

TOD Plan

- PUBLIC REALM IMPROVEMENTS PLAN
- DEVELOPMENT OPPORTUNITIES
- TRAFFIC AND TRANSPORTATION
- PARKING ANALYSIS



INTRODUCTION

After extensive outreach to stakeholders, committee members, a public workshop, and team-wide research on past reports and studies, the BartonPartners Consultant Team began the process of generating a physical Transit Oriented Design (TOD) Master Plan for Saugatuck.

This comprehensive TOD Plan focuses on both the public realm improvements within the study area as well as specific private parcel redevelopment scenarios, that in combination, can transform Saugatuck into a Transit Oriented Village.

The Public Realm Improvements are categorized as follows:

- Gateways
- Streets
- Station Area
- Civic Spaces & Waterfront

Following the public realm, several private parcel redevelopment solutions are presented. A select number of these development options are further evaluated with fiscal analysis, to prove or disprove their economic viability. In all cases, the development scenarios presented within the vision plan would require zoning or other regulatory relief.

Each intervention, whether on public property, or within the private realm, will require deeper study and will be subject to intense regulatory scrutiny should specific proposals be brought forward to the Town of Westport for approval. Longer term suggestions, not included in the official TOD Plan, are outlined in the next chapter, entitled "Vision Plan for Future Consideration." These include comprehensive parking lot reorganization and redevelopments that have the potential to transform

Saugatuck into a world class 21st Century Transit Oriented Village.

The TOD Plan section concludes with a series of recommendations to address traffic congestion and circulation including a Traffic Demand Management Study and targeted improvements at specific intersections and thoroughfares. Specific recommendations for revisions to the regulatory environment within the Saugatuck neighborhood will be presented within the Implementation Plan section of this document.

By implementing a series of targeted transportation improvements in coordination with transportation demand management strategies and form-based zoning standards, this TOD Plan can realize Saugatuck's potential as a walkable village while managing and mitigating many of the potential impacts associated with the proposed public improvements and private development.



View of Riverside Avenue Facing South toward the Girden Block and Westport Train Station

PUBLIC REALM KEY PLAN

G - GATEWAYS

- G1 - NORTH GATEWAY AT TREADWELL DRIVE
- G2 - EAST GATEWAY AT BRIDGE ST.
- G3 - WEST GATEWAY AT STROFFOLINO PARK
- G4 - SAUGATUCK AVE. SOUTH

S - STREETS

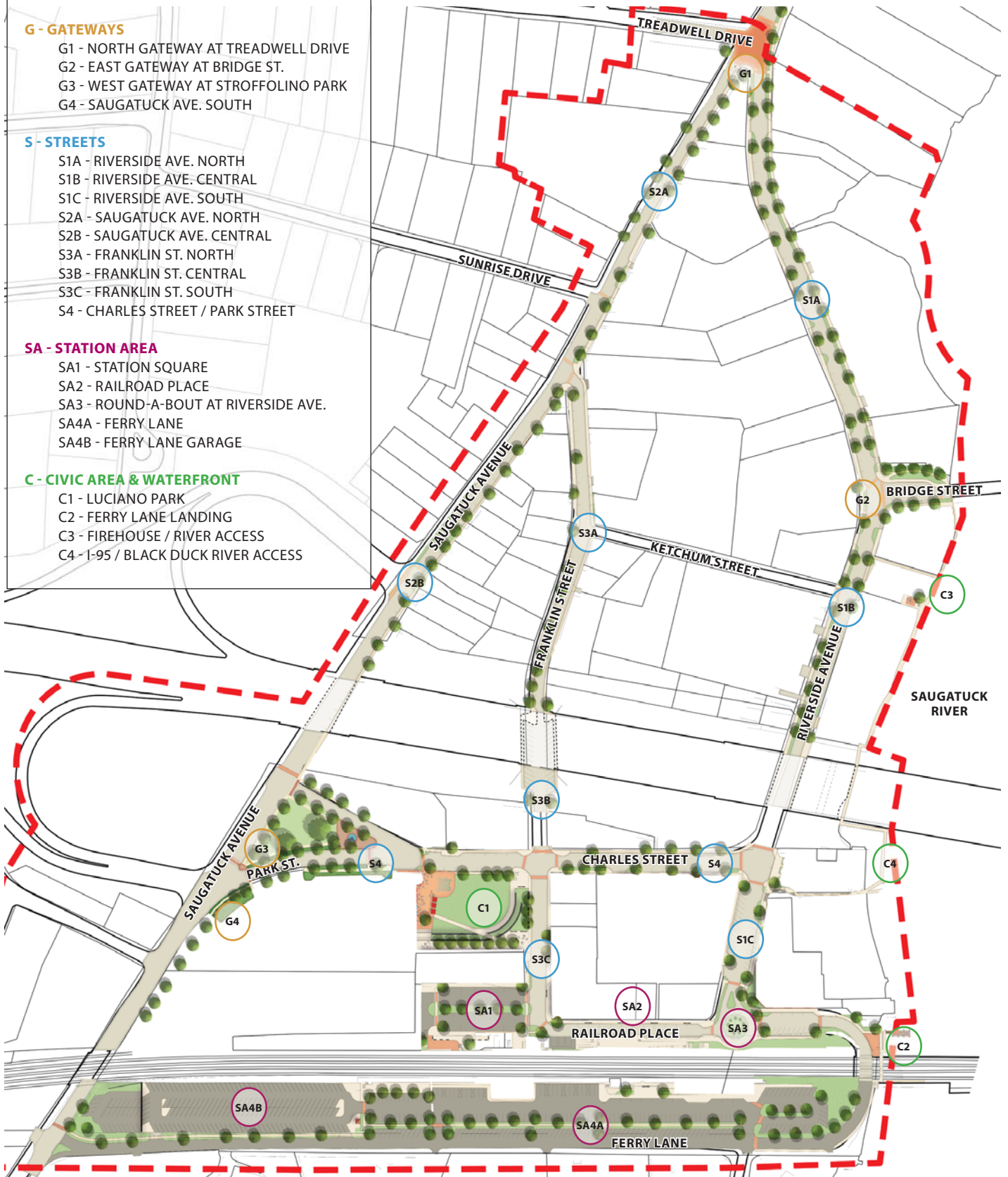
- S1A - RIVERSIDE AVE. NORTH
- S1B - RIVERSIDE AVE. CENTRAL
- S1C - RIVERSIDE AVE. SOUTH
- S2A - SAUGATUCK AVE. NORTH
- S2B - SAUGATUCK AVE. CENTRAL
- S3A - FRANKLIN ST. NORTH
- S3B - FRANKLIN ST. CENTRAL
- S3C - FRANKLIN ST. SOUTH
- S4 - CHARLES STREET / PARK STREET

SA - STATION AREA

- SA1 - STATION SQUARE
- SA2 - RAILROAD PLACE
- SA3 - ROUND-A-BOUT AT RIVERSIDE AVE.
- SA4A - FERRY LANE
- SA4B - FERRY LANE GARAGE

C - CIVIC AREA & WATERFRONT

- C1 - LUCIANO PARK
- C2 - FERRY LANE LANDING
- C3 - FIREHOUSE / RIVER ACCESS
- C4 - I-95 / BLACK DUCK RIVER ACCESS



PUBLIC REALM IMPROVEMENT PLAN

The Public Realm Improvement Plan (diagram to the left) is organized into Gateways, Streets, Station Area, and Waterfront & Civic Spaces. Specific design solutions for these critical elements of the plan are discussed here as well as the advantages and disadvantages to undertaking the proposed improvements.

GATEWAYS



G1 - NORTH GATEWAY AT TREADWELL

There are two options for this Gateway. Both are impactful in that they would signify a change in the physical character of the neighborhood to that of a village, marking the transition from the interstitial space that exists between downtown Westport and the Saugatuck Neighborhood.

Option A – Rework the Treadwell Ave/ Riverside Ave/ Saugatuck Ave intersection to create textured paving, highly visible crosswalks and “Welcome to Saugatuck” gateway signage at the Northern Gateway.

Advantages:

- Enhances pedestrian experience
- Relatively inexpensive

Disadvantages:

- Does not relieve/effect traffic congestion
- Will maintain northbound left-turn to Treadwell Ave which creates conflicts.



Option B – Reconfigure the intersection to create a roundabout and a central landscaped green space as a focal point for this Northern Gateway.

Advantages:

- Provides for a formal gateway
- Will improve traffic flow
- Potential to reduce accident occurrence (+/- 37%)¹
- Potential to reduce injury accident occurrence (+/- 75%)¹
- No electricity required, more resilient and no cost to operate
- Allow for restricting left turns onto sunrise road, currently used as a cut through to Treadwell Ave

Disadvantages:

- No traditional pedestrian pattern
- Expensive solution, may require taking private property

G2 - EAST GATEWAY AT BRIDGE STREET

The East Gateway is comprised of the public land directly to the north of Bridge Street between Riverside Avenue and the Cribari bridge. The plan recommends development of a small pocket park to the south of the Parker House Restaurant as well as enhanced crosswalks at the intersection of Bridge Street and Riverside.

The potential to create a roundabout at this location, which would improve traffic flow and safety, should be evaluated as well. Ultimately, with any future development of 540 Riverside Avenue, the direct access from the parking lot into the intersection would need to be reconfigured to create a safer and more efficient intersection.

1. FHWA AND INSURANCE INSTITUTE FOR HIGHWAY SAFETY (IIHS)



G3 - WEST GATEWAY AT STROFFOLINO PARK

The above rendering shows the reconfiguration of the triangularly shaped Stroffolino Park from a traffic island open civic space. The reenvisioned park will feature sidewalks, landscaping, a “Welcome to Westport” signage and a plaza to promote sitting and passive recreation. Enhanced and a more organized series of crosswalks further cements this area as being pedestrian friendly, with the transformation of Stroffolino Park from a traffic island to a civic space.

G4 - STREETScape IMPROVEMENTS, SAUGATUCK AVENUE SOUTH

Also shown as part of the West Gateway at Stroffolino Park, Streetscape, signage and landscape improvements to the Park Street frontage of Parking Lot 1 can further promote pedestrian safety and the aesthetic character of Saugatuck. This vantage point as serves as a primary gateway from I -95 northbound and presents an initial impression of the Saugatuck Neighborhood and Westport. Landscape enhancements here can help with, though not completely eliminate, the perception that surface parking is the primary land use in Saugatuck.

Advantages:

- Enhances pedestrian and landscape experience
- Enhances gateway aspect at this portion of the neighborhood
- Works in conjunction with Improvements to Stroffolino Park

Disadvantages:

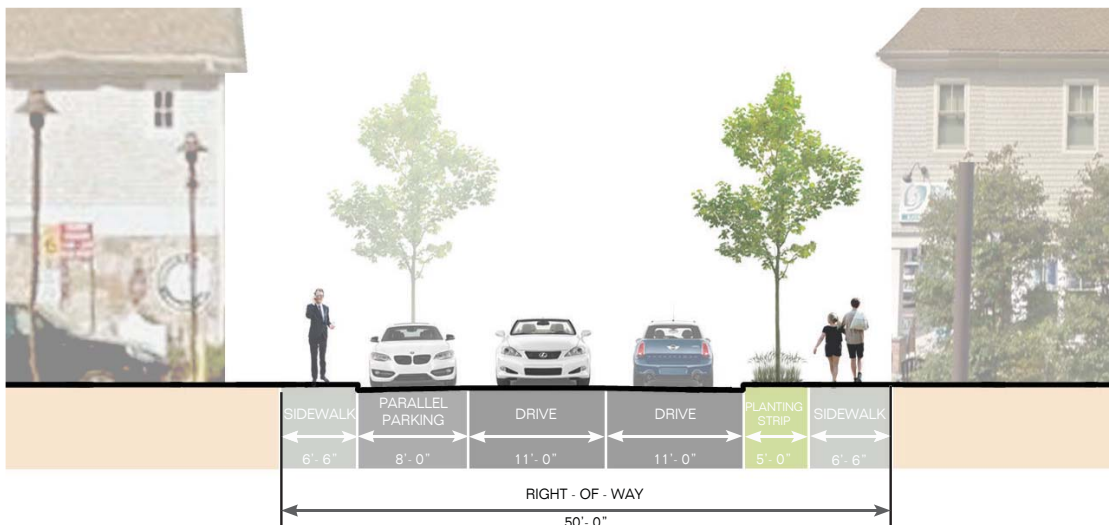
- Net loss of approximately 24 Commuter Parking Spaces in Lot 1. *Note: See proposal for replacement spaces on pages 101-102.*

STREETS

S1 - RIVERSIDE AVENUE (NORTH)

This portion of public realm improvements includes northern Riverside Avenue, south of the North Gateway (at Treadwell) and north of the Bridge Street intersection. It should be noted that there is a split in ownership between the State and Town of Riverside Avenue. While multiple sections were studied, ultimately a minor modification is proposed.

Given the split ownership, and the existing context of the street, similar refinements are proposed both north and south of Bridge Street, with the defining detail being the location of parallel parking. To the north of Bridge Street, parallel parking is proposed on the west side of the street, with frequent bump outs for street trees and traffic calming. On the east side, a planted buffer with street trees is proposed between the sidewalk and the curb to enhance the pedestrian comfort along this street.



S1A - Typical street section at Riverside Avenue north of Bridge Street.

South of Bridge Street, this section is reversed, with parallel parking provided on the east side, where there are less existing curb cuts. Planted buffers with street trees, where possible, are proposed on the west side. In both solutions, traffic lanes are reduced to 11 feet, with a parallel parking area at 8 feet. Sidewalks are no less than 6-1/2 feet wide, with a 5-foot minimum planting strip between the sidewalk and the curb.

While these improvements will help define the sidewalks along this busy thoroughfare and make them more comfortable to pedestrians, there does not exist sufficient right of way for the addition of dedicated bike lanes along Riverside Avenue (or other streets within Saugatuck). Therefore, all traffic lanes must share the lane, with bicycles sharing the cartway with vehicles.

These travel lanes should receive a pre-formed white thermoplastic pavement marking with a bicycle symbol called a "sharrow" to designate this as a route where bikes and motorists must share lanes. It should be noted that these markings should be placed along the entirety of Riverside Ave, Park Street, and Charles Street.

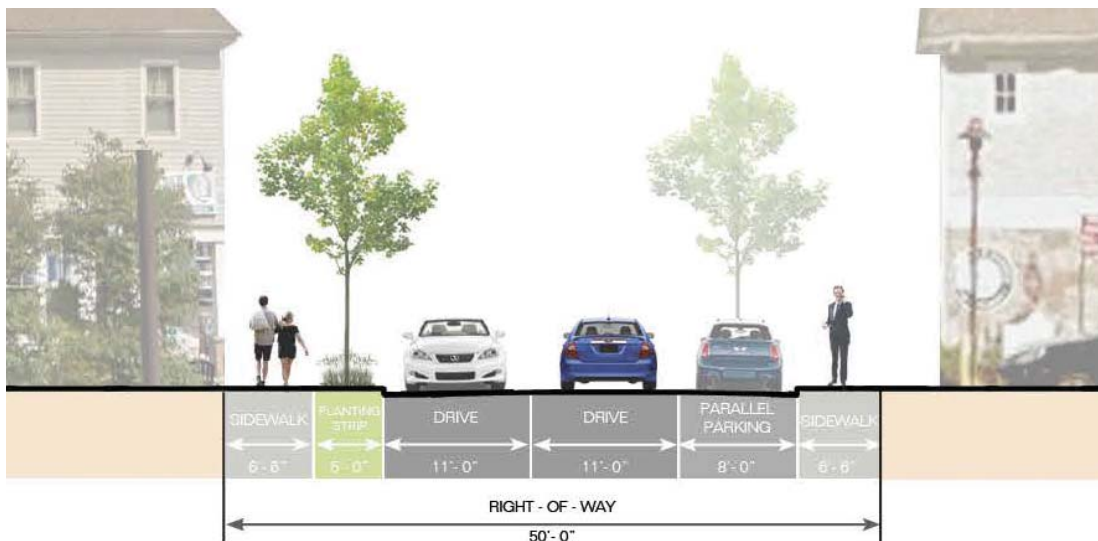
Advantages:

- Enhances pedestrian and landscape experience
- Creates a narrower street that is safer for pedestrians and deemphasizes cut through traffic.

