up. In Connecticut, construction costs are simply not supported by rents.

Financial Aspects

- Costs vs. Revenue
- Scale or Critical Mass

Additionally, in order to assure success, the critical mass, or scale, of this development must be able not only to generate enough revenue to cover costs but also to:

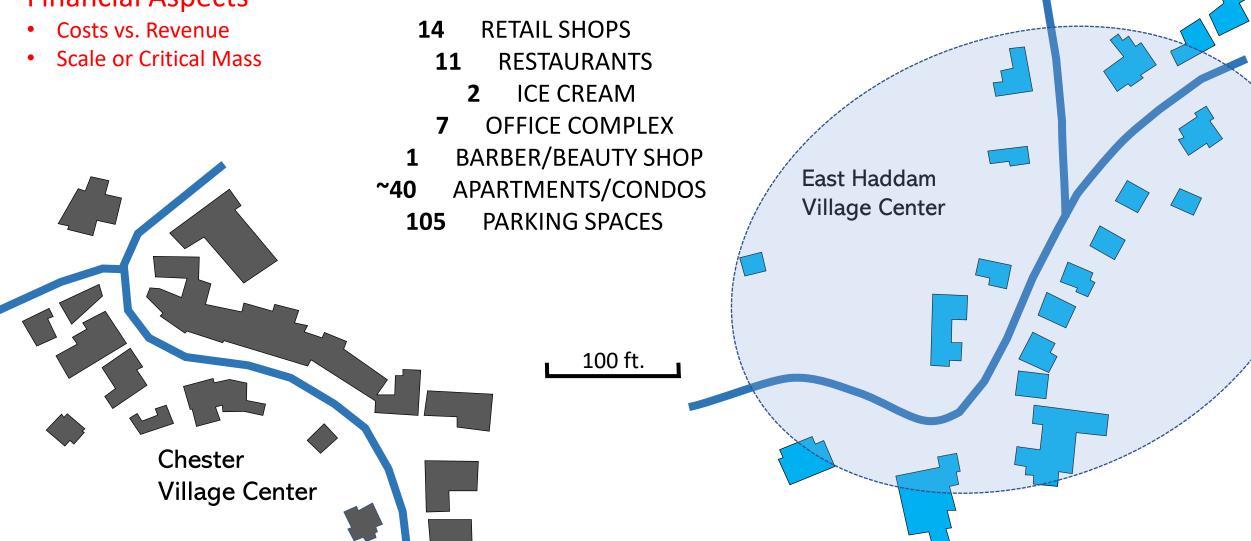
- ...absorb the burden of exceptionally large **upfront costs** and **off-site improvements**, none of which generates much, if any, income.
- ...generate the **economic activity** needed to make small businesses successful and create collateral spin-off to surrounding properties.

Financial Aspects

- Costs vs. Revenue •
- **Scale or Critical Mass** •



Financial Aspects



Financial Aspects

- Costs vs. Revenue
- Scale or Critical Mass
- Financial Proformas

Swing Bridge Landing – Village Green Developer's Costs	rental scenario	Stabilized Cash Flow	Ś
Land & Site Costs	\$4,362,000	Gross Rental Income	\$3,251,740
Infrastructure Improvements	\$1,125,000	Expenses	(\$1,366,629)
Construction Costs	\$35,397,320	Residential Taxes	(\$307,991)
Soft Costs	\$6,646,394	Commercial Tax s	(\$276,544)
Financing & Leasing Costs	\$4,387,580	Net Open ting ncone	\$1,885,112
Total Development Cost	\$50,793,294	Development Valuation	\$
		Rental Valuation @ 5.00% Cap	\$37,702,233
	00	Total Valuation	\$37,702,233

Original Swing Bridge Landing proposal with all rental residential & commercial. Includes **48,166** sf of rental residential space, **34,568** sf of commercial space, as well as a resident health club, business center, and resident storage (11,289 sf).