Disadvantages:

- None

Note: According to available base information from the Town of Westport, the Right of Way of Riverside Avenue is 50 feet, with the State controlling the ROW south of Bridge Street. To the north, the Town is the owner of the road.



S1B - Typical street section at Riverside Avenue between Bridge Street and Charles Street.

S2 - SAUGATUCK AVENUE AND S3 - FRANKLIN STREET

Although the scope of improvements to Saugatuck Avenue, north of I-95, is constrained by a limited right-of-way, topography, as well as the neighborhood's historic fabric, we have identified several key opportunities to enhance this area. The plan envisions a number of streetscape, sidewalk and parking improvements on Franklin Street and Saugatuck Avenue north of Park Street. Sidewalk widening and landscaping where existing cartways are overly wide, occasional street trees and landscaping and pedestrian scaled lighting is proposed for the east side of Saugatuck Avenue. Where Saugatuck Avenue travels under I-95, the plan calls for new sidewalks and pedestrian lighting to complete gaps in the sidewalk network.

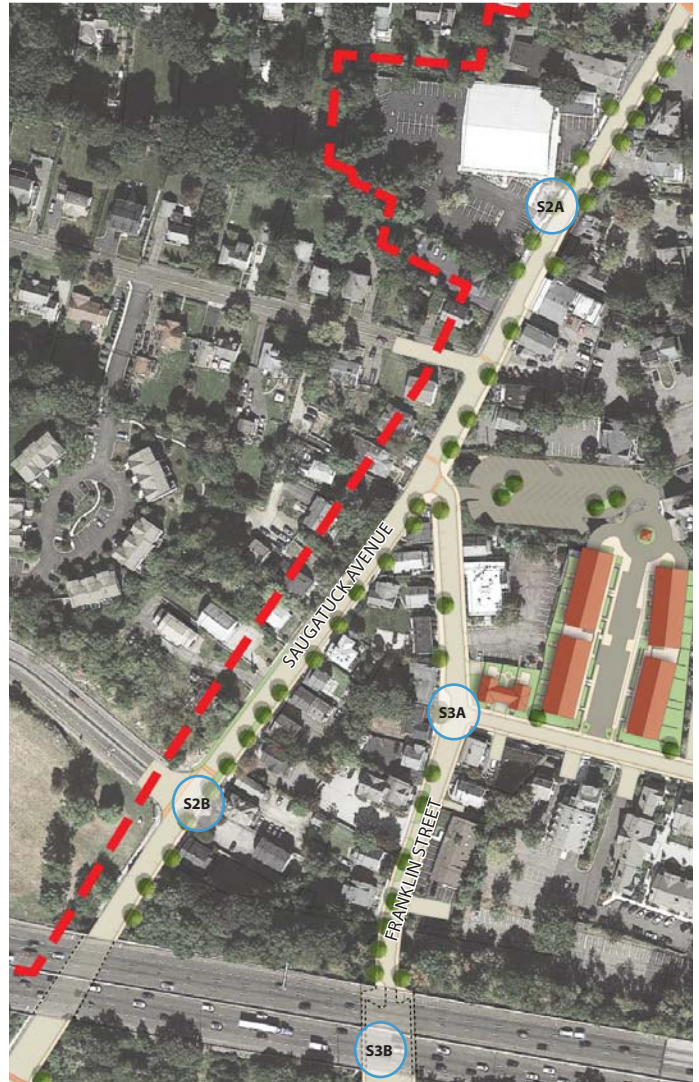
Franklin Street is envisioned to remain one-way northbound, allowing for on-street parallel parking on both sides of the roadway. The west side of Franklin Street is planned for additional curb bump-outs and street trees at a select number of locations on the west side of the street to enhance the character and pedestrian nature of the street. Where Franklin Street travels under I-95, the town is finalizing designs for angled parking on both sides to enhance the availability of public parking. Execution of this improvement is imminent, and the proposal predates this study.

Advantages:

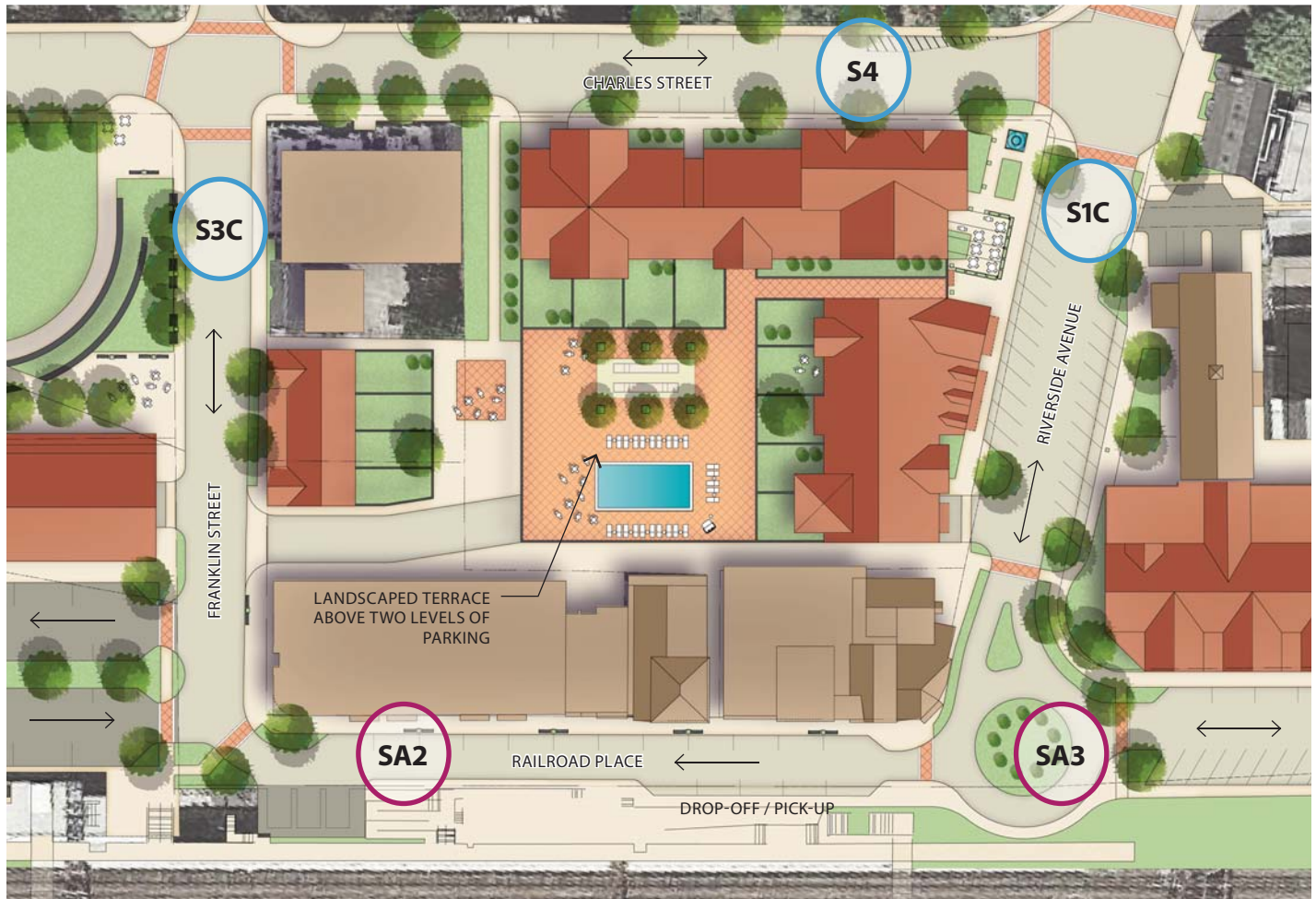
- Additional parking under I-95
- Enhances pedestrian and landscape experience
- Enhances lighting and safety

Disadvantages:

- Potential loss of a few on-street parking spaces on Franklin Street north of I-95



STATION AREA



FRANKLIN STREET, CHARLES STREET, RIVERSIDE AVENUE, AND RAILROAD PLACE

Public realm improvements on Railroad Place, Franklin Street, Charles Street, and Riverside are shown here. Each street is treated differently, with the overall goal of clarifying and defining the public realm within the civic core of Saugatuck.

By street:

S3C - Franklin Street: Currently one-way northbound, would be converted to bidirectional, with additional curbs and sidewalks and a dedicated left turn lane for northbound traffic at the Park Street/ Charles Street intersection.

S4 - Charles Street: Placement of curbs and sidewalks, as well as parallel parking spaces and street trees. The plan calls for no left turns for westbound traffic onto Franklin Street.

S1C - Riverside Avenue: Public/business-supportive parking is reconfigured and concentrated on Riverside, with back in angled parking replacing both public and private parking areas on the east and west side of the street. A mini-roundabout at the intersection of Riverside Avenue at Railroad Place will enhance traffic flow and reduce congestion at this busy intersection while creating a landscaped green space for plantings.

and a "Welcome to Westport" sign. This area could also be utilized for informal drop offs to the station.

SA2 - Railroad Place: The sidewalk adjacent to the shops and restaurants on the north side of the street is expanded from 4 feet to 8 feet. Parallel parking is maintained, but the total space count is reduced and relocated around the block. Railroad Place will continue to serve as an informal drop-off and pick up location while also providing on-street parking to support businesses.

Advantages:

- By adding two-way traffic on Franklin, a second point of arrival at the station on the north side, which also will allow for shuttle pick up and drop off's in a formal location (See Franklin Street Traffic Hub below)
- Enlivens and defines the public realm and removes unsightly asphalt areas on all four streets
- Enhances traffic flow by reducing the number of curb cuts
- Creates a civic space for signage and gateway at the Riverside Avenue terminus/roundabout
- Back-in angled parking allows for safer and easier exit during peak volumes when trains arrive.

Disadvantages:

- May require sidewalk easements or on-street parking easements or expansion of street R.O.W in limited locations
- Will require cooperation with private property owners to replace the unsafe head in spaces with parallels.



SA1 - STATION SQUARE AT FRANKLIN STREET

At the intersection of Franklin Street and Railroad Place, a designated jitney/bus parking area is proposed adjacent to the station in what is now part of Lot 2. This multimodal transportation hub named "Station Square" will feature walkways, covered enclosures and crosswalks for rail commuters, those arriving or departing on a jitney, taxi, TNC (Uber/Lyft etc) to wait under cover on their journey.

Advantages:

- More control of jitney activity
- Improve circulation at station pick-up and drop-off

Disadvantages:

- Potential net loss of approximately 21 Permit Spaces, 29 Daily Commuter Parking Spaces, and 22 Hourly/Business Supportive Parking Spaces. A portion of these spaces can be replaced in improvements to the Ferry Lane Parking Lot 3, however the Business Supportive Spaces, although increased elsewhere in other streetscape enhancements, would remain in a deficit condition and therefore would require further study. (See charts on page 101-102).

SA4 - FERRY LANE

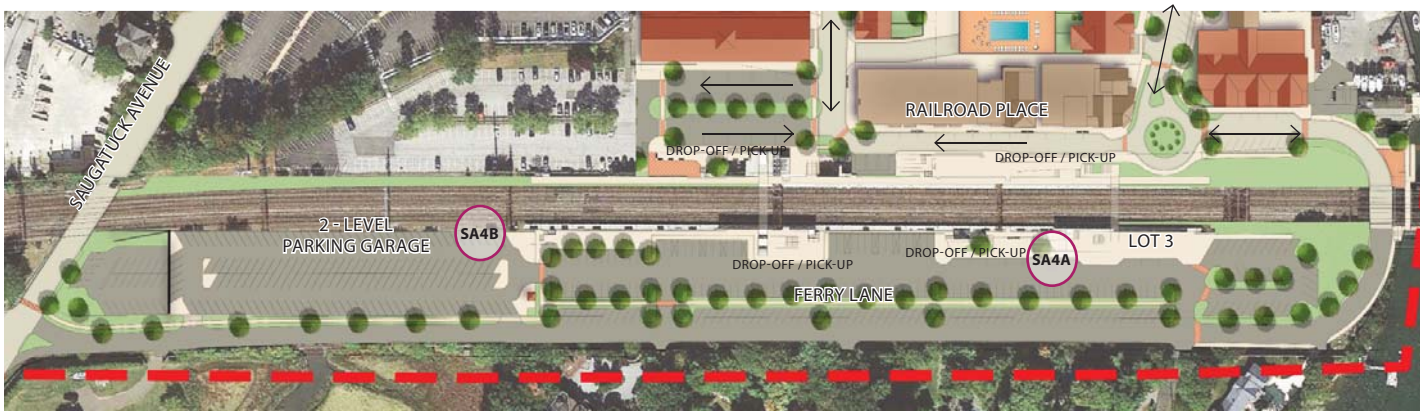
Ferry Lane and parking lot 3 in their current configuration lack clear definition between the roadway, parking lot and pedestrian zone severely jeopardizing safety of all. Through re-stripping, the provision of curbs and sidewalks, as well as a single-story parking deck over at-grade parking utilizing the existing grade on the west side of the parking lot, we can increase the parking yield of parking Lot #3, as well as replace all parking lost as part of the interventions outlined above, as well as provide for a safer pedestrian experience along Ferry Lane while providing a safer way to connect to the station by not having to walk under the bridge over Saugatuck Avenue. The one-story exposed wall of the garage faces south, and could become a “green” planted or vegetated wall facing the wetlands south of Ferry Lane. This would allow for the reconfiguration of the Ferry Lane approach to Saugatuck Avenue, creating a 90 degree intersection.

Advantages:

- Enhances pedestrian safety and landscape experience
- Defines the street edge, adds sidewalks, enhances lighting and safety and replaces lost parking from other areas
- Creates more permit parking closer to the station
- Improve intersection with Saugatuck Avenue
- Adds additional parking opportunities for existing permit holders

Disadvantages:

- Requires funding and construction of a parking structure
- Cost to operate and maintain a garage structure



CIVIC SPACES AND WATERFRONT



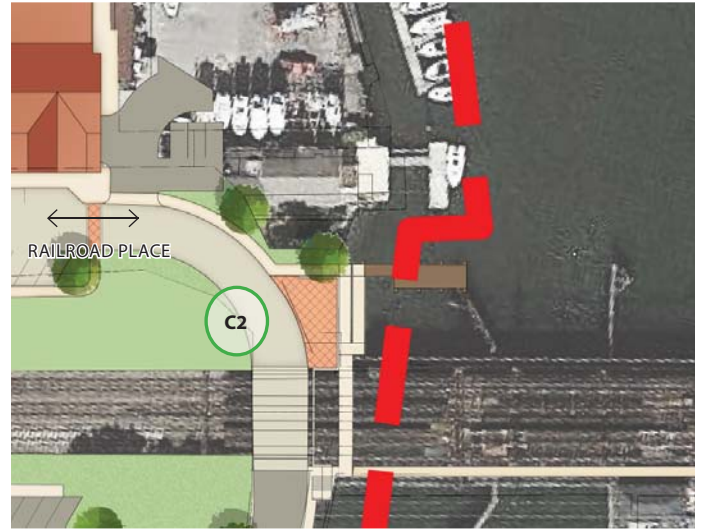
C1 - LUCIANO PARK

Luciano Park would be re-imagined as a flexible civic open space, with active plazas and ground floor storefronts on the south side. The fences would be removed to create a more welcoming civic space programmed with various events, sitting and dining areas, informal play areas and coordinated with adjoining and potential future private development that may include storefronts, restaurants, terraces and other amenities for 18 hour a day activity in the heart of Saugatuck.