Overall cost to build is ~\$507/sf



Financial Aspects

- Costs vs. Revenue
- Scale or Critical Mass
- Financial Proformas

Swing Bridge Landing – Village Green rental scenario – full tax abatement

Developer's Costs	\$	Stabilized Cash Flow	\$
Land & Site Costs	\$4,362,000	Gross Rental Income	\$3,251,740
Infrastructure Improvements	\$1,125,000	Expenses	(\$782,093)
Construction Costs	\$35,397,320	Residential Tarca	\$0
Soft Costs	\$6,646,394	Commercial Taxes	, \$0
Financing & Leasing Costs	\$4,387,580	Net Open ting Licome	\$2,469,647
Total Development Cost	\$50,793,294		Ŷ Ľ , 1 03,047
		D velopment Valuation	\$
		Rental Valuation @ 5.00% Cap	\$49,392,938
	00	Total Valuation	\$49,392,938

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Overall cost to build is ~\$507/sf



Financial Aspects

- Costs vs. Revenue
- Scale or Critical Mass
- Financial Proformas

Developer's Costs	\$	Stabilized Cash Flow	\$
Land & Site Costs	\$4,362,000	Gross Rental Income	\$2,023,858
Infrastructure Improvements	\$1,125,000	Rental Expenses	(\$867,801)
Construction Costs	\$35,397,320	Residential Taxes	(\$84,159)
Soft Costs	\$6,646,394	Commercial Tares	(\$276,544)
Financing & Leasing Costs	\$5,038,878	Net Open tin, Income	\$1,156,057
Total Development Cost	\$51,444,592		
		Development Valuation	\$
		Rental Valuation @ 5.00% Cap	\$23,121,131
		Gross Condo Proceeds	\$18,483,850
		Total Valuation	\$41,604,981

Swing Landing with the Village Green residential units pre-sold as condos. Includes **48,166** sf of rental residential space, **34,568** sf of commercial space, as well as a resident health club, business center, and resident storage (11,289 sf). Condo units expected to sell at **~\$550/sf** with 80% sold before construction is completed.

Overall cost to build is **~\$510/sf.** Condominiums are expected to pay **~**\$220,000 in property taxes.



Financial Aspects

- Costs vs. Revenue
- Scale or Critical Mass
- Financial Proformas

Swing Bridge Landing – Village Green condo scenario – full tax abatement

Developer's Costs	\$	Stabilized Cash Flow	\$
Land & Site Costs	\$4,362,000	Gross Rental Income	\$2,023,858
Infrastructure Improvements	\$1,125,000	Rental Expenses	(\$507,099)
Construction Costs	\$35,397,320	Residential Tare	\$0
Soft Costs	\$6,646,394	Commercial Taxes	\$0
Financing & Leasing Costs	\$5,038,878	Net Open tin, Income	\$1,516,759
Total Development Cost	\$51,444,592		
		D velopment Valuation	\$
		Rental Valuation @ 5.00% Cap	\$30,335,182
	\mathbf{n}	Gross Condo Proceeds	\$18,483,850
		Total Valuation	\$48,819,032

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Dock Rd

Land Use

• Zoning Regulations

HIGHEST USE AREA Max. Building Coverage TBD

Land Use

• Zoning Regulations

HIGHEST USE AREA Max. Building Coverage TBD

Land Use

• Zoning Regulations

HIGHEST USE AREA Max. Building Coverage TBD

Land Use

- Zoning Regulations
- Additional Land Acquisitions

MODERATE USE AREA Max. Building Coverage 20%

HIGHEST USE AREA Max. Building Coverage TBD

Land Use

- Zoning Regulations
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MODERATE USE AREA Max. Building Coverage 20%