Pedestrian linkages to the station from Luciano Park, Park Street, Franklin Street, and Railroad Place would all be enhanced.

Advantages:

- Creates more flexible civic spaces to support all ages and complement the nearby retail, dining, residential and commuter uses envisioned in this district
- Highlights Luciano Park as the Civic Center of Saugatuck



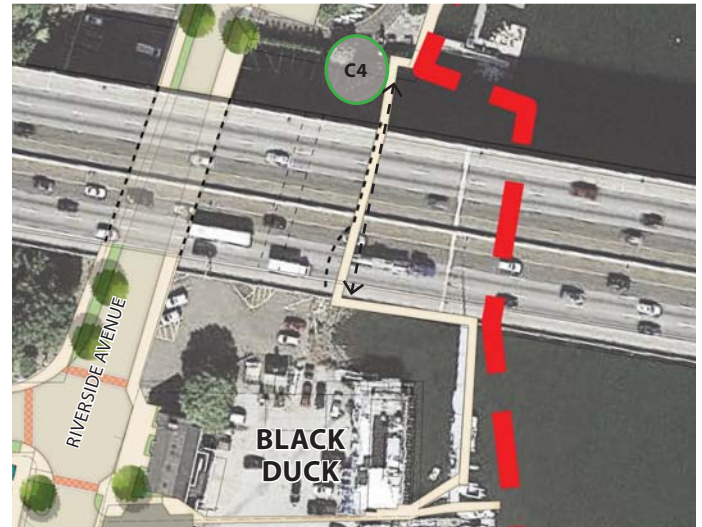
Disadvantages:

- Would involve the relocation of the existing recreational ballfield to other areas of the town more suitable for organized recreational use

The improvements shown here can certainly enhance the overall public realm within Saugatuck. Combined with targeted private parcel redevelopments outlined in the next section, Saugatuck can be transformed into a pedestrian friendly transit oriented village. Instead of macadam and asphalt as the dominate landscape feature, sidewalks, street trees, and civic spaces can become the defining characteristics of a thriving mixed-use neighborhood.

C2 - FERRY LANE LANDING

The improvements to this area enhance waterfront access to the Saugatuck River in the vicinity of Ferry Lane under the railroad bridge. It proposes the construction of a new sidewalk from Ferry Lane to the east of the bridge abutment, and a new stair connecting this walkway to the existing pedestrian walkway on the south side of the railroad bridge above. Finally, it envisions a small public plaza along the water, and a



boat launch or dock just to the north of the bridge.

Advantages:

- Improves riverfront access by creating a plaza, benches and waterfront dock
- Improves pedestrian linkages from the south and north sides of the railroad tracks
- Connects the train station to the platform and pedestrian walkway to the east side of the river

Disadvantages:

- May be difficult to obtain approvals build near the train and river

C3 - FIRE STATION RIVER ACCESS IMPROVEMENTS

The majestic Saugatuck Hose Company building on Riverside Avenue is an important community landmark. As a publicly-owned parcel, the plan recommends the creation of walkways to provide additional access to the waterfront, and an extension of the riverfront trail immediately to the south at the Saugatuck Center development. The space behind the building could also be repurposed as a small plaza overlooking the water.

Advantages:

- Further improves riverfront access
- Justifies a continuation of the trail from the adjacent Saugatuck Center development

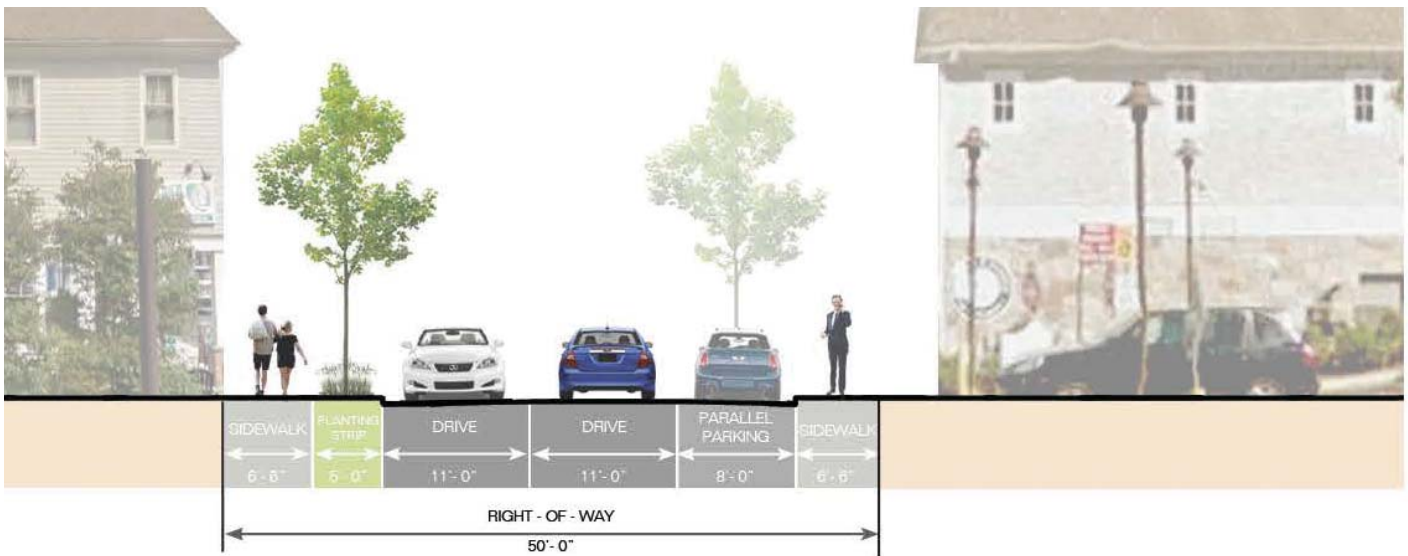
Disadvantages:

- Could present liability issues with public ownership

C4 - I-95 / BLACK DUCK RIVER ACCESS

To better connect to the riverfront, the plan calls for an extension of the waterfront trail to the south under I-95 to connect to the Black Duck Barge Restaurant and continuing west to Riverside Avenue

STREETSCAPE FURNITURE



STREETSCAPE DESIGN ELEMENTS

The selected site furnishings for the Saugatuck streetscape correspond to those identified in the Westport Design Guidelines for continuity.

- A. Area Light** - Philips Lumec Contemporary Lantern, LED model #L80-SE-SF80, on pole R61, 15' total height, black finish. It is fitted with banner arms on the sidewalk side and a planter arm on the street side.
- B. Bench** - Victor Stanley Steelsites Ribbon Bench, model #RB-28, 6' long, backed, black finish. Use model #RB-12 where a backless bench is more spatially suited.
- C. Recycling Receptacle** - Victor Stanley Steel Steelsites model #RSDC-36, side deposit, split stream container, with dual half-moon liners, black finish.
- D. Bicycle Racks** - Victor Stanley Cycle Sentry single loop rack, model #BRWS-161 with center bar, black finish. Place bike racks 3' apart, parallel to one another.
- E. Tree Grates** - Ironsmith Sunrise 36" x 72" rectangular, 20" opening, model #7240, unfinished cast iron. Tree grates are set 12" behind curb.
- F. Planter, Round** - Campania International, model #P-513, 24" dia x 20" ht., urn-shaped, concrete planter, color natural. Planters are set 18" from face of curb.
- G. Planter, Square** - Victor Stanley Urban Square fiberglass planter, 36" square x 36" ht., black grain finish. Fiberglass planters are placed against blank building walls.



A.



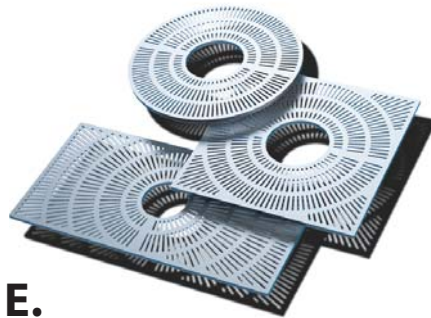
B.



C.



D.



E.



F.



G.

DEVELOPMENT OPPORTUNITIES

According to the Market Analysis prepared by 4Ward Planning: There is a strong market demand for residences within the 15-minute Primary Market Area (PMA). This analysis projects that the Saugatuck area could capture 5-10% of this market demand which represents 320-640 residences, which is far beyond the desires of the community. The 128 to 172 units identified and distributed amongst the various sites within the Saugatuck TOD Master Plan for potential development represent just 2 -3% of the current market demand for residential in the PMA over the next 12 years. Indeed, Saugatuck has the benefit of a strong market demand and mass transit infrastructure, making it a desirable target for smart growth based redevelopment.

PROJECT SCOPE

Our real estate analysis investigates current residential, commercial, and office real estate trends and projections – with a focus on likely market demand for commercial and residential uses within the next five to 10 years, based upon population changes, demographic shifts, lifestyle preferences, and consumer preferences. The result of this analysis is a detailed profile of the Saugatuck neighborhood, describing which markets are being served by existing real estate, which opportunities exist to expand those markets, and likely impacts on the existing community. 4ward Planning's emphasis is placed on ensuring proposed development/redevelopment within the Saugatuck project area is grounded in market reality.

MARKET ANALYSIS

The examination of socio-economic, labor and industry, and real estate trends and projections is an important step in identifying market-receptive redevelopment improvements in support of the Saugatuck Center TOD plan.

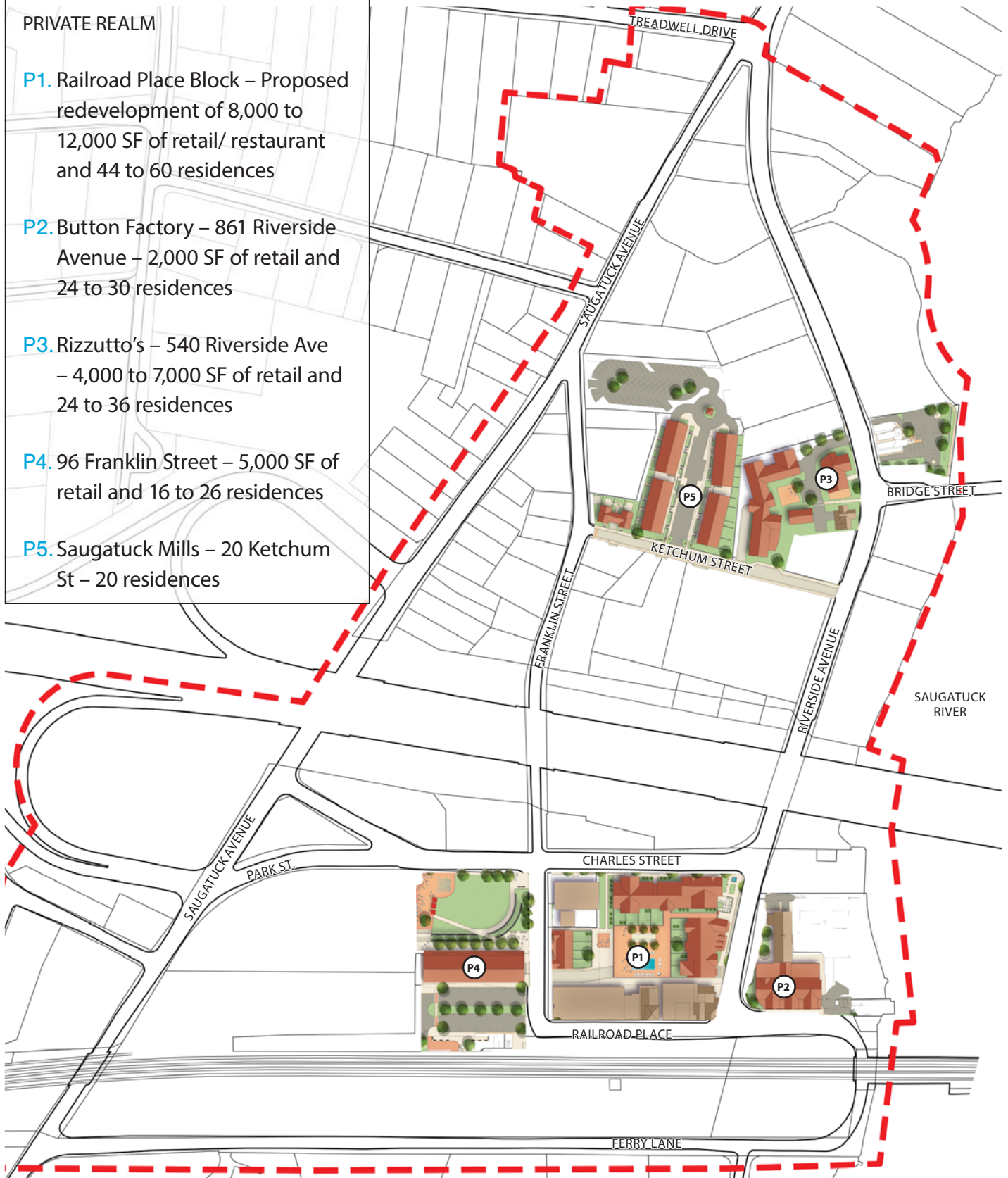
Largely due to existing pent-up demand from primary market area (PMA) workers who commute into the area (68.5 percent) and the necessary replacement of physically obsolescent housing, by 2026, there will be an estimated net demand for approximately 6,400 residential units in the 15-minute PMA. Assuming between five and 10 percent of the PMA's net housing demand could be captured within the project area, there is adequate support for the development of between 320 and 640 additional residential units in the project area by 2026.

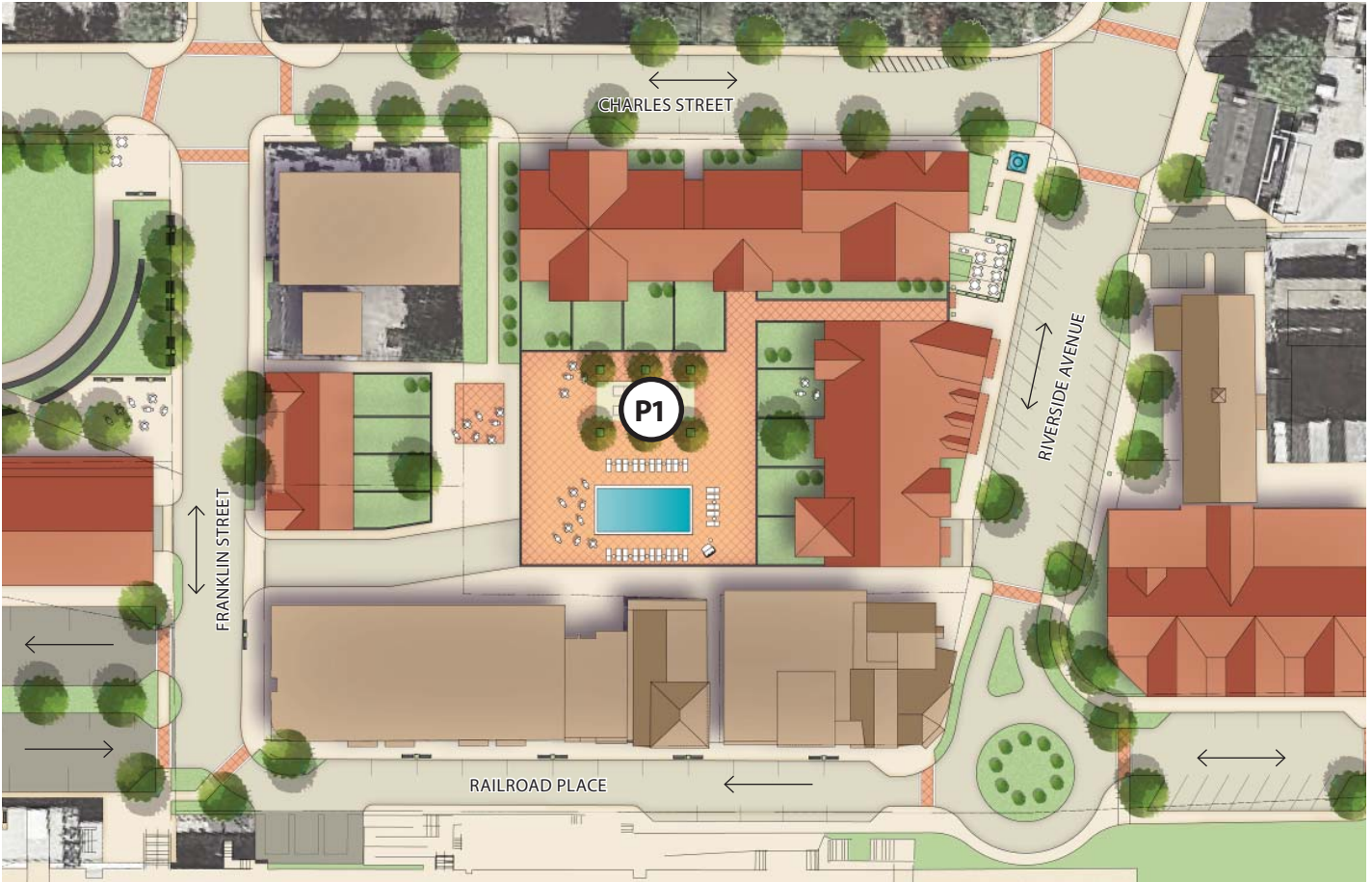
Beyond the project area, the anticipated growth in non-family households, and prevalence of a young workforce and an aging Baby Boomer population - locally and nationally - are among demographic shifts that will impact housing demand in the coming years (meaning increased demand for smaller housing units and more rental units). According to demographic profiles, approximately 38 percent of PMA households have some preference for living in multifamily housing, particularly rental. Based on interviews with real estate professionals, much of the near-term apartment demand in the PMA will likely come from workers commuting into or out of New York City, who typically desire at least one bedroom.

With 68.5 percent of PMA workers commuting from outside the area, much of this pent-up net housing demand is projected to come from local area workers who have not found suitable housing close to their places of employment. Furthermore, the substantial anticipated growth in both mid- and high-wage industries yields a good outlook for increased demand for multifamily housing options appealing to a range of income levels and diversity of occupations (i.e., entry level home care positions to highly skilled roles for doctors, teachers, professors, and instructors).

DEVELOPMENT OPPORTUNITIES - PRIVATE REALM

- P1.** Railroad Place Block – Proposed redevelopment of 8,000 to 12,000 SF of retail/ restaurant and 44 to 60 residences
- P2.** Button Factory – 861 Riverside Avenue – 2,000 SF of retail and 24 to 30 residences
- P3.** Rizzutto’s – 540 Riverside Ave – 4,000 to 7,000 SF of retail and 24 to 36 residences
- P4.** 96 Franklin Street – 5,000 SF of retail and 16 to 26 residences
- P5.** Saugatuck Mills – 20 Ketchum St – 20 residences





It should be noted that a portion of this market demand could be met by two anticipated applications for residential developments. Although the town has not determined whether these applications are compliant with all land development standards, there is an affordable residential development application pending on Post Road West near Cross St. and Lincoln Street with as many as 177 dwellings as well as a second application projected to be request as many as 187 dwellings on Hiawatha Lane. Both of these applications are submissions expected to utilize State of Connecticut Article 8-30g which permits applicants to increase the number of affordable and workforce housing in each community. The Planning & Zoning Commission has not completed their review nor rendered a decision on these potential developments.

PRIVATE PARCEL DEVELOPMENT SCENARIOS & FINANCIAL MARKET ANALYSIS FOR EACH PROPOSAL

The private parcel redevelopment proposals presented here are all conceptual in nature. Although modest, none of these proposals shown here are permitted within the current zoning ordinance in Westport. As part of the Implementation Section of this report, suggested revisions to the Westport Zoning code will be made that would permit the form of development shown here. In no case is a building proposed greater than 3 stories nor is a building greater than 20,000 SF footprint.

P1 - RAILROAD PLACE (GIRDEN PROPERTY)

The Railroad Place Block Redevelopment is also known as the Girden Block, as much of the land within the

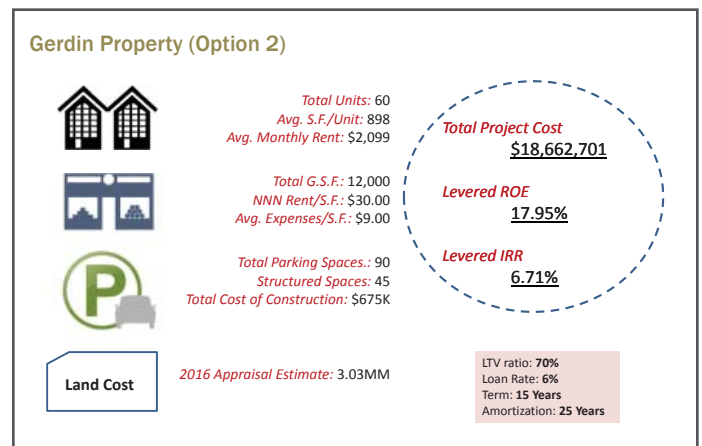
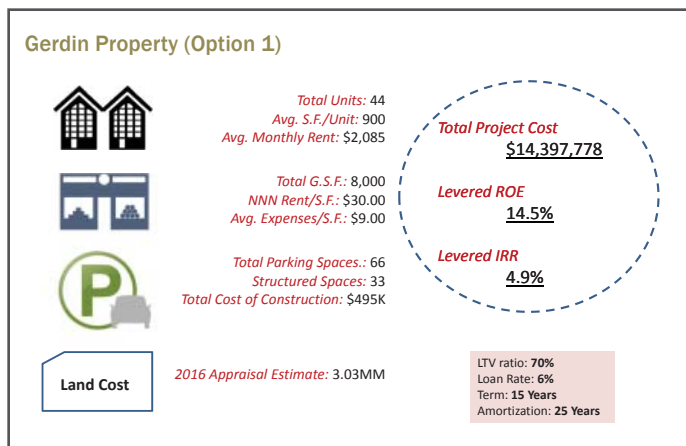
block is controlled by the Girden Family, could be a catalytic & iconic redevelopment, much like the Saugatuck Center redevelopment constructed north of I-95. Two development scenarios for this block, depending upon the size of the residences constructed are possible here, though the physical attributes of the development would be the same for both scenarios.

Residences, with direct entries would face Charles Street and Franklin Street, with retail and a plaza facing Riverside Avenue. We assumed the existing historic buildings along Railroad Place would be renovated and maintained in their current location. Using the block's

natural topography change, parking is provided in two covered levels, with a lower level, accessed from Charles Street, serving the residential program. Retail

and public parking are located on an upper level, with pedestrian access available through an existing passage providing direct access to Railroad Place. A private amenity deck for the residences covers the parking.

In total, this development yields between 44 and 60 residential units and approximately 8,000 to 12,000 SFw of retail. Parking for residences would be provided at a maximum of 1 space per unit.



Rendering looking south toward station at Riverside and Charles Street.



Button Factory (Option 1)

	Total Units: 24 Avg. S.F./Unit: 908 Avg. Monthly Rent: \$2,058	<div style="border: 1px dashed black; border-radius: 50%; padding: 10px; text-align: center;"> <p>Total Project Cost \$8,928,333</p> <p>Levered ROE 4.23%</p> <p>Levered IRR -2.76%</p> </div>
	Total G.S.F.: 2,000 NNN Rent/S.F.: \$30.00 Avg. Expenses/S.F.: \$9.00	
	Total Parking Spaces: 36 Structured Spaces: 18 Total Cost of Construction: \$270K	
<div style="border: 1px solid black; padding: 2px;">Land Cost</div>	2016 Appraisal Estimate: 3.04MM	<div style="border: 1px solid black; padding: 2px;"> LTV ratio: 70% Loan Rate: 6% Term: 15 Years Amortization: 25 Years </div>

Button Factory (Option 2)


	Total Units: 30 Avg. S.F./Unit: 896 Avg. Monthly Rent: \$2,067	<div style="border: 1px dashed black; border-radius: 50%; padding: 10px; text-align: center;"> <p>Total Project Cost \$10,234,270</p> <p>Levered ROE 6.28%</p> <p>Levered IRR -0.79%</p> </div>
	Total G.S.F.: 2,000 NNN Rent/S.F.: \$30.00 Avg. Expenses/S.F.: \$9.00	
	Total Parking Spaces: 45 Structured Spaces: 22 Total Cost of Construction: \$338K	
<div style="border: 1px solid black; padding: 2px;">Land Cost</div>	2016 Appraisal Estimate: 3.04MM	<div style="border: 1px solid black; padding: 2px;"> LTV ratio: 70% Loan Rate: 6% Term: 15 Years Amortization: 25 Years </div>

P2 - BUTTON FACTORY - 861 RIVERSIDE AVENUE

This redevelopment proposal includes the adaptive re-use of the Button Factory building as well as a new 2.5 story mixed use building to be built in the place of the old post office building. Parking, again using the parcel's natural grade would be partially submerged, allowing residences above to be located outside of the flood plain. This plan shows 24 to 30 residences and 2,000 square feet of retail space.

As can be seen below, the fiscal analysis for this proposal is marginal. A subsidy in the form of an historic tax credit would be required for this particular proposal to be realized.

Rizzutto's (Option 1)



Total Units: 24
Avg. S.F./Unit: 900
Avg. Monthly Rent: \$2,002

Total G.S.F.: 4,000
NNN Rent/S.F.: \$30.00
Avg. Expenses/S.F.: \$9.00

Total Parking Spaces: 36
Structured Spaces: 18
Total Cost of Construction: \$270K

Land Cost *2016 Appraisal Estimate:* 3.14MM


Total Project Cost
\$8,676,364

Levered ROE
13.31%

Levered IRR
4.32%

LTV ratio: 70%
 Loan Rate: 6%
 Term: 15 Years
 Amortization: 25 Years

Rizzutto's (Option 2)



Total Units: 36
Avg. S.F./Unit: 898
Avg. Monthly Rent: \$2,052

Total G.S.F.: 7,000
NNN Rent/S.F.: \$30.00
Avg. Expenses/S.F.: \$9.00

Total Parking Spaces: 54
Structured Spaces: 26
Total Cost of Construction: \$405K

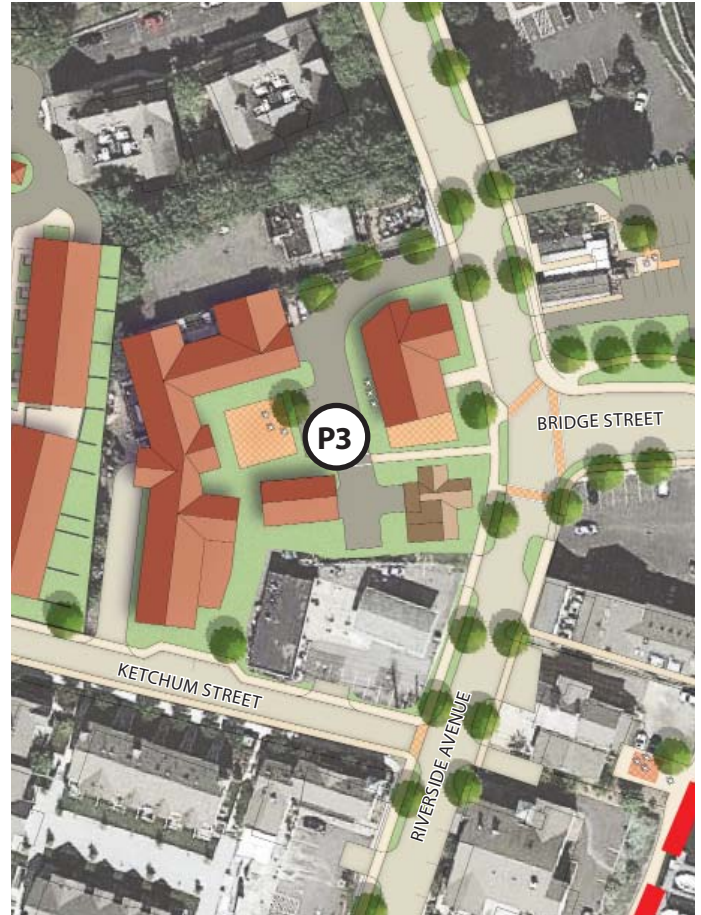
Land Cost *2016 Appraisal Estimate:* 3.14MM

Total Project Cost
\$11,427,484

Levered ROE
21.47%

Levered IRR
8.46%

LTV ratio: 70%
 Loan Rate: 6%
 Term: 15 Years
 Amortization: 25 Years



P3 - RIZZUTO'S - 540 RIVERSIDE AVENUE

The Rizzutto's parcel is currently zoned GBD, and is comprised of Rizzutto's restaurant and its parking lot. The redevelopment proposal shows a 24 to 36 unit residential redevelopment, with below grade parking, and approximately 7,000 square feet of retail/ restaurant space. This would replace the existing retail program on site. As part of this redevelopment, the moving of the wood clapboard building along the south edge of 540 Riverside Avenue, close to the street to assist the creation of an East Gateway (outlined earlier). Parking for this development is provided below grade.



P4 - 96 FRANKLIN STREET

This drawing also shows a new building located on private property just to the south of Luciano Park. This parcel, controlled by the Girden family, is currently utilized as private for fee parking. Shown on this parcel is an additional 5,000 square feet of retail and between 16 and 26 residential units.



P5 - SAUGATUCK MILLS DEVELOPMENT - 20 KETCHUM STREET

Dating to 2007, Saugatuck Mills refers to a townhome development proposal with access from Ketchum Street in Saugatuck. Proposed were 20 townhomes of various sizes, with below grade parking. Never constructed, likely due to costs associated with accommodating the below grade parking as well as the real estate crash of 2008, this development proposal remains an active application within the town. Therefore, it is shown here as a potential private parcel redevelopment and its development program is included in the overall analysis.

PRIVATE PARCEL CONCLUSION

When the study began, it was assumed that a loosening of development restrictions might help fund the public realm improvements outlined in this TOD Plan. Upon fiscal analysis, it was determined that this assumption, at the development intensities proposed here could not support off-site improvements. Indeed, each of the development scenarios examined, based on market area development and operating inputs, fail to achieve the target minimum internal rate of return (IRR) of 10 percent, let alone throw off additional cash to subsidize public realm improvements.

While many factors contribute to the development scenarios falling short of reaching the target IRR, the key factor preventing the target IRR from being achieved is the relatively high property acquisition costs. To a lesser extent, the modest density of residential development, even with the proposed loosening of zoning restrictions, serves to lower the financial return rate.