HIGHEST USE AREA Max. Building Coverage TBD

Land Use

- Zoning Regulations
- Additional Land Acquisitions

4.8 acres

HIGHEST USE AREA Max. Building Coverage TBD

1.00 acre

Land Use

- Zoning Regulations
- Additional Land Acquisitions
- Proposed Development



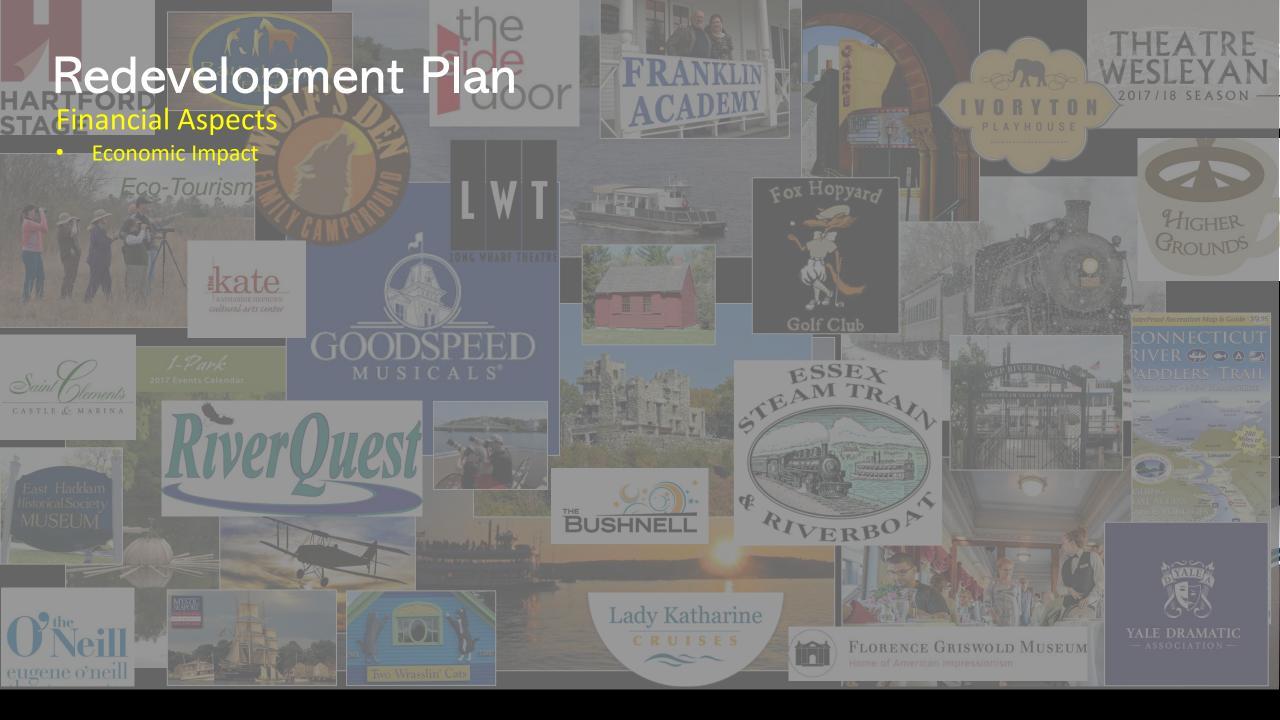
Parking 155

Dock Rd

- Zoning Regulations
- Additional Land Acquisitions •
- Proposed Development •

- Zoning Regulations
- Additional Land Acquisitions
- Proposed Development •







Financial Aspects

- Economic Impact
- Tax Implications

After 10-Year Abatement ends

Expected Assessment at completion Construction Cost basis): **\$22,400,000**

• Property tax at current rales (30.44 mills): \$681,856

Assumed annual infation rate: 3%

• Total 10-year inflation: **34.4%**

Assessment after 10-year property tax abatement: \$30,103,727

• Property tax at current rates (30.44 mills): **\$916,357**



Financial Aspects

- Economic Impact
- Tax Implications
- Schedule Impact
 - 2 Years to complete pre-development process including Redevelopment Agency negotiations, purchase & sale agreement, land acquisitions, land use permits, and equity/debt formation \$500M to \$1.4MM
 - 1 Year to complete A/E documents and bidding process \$2MM
 - 2 years to complete construction and off-site work- \$45MM
 - 1 year before first rents come in
 - Equals 5 to 6 years when the developer's and investors' money is at risk. Therefore, rate of return must be attractive.
 - 2 more years before rents are normalized

- Purchase 15 and 17 Main Street properties to gain OSTA approved access to "Town Property". ٠

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- Build new actor housing in rear of "Town Property" to allow acquisition and conversion of four Goodspeed houses along Main Street (includes 17 Main Street) to retail shops.