That said, if the existing property owners were to serve as the developers of their respective properties (that is,

acquisition cost would be zero), both the Girden Block and Rizzutto's would achieve at least the minimum 10 percent IRR threshold. The Button Factory fails to achieve the minimum target threshold, even factoring out acquisition costs. This is due to the fact that this development scenario features too little commercial and residential development to achieve a risk appropriate rate of return and, thus, a redevelopment option for the button factory site would likely require a public subsidy.

Only to the extent that current property owners serve to redevelop their properties would there be an ability to provide some amount of financial contribution towards offsite public improvements. That is, the prospective financial return rates available to existing property owners who redevelop their properties should be significantly great enough to permit a material contribution towards offsite public improvements. Said contributions will vary according to the scale of development and the willingness of property owners to voluntarily contribute.



Rendering looking south toward station at Riverside and Charles Street.

TRAFFIC & TRANSPORTATION

CONCERNS: From the onset of this study it was clear that traffic congestion was a major concern of the community and that various constituencies had very different concerns to solve – the train commuter’s concern was different than someone that lives or works in Saugatuck. Early on, several potentially impactful traffic and transportation alternatives were contemplated to address some of these existing traffic congestion concerns. However guidance to the study team was to prioritize the ‘village’ environment over moving traffic faster through the district. One of the largest congestion bottlenecks in the area is the intersection of Riverside Avenue and Bridge Street, at the base of the Cribari Bridge. Understandably, the direction to the team was to preserve the historic character of the bridge itself.

A number of constituents, some local and some transient, have a desire to traverse east and west of the district more efficiently. A new roadway connection between Riverside Avenue and Saugatuck Avenue, located mostly on town owned property, to the north of I-95 would provide that ability. Significant vehicular traffic solutions, such as these, were deemed as untenable, therefore the potential traffic mitigation solutions evaluated were more limited in their impact on the character of the neighborhood and traffic mitigation.

In the current conditions and with future redevelopment scenarios, we are recommending a series of intersection improvements to complement the TOD Plan. These recommendations will provide localized improvements to the district, but will not provide a ‘magic bullet’ solution to the macro traffic concerns. A way to expand on the proposed incremental improvements is to implement the transportation demand management strategies put forth in previous train station studies. Much of

the existing transportation infrastructure should be evaluated for updating, which will have a positive mitigating effect on traffic congestion. However, to maintain the characteristics of the village, significant roadway reconfigurations are not proposed.

Although traffic data collection and analysis was not part of this study, it appears these traffic congestion concerns center around commuter peak periods in the morning and evening.

A change in the village’s transportation approach is needed to balance the vehicular priorities with the neighborhood environment and safety. To accomplish this, the TOD Plan should include these strategies:

- Complete Street, Streetscape and Pedestrian Improvements
- Zoning regulations relating to parking
- Transportation Demand Management

These strategies will increase forms of transportation other than cars, making the village more inviting and safer for pedestrians and cyclists and ultimately reducing vehicular trips. These strategies are reflected in the proposed conceptual TOD Plan.

The positive transportation ‘bones’ of Saugatuck – MetroNorth train station, I-95 full-interchange, gateway to Westport, the Saugatuck River, and east-west and north-south arterial roadways creates a confluence to transportation modes in the village. This results in multiple constituents that travel to, from and through the village:

1. Those who live in the village
2. Those who live in the village and travel though to access other areas of town

3. Those who work in the village
4. Those who utilize the train
5. Those who utilize Exit 17 of I-95 to access Westport
6. Those from outside of Westport who cut-through the village to avoid I-95 congestion or to get to adjacent municipalities

These various constituents have different priorities, making it challenging to provide traffic control solutions to balance their transportation needs with the neighborhood characteristics of the village.

DEVELOPMENT SCENARIO TRAFFIC GENERATION

The development scenarios evaluated in this plan would add nominal increases in traffic, to the village, gradually over the projected twelve year phase-in periods. In general, based on Connecticut DOT methodologies, approximately a 1-3 percent increase in vehicle trips could be expected and dispersed through various locations in the village. There are a number of variables that would impact these anticipated trips. It is highly likely that the anticipated increase in traffic volumes, due to the recommended development scenarios, will be less than this prediction. Standard CTDOT methodology allows for a credit for the proximity to the train station of only 25 percent. It is highly likely that future development in the village will be designed and marketed as a TOD, resulting in high rates of transit usage. In addition, the proposed development scenarios are proposed over twelve years and the future of car ownership and residential development concepts are trending in ways that it is expected to experience less vehicular trips.

It should be noted that there was no traffic data collection conducted as part of this study. Limited,

available traffic volumes from older traffic studies were evaluated and part of the review of existing data.

Improvements recommended in this TOD Plan will have positive mitigating effects on the transportation environment of Saugatuck. The plan recommends the implementation of streetscapes improvements, driveway access management and strategies to consolidate parking. These recommendations will change the character in the village for the better.

IMPACT ASSESSMENT

The impact of the two development scenarios on the transportation infrastructure will be nominal. The primary reasons for the nominal impact is the limited scale of the proposed programs and the proximity to the train station, located on the busiest commuter line in the country. The proximity of this transit orientated development results in significantly less vehicle trips being generated by a similar development not adjacent to a train station.

The complete streets and streetscape improvements proposed in the TOD Plan will have a positive impact on pedestrian and vehicular safety, resulting in a village environment that is quite different that exists today. In much of Saugatuck today, the interface between roadways, sidewalks and parking lots is poorly defined and unsafe. Implementation of these proposed elements of the TOD will address these issues and improve the village environment. Within the study area, there is limited opportunity to increase traffic capacity without significantly changing the character of the village.

Specific localized impacts of any final development would need to be evaluated by the developer to determine if improvements are required to mitigate their traffic impacts. However, if the town chooses to

set the stage for redevelopment, it could conduct a traffic study and evaluate the potential traffic control improvements identified below.

TRANSPORTATION DEMAND MANAGEMENT (TDM)

TDM is the application of strategies to reduce travel demand and in this case, focused on reducing car trips in the village. This TOD plan should prioritize the importance of TDM strategies to accomplish the following:

- Increase awareness to change behavior of certain trips in the village
- Improved transit connectivity
- Encourage multi-modal usage –bicycle, bus, jitney, walk, etc.
- Encourage policies and incentives to shift behavior away from single occupancy vehicular trips and the timing of those trips
- Explore more aggressive transportation solutions beyond the limits of the village.

SPECIFIC TRAFFIC RECOMMENDATIONS

Traffic Study - it is recommended that the Town conduct a comprehensive traffic study of the Saugatuck roadways and intersections to fully understand the traffic operating conditions and the scope of potential improvements.

Potential Traffic Control Improvements – In addition to the streetscape improvements recommended in the TOD Plan, these targeted traffic control improvements would have an incremental positive mitigating effect on existing and future traffic operating conditions.

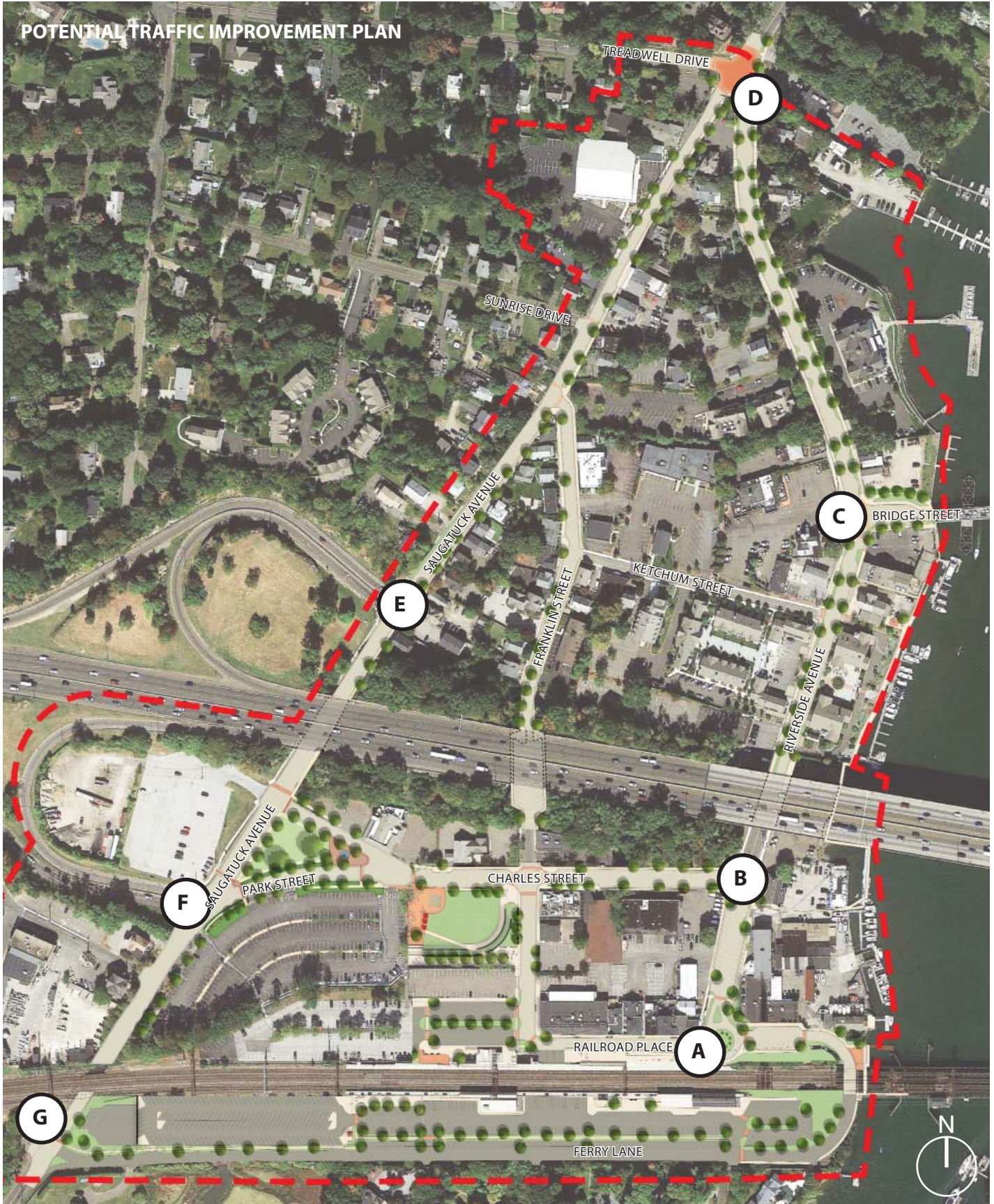
A. STATION AREA NORTH - RAILROAD PLACE/ RIVERSIDE AVENUE/FRANKLIN STREET

As the central hub of activity in Saugatuck, this area experiences significant activity during the train commuting peak periods. This is the primary pick-up/drop-off location for most commuters; it provides access to commuter parking and is an active commercial zone. Currently this area is an unorganized mix of travel ways, on- and off-street parking, curb cuts, and crosswalks with limited definition. This plan recommends a comprehensive upgrade to this area to better serve its function, while creating a better multi-model and commercial environmental.

These are the recommended improvements to this area:

Railroad Place – reconfigure the curbs to provide additional sidewalk width and corner bump-outs, providing protection for pedestrians and a more conducive retail environment. This will reduce the number of parking spaces in front of the station, which will be replicated elsewhere. A mini-roundabout is contemplated at the intersection with Riverside Avenue,

PLAN KEY	LOCATION	IMPROVEMENT
A	Station Area North	Reconfigure Railroad Place circulation and drop-off
B	Riverside Ave. & Charles St.	Crosswalk enhancements, Lane improvements, and Signal timing optimization
C	Riverside Ave. & Bridge St.	New traffic signal and Crosswalk enhancements
D	Saugatuck Ave. & Riverside Ave. & Treadwell Ave	Signal timing optimization, Lane improvements, Crosswalk enhancement, and Potential Roundabout
E	Saugatuck Ave. & I-95 SB Ramps	Signal timing optimization and Crosswalk enhancement
F	Saugatuck Ave. & I-95 NB Ramps	Signal timing optimization and Crosswalk enhancement
G	Saugatuck Ave. & Ferry Lane West	Signal timing optimization and Crosswalk enhancement



allowing for an efficient kiss and ride opportunity. The design will need to take into consideration the transportation needs of the nearby commercial uses. To the east of this intersection the roadway will be provided with more clear definition with new curbing, sidewalks and reconfigured parking. Pedestrian crosswalks will be reconfigured and enhanced to create safer and clearly defined pedestrian routes. The reconfiguration of the roadways will also offer opportunities for streetscapes improvements to add some green space to a very impervious area. Railroad Place will be one-way westbound, as it is today, and two-way to the east of Riverside Avenue.

Riverside Avenue - it is recommended that this segment of roadway evaluate curb-cut closures, streetscape, sidewalks and expanding the right-of-way to provide clearer definition of the roadway and to allow angle parking on both sides of the street to service the adjacent commercial activities. Attempt to replicate the private property parking within the right-of-way, thus eliminating continuous curb-cuts and freeing up property for redevelopment. This segment of roadway will remain open to two-way traffic. The impact on existing aboveground utilities will need to be considered.

Franklin Street – it is recommended that this segment of Franklin Street be evaluated to convert from one-way northbound to two-way traffic, with one lane southbound and two turning lanes northbound at Charles Street. This will allow vehicle accessing the parking lots to the west of Franklin Street to avoid having to pass in front of the pick-up and drop-off in front of the station and complicating that area. Streetscape and curb-cut management is also proposed. Along with any future redevelopment of the parking lot parcels, a separate jitney/shuttle bus lot should be considered to further improve the circulation in this area.

These improvements should result in a very different environment around the train station, resulting in a more efficient movement of vehicles through the area, more effective distribution of vehicles to where they ultimately want to go, and a far safer and more inviting pedestrian environment.

B. INTERSECTION OF RIVERSIDE AVENUE AND CHARLES STREET (STATE ROUTE 136)

This key intersection appears to handle the highest volume of traffic within the district, not surprisingly as multiple traffic constituents come together at this location – through traffic, train commuters, and localized traffic. The first step at making this intersection more efficient is to implement some driveway management. Several of the properties abutting properties have driveways that enter into and adjacent to the intersection, creating a confusing and unsafe condition. We recommend looking at reducing or eliminating these curb-cuts by creating better definition of the curb lines and installing bump-outs and crosswalks at the corners, to continue the streetscape theme within the district and to make it safer for pedestrians. The northwest corner will not receive a bump-out due to the high volume of right turns on Riverside southbound. Optimizing or upgrading the traffic signal should be evaluated.

C. INTERSECTION OF RIVERSIDE AVENUE AND BRIDGE STREET (STATE ROUTE 136)

This intersection at the easterly gateway to Saugatuck is constrained in several ways: limited right-of-way, the one lane bridge approach, adjacency of Ketchum Street, proximity of adjacent driveways; and it serves as the main distribution point for vehicles coming to and from the east of the river. The congestion at this location has necessitated the presence of a police officer to facility traffic flow – this should not be the norm. We recommend an evaluation of the existing signal

and the adjacent signal at Ketchum to understand if an upgrade in technology can provide some incremental improvements; however, the critical impediment to more effective traffic flow is the one lane Cribari Bridge. Upgraded pedestrian signals and clear definition of the crosswalks with help improve pedestrian safety.