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- Incentivize Gelston House to upgrade hotel operation. Expand into condo/hotel/A development.
- Ease curve of Rt. 82 coming off bridge and create pedestrian zone connecting Oper theater.
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- Ease curve of Rt. 82 coming off bridge and create pedestrian zone connecting Opera House to new theater.
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- Create a bicycle path along Rt. 82 and Main Street
- Bury overhead power lines and convert cobra head light poles to historic lamp posts

- Purchase 15 and 17 Main Street properties to gain OSTA approved access to "Town Property".
- Build new actor housing in rear of "Town Property" to allow acquisition and conversion of four Goodspeed houses along Main Street (includes 17 Main Street) to retail shops.
- Purchase Bogan property to add a sixth retail shop.
- Purchase 24 Lumberyard Road property from Goodspeed to build new experimental theater and relocate historic River House and Old Town Hall buildings to that property, renovated for office space.
- Purchase strip of Klink property to enable more open space around Mixed-Use development of "Town Property" and open views of CT River.
- Revise R.O.W. for swing bridge generator building and relocate building.
- Build a river esplanade on "Town Property" plus lease or purchase parts of Klinck property to create a River Walk to the Nathan Hale School House.
- Provide pedestrian access from Main Street shops and La Vita to parking lot on "Town Property".
- Conceal parking lot from view along Main Street to maintain rural character of Village Center.
- Incentivize Gelston House to upgrade hotel operation. Expand into condo/hotel/AirB&B in mixed use development.
- Ease curve of Rt. 82 coming off bridge and create pedestrian zone connecting Opera House to new theater.
- Implement traffic calming measures along Rt. 82 including state-of-the-art pedestrian crosswalks, boulevards, etc..
- Create a bicycle path along Rt. 82 and Main Street
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Main Features and Imperatives

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Redevelopment Agency Assistance In a Private/Public Partnership

Redevelopment Agency Assistance In a Private/Public Partnership

PROPERTY ACQUISITIONS / LAND ASSEMBLY

- "Town Property"
- Goodspeed 17 Main Street
- Pelletier 15 Main Street
- Goodspeed House 10 Main Street
- Goodspeed Garage 24 Lumberyard Road
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RELOCATION OR REMOVAL oF PUBLIC SERVICE FACILITIES

- Permanent Readjustment of:
 - Rt. 82 at the bridge
- Permanent Relocation of:
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 - River House
 - Old Town Hall
 - Access road (drive) to property
- Permanent Removal of:
 - Cobra head lights and overhead power lines buried underground
- Cost of the Public Community Water System

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ENVIRONMENTAL REMEDIATION and DEMOLITION

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ENVIRONMENTAL REMEDIATION and DEMOLITION

OFF-SITE and TOWN IMPROVEMENTS

- Sidewalks and bicycle paths
- Planted boulevards for traffic calming
- Crosswalks with strobes
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- Transfer or sell the property at low price
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- Tax abatements
- Tax fixing
- Reduction of permit fees

Redevelopment Agency Assistance In a Private/Public Partnership

Grants & Funds

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Redevelopment Agency Assistance In a Private/Public Partnership

Grants & Funds

- State Bond Commission
 - Community Challenge Fund
 - Community Investment Fund 2030 (CIF)

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Funding "material change" in towns and villages to re-energize local economies

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Grants & Funds

- State Bond Commission
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Funding "material change" in towns and villages to re-energize local economies

Requires an experienced, knowledgeable grant writer.

Important not to apply piecemeal, but rather to combine all applications into a single grant proposal.

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Redevelopment Agency Assistance In a Private/Public Partnership

Complete Purchase and Sale Agreement (P&SA)

January 11, 2021 Mr. Robert Smith First Selectman Town of East Haddam 1 Plains Road, P.O. Box 385 East Haddam, CT 06469

Re: 1 Main & 7 Main Street, East Haddam, CT

Dear Mr. Smith:

Thank you for your pratience over the past few months as Centerbridge Group, LLC ("CDG") has considered the available options for the properties at 1 Main and 7 Main Street in East Haddam (the "Properties").

via emai

Please accept this letter as formal confirmation that Centerbridge Group, LLC hereby submits this offer which we hope will lead to the redevelopment of these Properties.

Per our recent conversations with members of various town boards, this Letter of Intent sets out the general terms and conditions by which Centerbridge Group, LLC or an atfiliated entity is willing to purchase the entity of the Properties.

On behalf of Centerbridge Group, LLC, J an pleased to present to you the following general terms and conditions for the transaction described above:

PROPERTY:	The Properties consist of the lands and improvements known as 1 Mai Street and 7 Mair. Street in East Haddam, as described below, and as further delineated on the statched Town of East Haddam property map The Properties consist of lands covering approximately 2.75 cores.
BUYER:	Centerbridge Group, LLC of East Haddam, or an affiliate, ("CBG")

SELLER: Town of East Haddam, CT ("Town")

PURCHASE PRICE: The Purchase Price for the Property shall be Four Hundred and Fifty-Thousand Dollars (\$450,000) payable in full at Closing. CBG will parchase the Property in an "as is" cardidien except for the Provisions noted herein.

DEPOSIT: Upon execution and delivery of the Purchase and Sale Appearance, USE adult deposit the sum of Filty-Five Thousand Deltars (SSS 5000) with a mutual seceptible excore agent. The deposit shall be filly applied to the purchase price or paid to the Town or refunded to CHG in accordance with the Functions and Sale Appearant. Letter to Town of East Haddum Jamary 11, 2021 Page 5 of 5 CBG and is not to be copied nor disclosed to any other person. In the event that CBG does not enter into the contemplated transaction, Town and Town genesis will coming to keep such information and material

If the foregoing is acceptable, please sign and return this letter to me by no later than noon on Friday January 29, 2021.

Respectfully,

R. Michael Goman President Goman+York Property Advisors LLC

ACCEPTED AND AGREED

Town of East Haddam



PROPERTY ACQUISITIONS / LAND ASSEMBLY

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FINANCIAL ASSISTANCE

- Bonds, grants, loans, Federal financial assistance, State financial assistance
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Page 5 of 5 If the foregoing is acceptabl January 29, 2021.

Redevelopment Agency Assistance In a Private/Public Partnership

Developer's Formation of Debt & Equity

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Redevelopment Agency Assistance In a Private/Public Partnership

Regulatory Process

- Planning & Zoning Commission Special Permit
- Inland Wetlands and Watercourses Commission
- Conservation Commission
- EH Historic District Commission
- CT DEEP Environmental remediation
- Water Pollution Control Authority
- Water Utility Coordinating Committee
- Public Utility Regulatory Authority
- Office of State Traffic Administration (OSTA)
- EH Parks and Recreation
- EH Public Works
- Gateway Commission
- Economic Impact Study
- Fire Marshal
- Health Department
- Building Department

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The Team



Architectural design and planning

Civil Engineering and Environmental Remediation plus State Traffic Control (STC) Liaison



Landscape Architects



Traffic Control Engineers



Real Estate Strategies for Communities





Property management, leasing, tenant representation, brokerage

Construction Manager

RUMNEY ASSOCIATES Signage

The **busiest traffic hour** is currently calculated to generate a little fewer than 1200 car trips per hour, or 20 car trips per minute on average.

To that, Swing Bridge Landing will add approximately 140 car trips to the **busiest traffic hour**, or around 2.33 car trips per minute on average.

- Residential will add approximately 20 car trips per hour (1 car every 3 minutes)
- Restaurants will add approximately 30 car trips but generally at off hours
- Retail will add approximately 90 car trips per hour (1.5 cars every minute)

Imagery



Redevelopment Plan Imagery

Mixed Use

10

Imagery



innin

all

Hind

1111

Imagery

New Theater