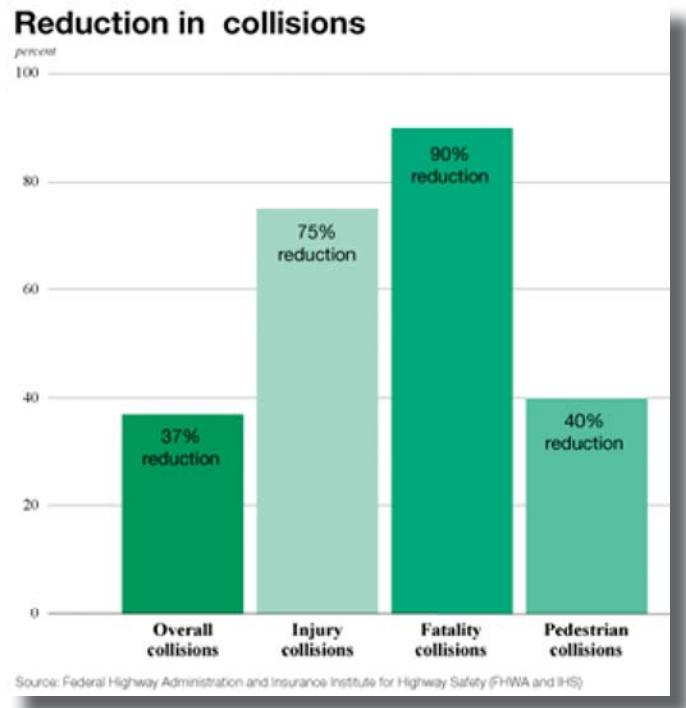
With any future redevelopment of the Rizzuto’s properties, eliminating the curb-cut into the intersection should be considered.

Alternately, a roundabout could be evaluated for this location to help facilitate traffic flow. A round-about at this location would require only one lane approaches entering the system from all directions, possibly freeing up land for other purposes – streetscape, parking, etc. With the addition of a roundabout at this location, it may facilitate the elimination of the signal at Ketchum. This would need to be evaluated in a more detailed traffic study.



D. INTERSECTION OF SAUGATUCK AVENUE (STATE ROUTE 33)/RIVERSIDE AVENUE AND TREADWELL AVENUE

This intersection is considered the northern gateway into Saugatuck and experience a large volume of traffic due to it being a main north-south arterial roadway (State Route 33), connecting I-95 with downtown Westport and Route 1. Riverside Avenue intersects this location at a 30 degree angle, further complicating the signal phasing. Limited right-of-way has restricted improving the geometrics of this intersection. This intersection creates a bottleneck that ripples throughout the Route 33 corridor. Because of the congestion, the northbound left turn is prohibited, which causes vehicles to turn left on Sunrise Road, prior to the intersection, creating a cut through a residential neighborhood.



An incremental improvement would be to evaluate technology upgrades for the traffic and pedestrian control equipment and to enhance the entire intersection with a textured pavement and crosswalks.

Alternately, a roundabout should be evaluated for this intersection. The traffic volumes at this intersection appear to be appropriate for the application of a roundabout. Impacts beyond the public right-of-way would be anticipated, however, the ability of a roundabout to process more traffic than a traditional traffic signal in a safer way makes this location a candidate for this improvement. The implementation of a roundabout at this location will allow for the elimination of the northbound no left turn restriction, allowing northbound vehicles to access Treadwell Avenue westbound. A roundabout allows for single lane approaches to the intersection and it reduces the speed at which the vehicles travel through the intersection, which studies have shown results in a significant reduction in accidents and injuries in those accidents.

A study by FHWA and the Insurance Institute for Highway Safety (IIHS) indicates that roundabouts can reduce accident occurrence by 37% and reduce injury accident occurrence by 75%. This is because traffic is moving slower and visibility to other conflicting vehicle is better. Vehicles do not have to speed up or make sudden stops to the changing signal heads. Although right-of-way acquisitions needed to facilitate the construction will add cost to this approach, roundabouts are a long-term cost effective traffic control system. Roundabouts require not electricity to pay for or to go dark in a power failure – they are resilient. Also, there is no premium maintenance cost compared to traffic signals.

This option would need to be evaluated in detail to determine if it is an appropriate location for a roundabout and when taking into consideration the

alignment of the approaching roadways and truck traffic, whether the potential land acquisitions required are justified.

E. INTERSECTION OF SAUGATUCK AVENUE (STATE ROUTE 33) AND I-95 SB ON- & OFF-RAMPS

As another gateway to Saugatuck, similar streetscape and crosswalk enhancements are recommended to provide continuity with the rest of the district. Evaluation of signal timing optimization should be considered.

F. INTERSECTION OF SAUGATUCK AVENUE/PARK STREET (STATE ROUTE 136) AND I-95 NB ON- & OFF-RAMPS AND FERRY STREET WEST

As another important gateway to Saugatuck, similar streetscape and crosswalk enhancements are recommended to provide continuity with the rest of the district. Evaluation of signal timing optimization should be considered. There is sufficient right-of-way to evaluate geometric improvements to increase the capacity of the intersection. A positive impact to this intersection area would be the redevelopment of the parking lot parcel and resulting in the eliminate the multiple curb-cuts on Park Street from the at-grade parking lot. A traffic study would indicate the need or what would be required to increase capacity at this important gateway to Westport and Saugatuck.

G. SAUGATUCK AVENUE (STATE ROUTE 33) AND FERRY LANE

Ferry Lane intersects Saugatuck Avenue at an angle and the railroad bridge hinder the intersection sight distance to the north. In conjunction with the potential reconfiguration of parking lot #3 and improved crosswalks and sidewalks, we recommend realigning Ferry Lane closer to a 90 degree angle to Saugatuck.

PARKING ANALYSIS

While a more detailed and comprehensive parking consolidation and redistribution framework is provided in the following section, “Vision Plan for Future Consideration”, for the base TOD Plan, the following charts illustrate the proposed changes to the parking program in Saugatuck. To simplify the analysis, all station area permit parking is included in the chart, with only daily and business supportive spaces south of I-95 included in the breakdown.

The parking solution shown here results in a substantial increase in the number of commuter permit parking spaces (73 spaces), but also shows a net decrease in the number of Daily and more importantly Business Supportive or Hourly parking spaces. These spaces are sacrificed to create a more pedestrian friendly and attractive public realm, with permit spaces increased in Lot 3, away from Village shops and restaurants. A further study on the final classification and redistribution of spaces should be initiated to more evenly address the overall 52 space net increase in parking that this solution provides.

EXISTING SAUGATUCK TRANSIT AND BUSINESS SUPPORTIVE PARKING (SOUTH)						
LOT DESIGNATION	PERMIT PARKING	LEASED PARKING	DAILY PARKING	HOURLY / BUSINESS SUPPORTIVE	TOTAL	NOTES
LOT 1	305				305	
LOT 2	163		29	22	214	
LOT 3	448	22			470	Includes 3 Motorcycle Spaces
LOT 4			113		113	
LOT 5	59				59	
LOT 6	12				12	
LOT 7	71				71	
LOT 8			155		155	
LOT 8 (DOT CT LOT)			51		51	
RAILROAD PLACE				54	54	
RIVERSIDE AVENUE				25	25	Includes 18 private property spaces on east side of Riverside
CHARLES STREET				8	8	
TOTAL	1058	22	348	109	1537	

PRIMARY TOD LANDSCAPE PLAN PARKING SCENARIO WITH LOT 3 IMPROVEMENTS

LOT DESIGNATION	PERMIT PARKING	LEASED PARKING	DAILY PARKING	HOURLY / BUSINESS SUPPORTIVE	TOTAL	NOTES
LOT 1	281				281	
LOT 2	142				142	
LOT 3	553	22			575	2 Level Parking Deck and other improvements as shown.
LOT 4			113		113	
LOT 5	59				59	
LOT 6	12				12	
LOT 7	71				71	
LOT 8			155		155	
LOT 8 (DOT CT LOT)			51		51	
RAILROAD PLACE				33	33	
RIVERSIDE AVENUE				32	32	Includes 18 private property spaces on east side of Riverside.
CHARLES STREET				38	38	
FRANKLIN STREET	13				27	Space Construction Underway - Distribution in need of confirmation
TOTAL	1131	22	333	103	1589	
NET CHANGE	73		-15	-6	52	

CONCLUSION

The various public realm improvements and private parcel developments suggested here, accompanied by district-wide traffic control enhancements, as well as, implementation of Traffic Demand Management strategies, can support the establishment (or re-establishment) of a thriving pedestrian friendly transit-oriented village for Saugatuck. In addition to the implementation of the recommended improvements, all that is needed is the political will to change existing policies that today, favor ease of automobile ingress and egress over pedestrian comfort.

The status quo is a neighborhood characterized by vast surface parking lots and streets choked with traffic during rush hour. This can change.

Given Saugatuck’s specific geography, I-95 access, and transit infrastructure, traffic in Saugatuck will always be a challenge in the near future. There is no "magic

bullet" to solving Saugatuck’s traffic issues without providing extremely intrusive and unwelcome changes to the roadway network that would forever alter the village character of the neighborhood. While the Bridge Street Intersection at the base of the Cribari Bridge is a major factor contributing to the traffic bottleneck in Saugatuck, conversely, the Bridge itself, as a single lane connector, also serves as a governor for preventing further cut through and bypass traffic detrimental to the neighborhood.

Vision Plan for Future Consideration

- PARKING IMPROVEMENTS PLAN
- LOT 1 & 2 DEVELOPMENT



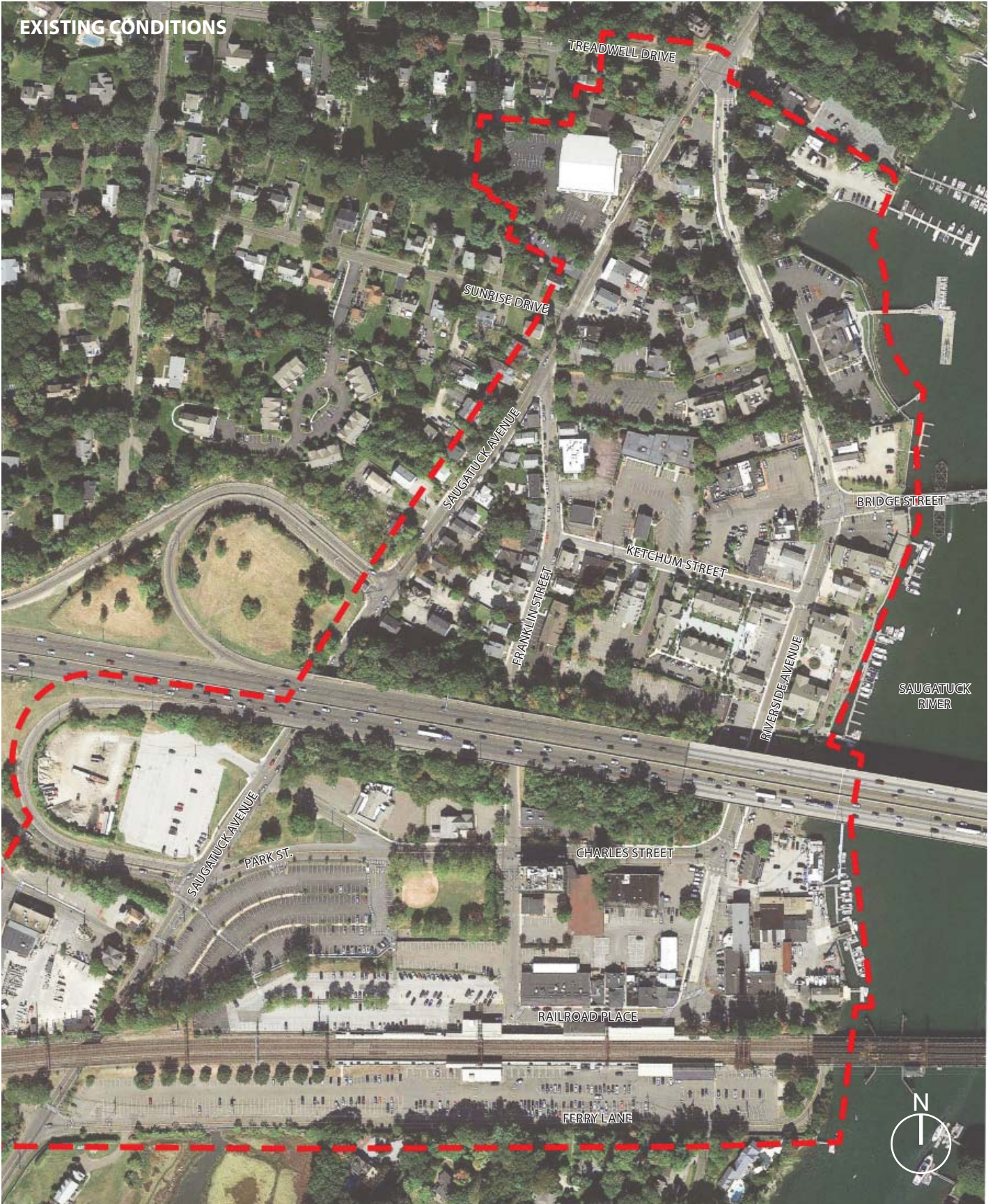
INTRODUCTION

After careful consideration, the solutions presented in this chapter were determined by the committee to be too ambitious and intense to be accepted for inclusion as official plan recommendations at this time. The committee asked to have these development scenarios considered during future evaluations of potential impacts to determine if their level of impact is acceptable. However, the parking improvement plan, and the redevelopment of parking lot's 1 and 2, represented graphically in this chapter, are strongly recommended by the consultant team as a vision plan for future consideration as they are consistent with the Design Principles established early in the study, are economically feasible, and represent a proactive village oriented solution for the Saugatuck Neighborhood.



View from Saugatuck Avenue facing southeast toward Stroffolino Park with new plazas, sidewalks, street trees and mixed use development on Lots 1 and 2.

EXISTING CONDITIONS



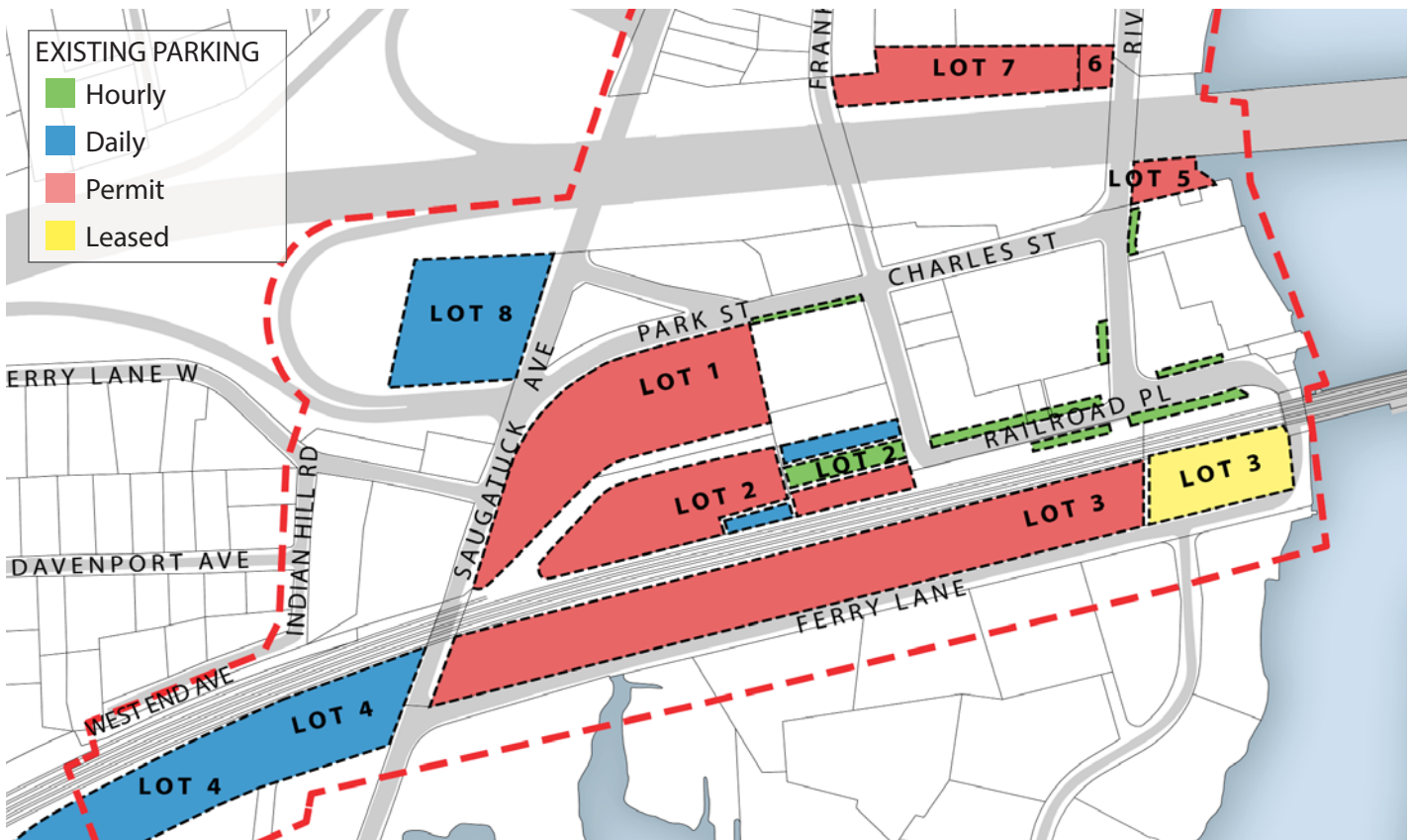


PARKING IMPROVEMENTS PLAN

As has been demonstrated through our observations and site analysis, surface parking has become the primary land use in Saugatuck. While parking is a critical element in a transit-oriented district, the appearance of parking as the primary land use is something that can be mitigated, especially if a pedestrian-friendly, village setting is desired.

PARKING DISTRIBUTION: The current distribution of permit parking, daily transit parking, and business supportive or hourly parking in and around the station is confusing, undoubtedly adding to the traffic congestion in the area as both transit riders during rush hour and business customers circle the area in search of parking. Feedback from outreach sessions and various surveys (both from this study and others) point to a near universal belief that business supportive (hourly/metered/on-street) parking is inadequate and/or not convenient to businesses and merchants.

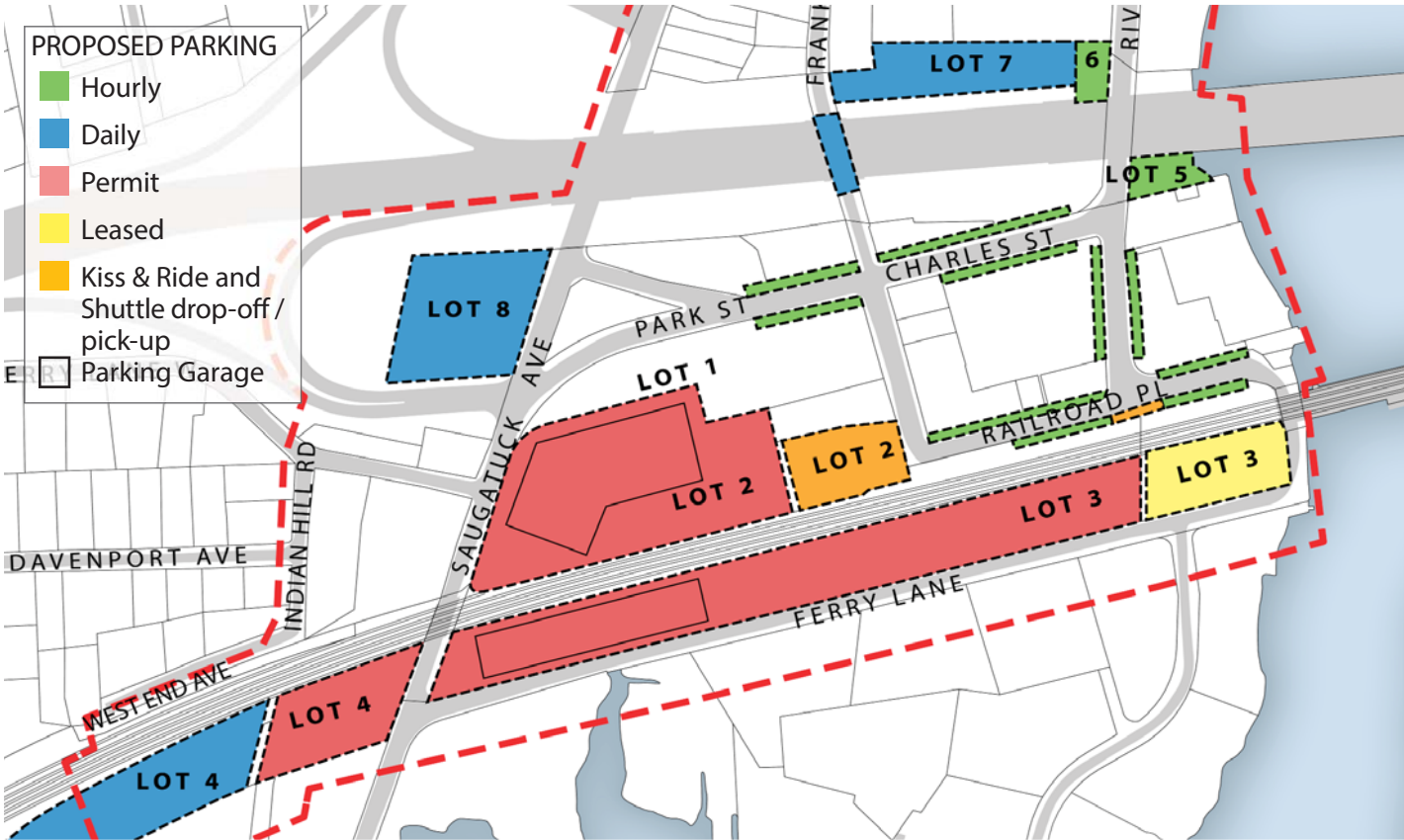
EXISTING PARKING CONDITIONS					
Lot Designation	PERMIT	LEASED	DAILY	HOURLY	TOTAL
Lot 1	302	–	–	–	302
Lot 2	163	–	30	21	214
Lot 3	454	22	–	–	476
Lot 4	0	–	107	–	107
Lot 5	59	–	–	–	59
Lot 6	12	–	–	–	12
Lot 7	71	–	–	–	71
Lot 8	–	–	155	–	155
Lot 8 (DOT CT Lot)	–	–	51	–	51
Railroad Place	–	–	–	53	53
Riverside Avenue	–	–	–	25	25
Charles Street	–	–	–	8	8
TOTAL	1,061	22	343	107	1,533



Regarding permit parking spaces, as of the publication date of this report, there are 1,061 permit parking spaces distributed amongst 6 of the 8 different publicly-owned parking lots in Saugatuck. However, there are over 4,588 permits issued, and a wait list totaling 756 applicants long, which equates to an approximately 2 year long wait. While these permits may also be utilized for Green’s Farm’s 402 permit spaces, the disconnect between the number of permits and the availability of spaces points to a larger issue.

PARKING FEE: As has been discussed in our Technical Analysis, the fee charged for transit permit parking in Westport is quite low at \$325 per year. The disconnect between utilization of permits and the number of permits issued would seem to support the idea that permits are quite underpriced.

PROPOSED PARKING CONDITIONS					
Lot Designation	PERMIT	LEASED	DAILY	HOURLY	TOTAL
Lot 1 & 2	482	–	–	–	482
Lot 3	553	22	–	–	575
Lot 4	29	–	84	–	113
Lot 5	–	–	–	59	59
Lot 6	–	–	–	12	12
Lot 7	–	–	71	–	71
Lot 8	–	–	155	–	155
Lot 8 (DOT CT Lot)	–	–	51	–	51
Railroad Place	–	–	–	33	33
Riverside Avenue	–	–	–	31	31
Charles Street	–	–	–	41	41
Franklin Street	–	–	29	–	–
TOTAL	1,064	22	390	176	1,623



PARKING QUANTITIES: Yet, with all of this data, it was near universally agreed amongst stakeholders that there was very little appetite for increasing the amount of permit parking spaces in Saugatuck. Indeed, much of the fear associated with the inclusion of parking garages in this TOD Plan has to do with the near universal rejection of increasing transit parking capacity in the neighborhood.

The same could not be said for hourly or business supportive parking, with a consensus of individuals believing that local businesses were underserved by parking or that the convenience of available parking, especially in closer proximity to Bridge Street and Charles Street, was inadequate.

PARKING GARAGES: During our outreach, there is a vocal opposition to multi-story parking garages being added to the district, especially in regard to increasing transit parking space capacity. However based upon the results of a survey question posed during the 2017 Plan of Conservation and Development planning process, 61% of respondents either “Agree” or “Strongly agree” with the statement “In Saugatuck, it would be OK to have a parking structure for the train station”. Although this data shows promise that a parking structure could be a viable solution for the Saugatuck TOD Master Plan

it is clearly understood that any solution including a structured deck will be a point of controversy and should be noted that these improvements are offered as alternatives for future consideration and study.

Therefore, in response to these considerations, we recommend a consolidation, but not an increase or decrease in the number of permit parking spaces serving the Westport Train Station. To illustrate this parking improvements plan, the Consultant Team illustrated it diagrammatically on the previous page.

PARKING RE-ORGANIZATION: The existing parking lots that are immediately adjacent to the transit station, and specifically their topographical conditions, allow for a solution that provides for a compromise between the “never garage” constituency, and those that are more open to creative solutions. By utilizing the existing grade change between Lots 1 and 2, as well as the drop off in grade on the western third of Lot 3 and Ferry Lane, single-story, bi-level parking decks can be inserted into the landscape with minimal visual impact. The parking deck, consolidating Lots 1 and 2 provides additional space for development along the street edge, specifically along Park Street and the western edge of Luciano Park, which today are poorly defined. This is the western gateway to Westport.



Lot 3 existing parking conditions.

New development constructed on these new parcels created along the Park Street street edge will obscure the parking structure, which further reinforces the sense of “place” so necessary to de-emphasize parking as the primary land use in Saugatuck.

As Lot 1 is currently leased to the Town by the State of Connecticut, a public/private partnership, perhaps through the creation of a parking authority and a public Request for Proposal (RFP) targeted toward developers will be required for implementation of this solution.

Of specific note regarding this solution is that the adoption of a limited development scenario as a preferred alternative can defend the Town from future State intervention on this parcel that may be less ideal (like a multi-story parking structure). A fiscal analysis of targeted, limited development solution was also quite attractive, and will be presented when this particular development solution is discussed later in this chapter.

PROTECTIONS & LIMITATIONS: Therefore, it is our recommendation that careful revisions to the zoning code make it clear what is acceptable to the Town for this parcel. This regulation should be written to **prohibit future expansion of parking decks**, though their configurations, as designed, do not allow for

additional vertical circulation or additional levels to be added. This is consistent with the near universal dismissal of the kind of multi-story parking garages prevalent in other communities on the rail corridor. Specific zoning recommendations will be provided within the Implementation Plan section of this document.

The benefit of this reorganization, as outlined in the diagrams and accompanying chart, consolidates the permit parking program immediately adjacent to the train station, while maintaining the overall permit parking count. Daily parking is relegated to the perimeter, with a slight increase in capacity. More importantly, hourly and business-supportive parking has increased by 60%, from 107 spaces currently, to 176 spaces including Lots 5 and 6, which are currently permit only. This intervention more evenly distributes this parking within the neighborhood, providing a valuable parking resource closer to businesses, shops and restaurants. These totals do not include additional private parking expected to be provided, off-street, by individual redevelopments.



Existing parking conditions along Charles Street.



Existing parking conditions along Railroad Place.



STATION PARKING LOTS 1 & 2 -

Perhaps the most complicated of redevelopment proposals, but also the most substantive in terms of enhancing the gateway aspects and character of Saugatuck, as well as the most lucrative for a developer, the vision here can only occur with the parking consolidation outlined earlier. In land area made available through the construction of a one-story, two-level parking deck, two liner buildings containing a mix of commercial, retail and residential program could be constructed, serving to define the gateway element into Saugatuck and Westport. The L shaped building would also serve to better define Luciano Park, whose footprint and overall size would not change. Its proposed transformation was discussed earlier.

In total, this redevelopment proposal includes approximately 35,000 square feet of office space,

concentrated in the western most building. There would be 22-28 residences and approximately 18,000 square feet of retail space at the ground floor of the L shaped building. As with other development proposals, parking would be provided at a minimum and located below grade within the footprint of each building and shared within the new parking structure.

The fiscal analysis, provided below, includes a proposal for the construction of the structured deck as well, which would be self-sufficient should parking fees be raised appropriately. In fact, the project’s development yield supports a land acquisition cost that could subsidize the construction of the garage, or be utilized for the regeneration of Luciano Park, though those scenarios are not part of the financial analysis.

At commuter Lots 1 & 2, the plan recommends a public private partnership where the Town of Westport and the State of Connecticut enter into a partnership to issue a Request for Proposals to private developers for the rights to develop up to approximately 100,000 SF of mixed-use development which may include:

- up to 35,000 SF of office space
- up to 28 residences
- up to 18,000 SF of retail space

4Ward Planning has prepared an evaluation of this proposed scenario and they conclude that it is a financially viable development. Assuming third party developers carried out development, of either the Option 1 or Option 2 Development Scenario, and based upon market area development and operating inputs, this development easily surpasses the target minimum internal rate of return (IRR) of 10 percent (note: scenarios modeled do not include a contribution towards acquisition value, as the properties in question have no associated appraised value).

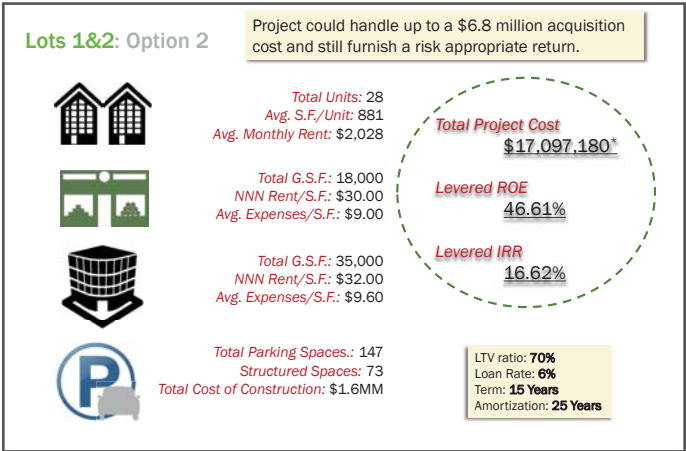
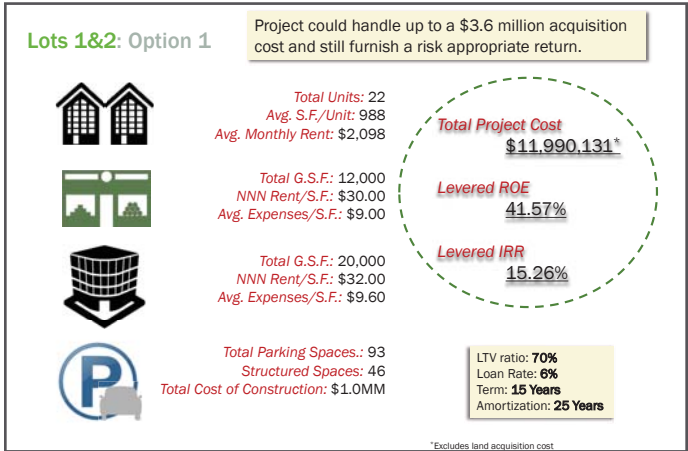
After performing financial sensitivity testing on each scenario modeled, it is determined that Scenario 1

could contribute up to \$3.6 million towards the cost of property acquisition and still achieve at least a 10 percent IRR; Scenario 2 could contribute up to \$6.8 million towards property acquisition and achieve at least a 10 percent IRR. Alternatively, and depending upon whether or not the State of Connecticut would be amenable to achieving less than maximum value for its parcels, some portion of the above identified acquisition values could be contributed towards public realm improvements.

For a full description of this Public Private Partnership Opportunity on Lots 1 & 2, see the Appendices.

FOOD MARKET - 60 CHARLES STREET

The Market Site, which the project team understands is currently under consideration by a private developer within an existing building, is envisioned here with a new structure on an expanded parcel made possible by the reconfiguration of Stroffolino Park. The building is pulled to the Park Street Street frontage, with parking tucked in the rear, behind the building and below the berm holding I-95. No specific financial analysis was performed for this proposal.





View from Saugatuck Avenue facing southeast toward Stroffolino Park with new plazas, sidewalks, street trees and mixed use development on Lots 1 and 2.

CONCLUSION

The Committee could not reach consensus on the items outlined within this section of the document. The addition of a second structured deck, though limited to 1 story (2 levels) and cleverly using the existing tiered topography to further limit its prominence, was considered to be intense. Additionally, the inclusion of liner buildings to hide the structure included more program than the Committee was willing to accept.

Without the redevelopment of Lots 1 and 2 as shown in this section, clear guidance as to the future of this State-owned parcel remains unclear. Existing zoning would permit a larger structured parking garage, perhaps up to 4 levels, should the State pursue that course of action. Secondly, though landscape treatments and signage as outlined in the official TOD Plan can mitigate the effect of being confronted with a large surface parking

lot upon entering Westport and Saugatuck from I-95, the overall feel of this portion of the neighborhood acting as a park and ride, with surface parking being the primary land use, will remain.

IMPLEMENTATION

- PUBLIC REALM IMPROVEMENTS
- TRANSPORTATION IMPROVEMENTS
- FUNDING STRATEGIES
- RECOMMENDED ZONING CHANGES
- HISTORIC PRESERVATION RECOMMENDATIONS
- RESPONSIBILITY MATRIX

INTRODUCTION

This TOD Master Plan identifies an array of streetscape, civic space, traffic and zoning policy recommendations and improvements to enhance Saugatuck. The implementation plan includes:

- Public Realm Improvements
- Transportation Improvements
- Funding Strategies
- Recommended Zoning Changes
- Historic Preservation Recommendations
- Responsibility Matrix

This plan identifies the following capital improvements and regulatory changes to realize the project goals. The following capital improvements are recommended as a combination of public investments supported by municipal funds, grants, bonds, Tax Increment Financing and/ or improvement provided by those developing private sites consistent with the TOD Plan.

Ideally, many of the proposed public improvements would be implemented by private property owners improving the streetscape and civic spaces adjacent to their developments. However, after completing a fiscal analysis for many of the potential private developments conceptually designed for this TOD Plan, we have determined that at the current development densities, there is inadequate profit to justify significant private sector contributions to public streetscape improvements on most sites.

With this reality it is important to understand that there is a trade off between zoning regulations and the private sector's economic ability to contribute to public realm improvements to sidewalks and streetscapes

immediately contiguous and adjacent to development sites. More comprehensive improvements to the public realm will require zoning and other developer incentives as well as more creative funding mechanisms like the establishment of a Tax Increment Financing District to create a fund of additional revenues that could be used to finance a municipal bond to pay for these improvements.

PUBLIC REALM IMPROVEMENTS

The phases outlined below are a recommendation, and will most likely be tied to the more comprehensive parking improvements plan and its construction phasing, which will need to be studied carefully so as to minimize disruption of parking capacity at the station.

As with all elements associated with the Public Realm, improvements are broken into four categories:

- Gateways
- Streets
- Station Area
- Civic Spaces & Waterfront



Early Phase - Years 1 to 3

The early phase includes the streetscapes in and around the Railroad Place Block as well as the Eastern Gateway landscape improvements at Bridge Street and the North Gateway improvements at Riverside and Treadwell Avenues.

Gateways	
G1	North Gateway at Treadwell Ave.
G2	East Gateway at Bridge St.
Streets	
S1C	Riverside Ave. South
S3B	Franklin St. Central
S3C	Franklin St. South
Station Area	
SA1	Station Square
SA2	Railroad Place
SA3	Round-a-Bout at Riverside Ave.

Mid Phase - Years 4 to 7

This phase includes improvements to Ferry Lane and Lot 3, including the addition of the 1 story, 2 level parking garage at the western end of the lot. More detailed construction phasing for this critical element of the parking improvements plan will need further study. Additionally, improvements to the Western Gateway at Stroffolino Park, including both Park and Charles Streets could occur at this time, as can the streetscape improvements to Riverside Avenue, south of Bridge Street.

Gateways	
G3	West Gateway at Stroffolino Park
Streets	
S1B	Riverside Ave. Central
S4	Charles Street / Park Street
Station Areas	
SA4A	Ferry Lane
SA4B	Ferry Lane Garage
Civic Area & Waterfront	
C2	Stroffolino Park
C3	Ferry Lane Landing

Late Phase - Years 8 to 12

The late phase improvements include the remaining streetscapes within Saugatuck, including Riverside Avenue North, Franklin Avenue from Saugatuck Avenue to the I-95 overpass, and the entire length of Saugatuck Avenue. More comprehensively, the proposed transformation of Luciano Park and landscaping improvements to Park Street could occur during this later phase, though that initiative could occur independently at any time, should the desire to do so become apparent.

G4	Saugatuck Ave. South
Streets	
S1A	Riverside Ave. North
S2A	Saugatuck Ave. North
S2B	Saugatuck Ave. Central
S3A	Franklin St. North
Civic Area & Waterfront	
C1	Luciano Park



PUBLIC REALM COST ESTIMATES

The following conceptual estimated costs of the proposed Public Realm Improvements have been prepared by Langan Engineering to assist the Town in understanding the order of magnitude costs that may be required to implement these recommended

improvements. Without the benefit of detailed surveys in many locations.

For a full description of the cost estimate, see the Appendix.

PLAN KEY		IMPROVEMENT	ESTIMATE
G - Gateways			
G1	North Gateway at Treadwell Ave.	Roadway & Sidewalk improvements, gateway sign and lighting, plantings (Excludes round-a-bout option)	\$200,000-\$300,000
G2	East Gateway at Bridge St.	Roadway and sidewalk improvements, gateway sign and lighting, pavers, plantings, furnishings (Excludes round-a-bout option)	\$150,000-\$250,000
G3	West Gateway at Stroffolino Park	Gateway sign and lighting, pavers, plantings, furnishings	\$100,000-\$150,000
G4	Saugatuck Ave. South	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$700,000-\$900,000
S- Streets			
S1A	Riverside Ave. North	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$650,000-\$800,000
S1B	Riverside Ave. Central	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$550,000-\$750,000
S1C	Riverside Ave. South	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$200,000-\$300,000
S2A	Saugatuck Ave. North	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$500,000-\$700,000
S2B	Saugatuck Ave. Central	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$700,000-\$900,000
S3A	Franklin St. North	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$500,000-\$700,000
S3B	Franklin St. Central	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$250,000-\$450,000
S3C	Franklin St. South	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$200,000-\$350,000
S4	Charles St./Park St.	Roadway and sidewalk improvements, streetscape plantings, lighting, furnishings	\$1M-\$1.5M
SA - Station Areas			
SA1	Station Square	Sidewalk improvements, parking lot reconfiguration, drainage, lighting, crosswalk enhancements, plantings	\$300,000-\$400,000
SA2	Railroad Place	Roadway and sidewalk improvements, circulation reconfiguration, lighting, plantings, furnishings	\$300,000-\$400,000
SA3	Round -a-bout at Riverside Ave.	Roadway and sidewalk improvements, circulation reconfiguration, drop-off, lighting, plantings, furnishings	\$200,000-\$350,000
SA4A	Ferry Lane	Parking lot reconfiguration, drainage, lighting, sidewalk improvements, crosswalk enhancements, plantings	\$1M-\$1.5M
SA4B	Ferry Lane Garage	New parking garage, circulation reconfiguration	\$5.5M-\$7M
C - Civic Area & Waterfront			
C1	Luciano Park	Pavers, seat walls, lighting, plantings, furnishings	\$1.5M-\$2M
C2	Stroffolino Park	Statue, pavers, plantings, furnishings	\$200,000-\$300,000
C3	Ferry Lane Landing	Access to waterfront, bulkhead wall, docks, pavers, lighting, plantings, furnishings	\$1.5M-\$2M
C4	Firehouse/ River Access	Access to waterfront, bulkhead wall, docks, lighting, plantings, furnishings	\$1M-\$1.5M
C5	I-95/ Black Duck River Access	Access to waterfront, bulkhead wall, docks, lighting, plantings, furnishings	\$1M-\$1.5M

Assumptions/Exclusions:

- Costs above are order-of-magnitude for preliminary budgeting purposes only and do not include all project costs as the proposed design work is conceptual in nature. Preliminary budgets include design, coordination, local permitting and construction costs but do not include items such as land acquisition, state or federal permitting, surveying and investigations work, extensive utility work, full time construction oversight or inspections and other items that can not be anticipated at this level of design.
- Roadway and sidewalk improvements include asphalt pavement, striping, new catch basins (excluding existing pipe network), on-street parking, granite curbs, crosswalks, concrete sidewalks, and curb ramps for crosswalks.
- Refer to traffic improvements estimate for costs associated with lane improvements, signal modifications, intersection reconfiguration, and round-a-bouts.

PUBLIC REALM KEY PLAN

G - GATEWAYS

- G1 - NORTH GATEWAY AT TREADWELL DRIVE
- G2 - EAST GATEWAY AT BRIDGE ST.
- G3 - WEST GATEWAY AT STROFFOLINO PARK
- G4 - SAUGATUCK AVE. SOUTH

S - STREETS

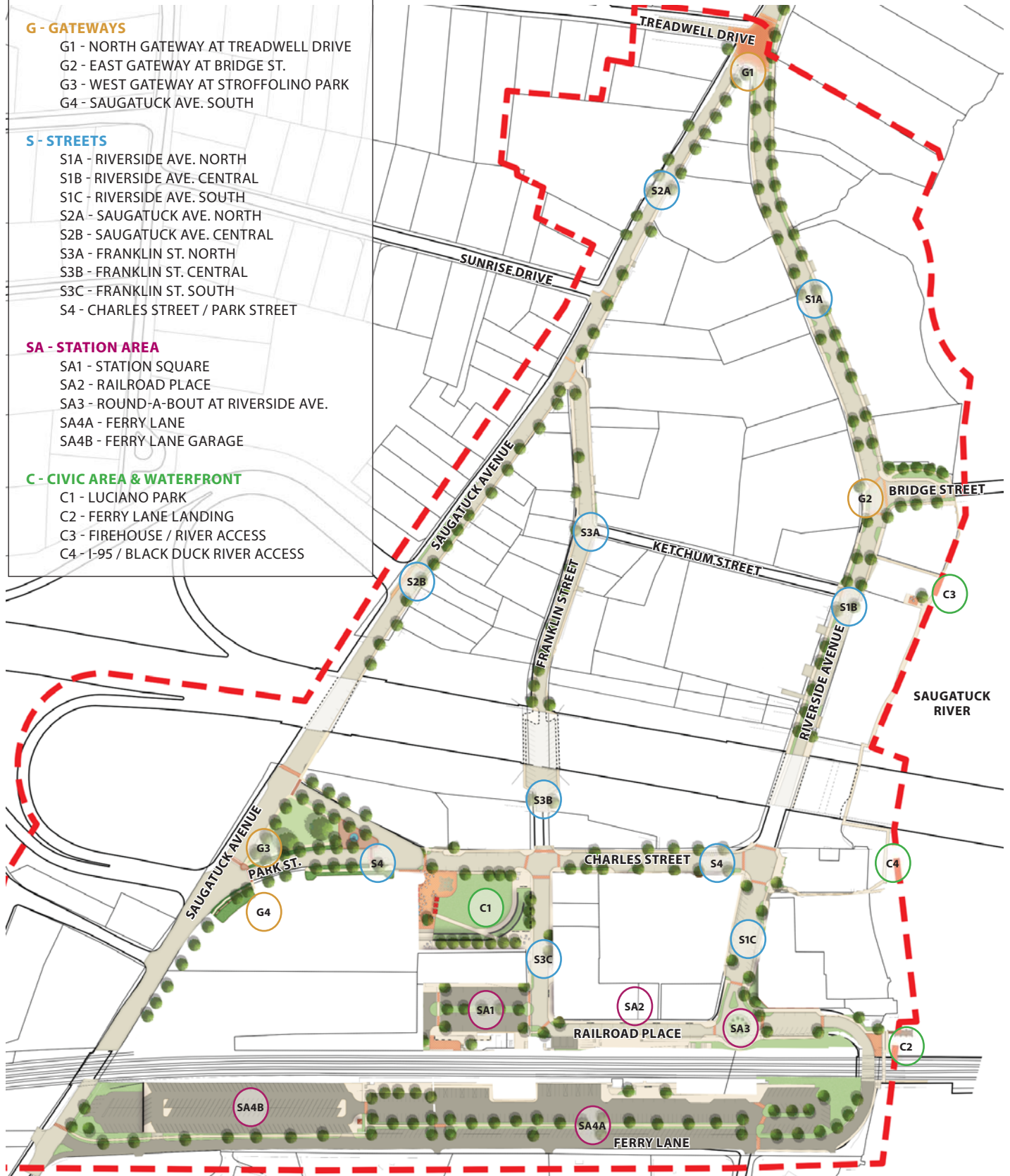
- S1A - RIVERSIDE AVE. NORTH
- S1B - RIVERSIDE AVE. CENTRAL
- S1C - RIVERSIDE AVE. SOUTH
- S2A - SAUGATUCK AVE. NORTH
- S2B - SAUGATUCK AVE. CENTRAL
- S3A - FRANKLIN ST. NORTH
- S3B - FRANKLIN ST. CENTRAL
- S3C - FRANKLIN ST. SOUTH
- S4 - CHARLES STREET / PARK STREET

SA - STATION AREA

- SA1 - STATION SQUARE
- SA2 - RAILROAD PLACE
- SA3 - ROUND-A-BOUT AT RIVERSIDE AVE.
- SA4A - FERRY LANE
- SA4B - FERRY LANE GARAGE

C - CIVIC AREA & WATERFRONT

- C1 - LUCIANO PARK
- C2 - FERRY LANE LANDING
- C3 - FIREHOUSE / RIVER ACCESS
- C4 - I-95 / BLACK DUCK RIVER ACCESS



TRANSPORTATION IMPROVEMENTS

T1 - Traffic Study of Proposed Public Realm Improvements & Traffic Control Improvements

It is recommended that the Town conduct a comprehensive traffic study of the Saugatuck roadways and intersections to fully understand the traffic operating conditions and the scope of potential improvements including targeted traffic control improvements would have an incremental positive mitigating effect on existing and future traffic operating conditions. All of the intersections listed in the TOD Plan should be included in the study.

The following conceptual estimated costs of the proposed Intersection Improvements have been prepared to assist the Town in understanding the order of magnitude costs that may be required to implement these recommended transportation improvements. We anticipate this traffic study to cost approximately \$40,000 - \$50,000.

T2 - Transportation Demand Management Study

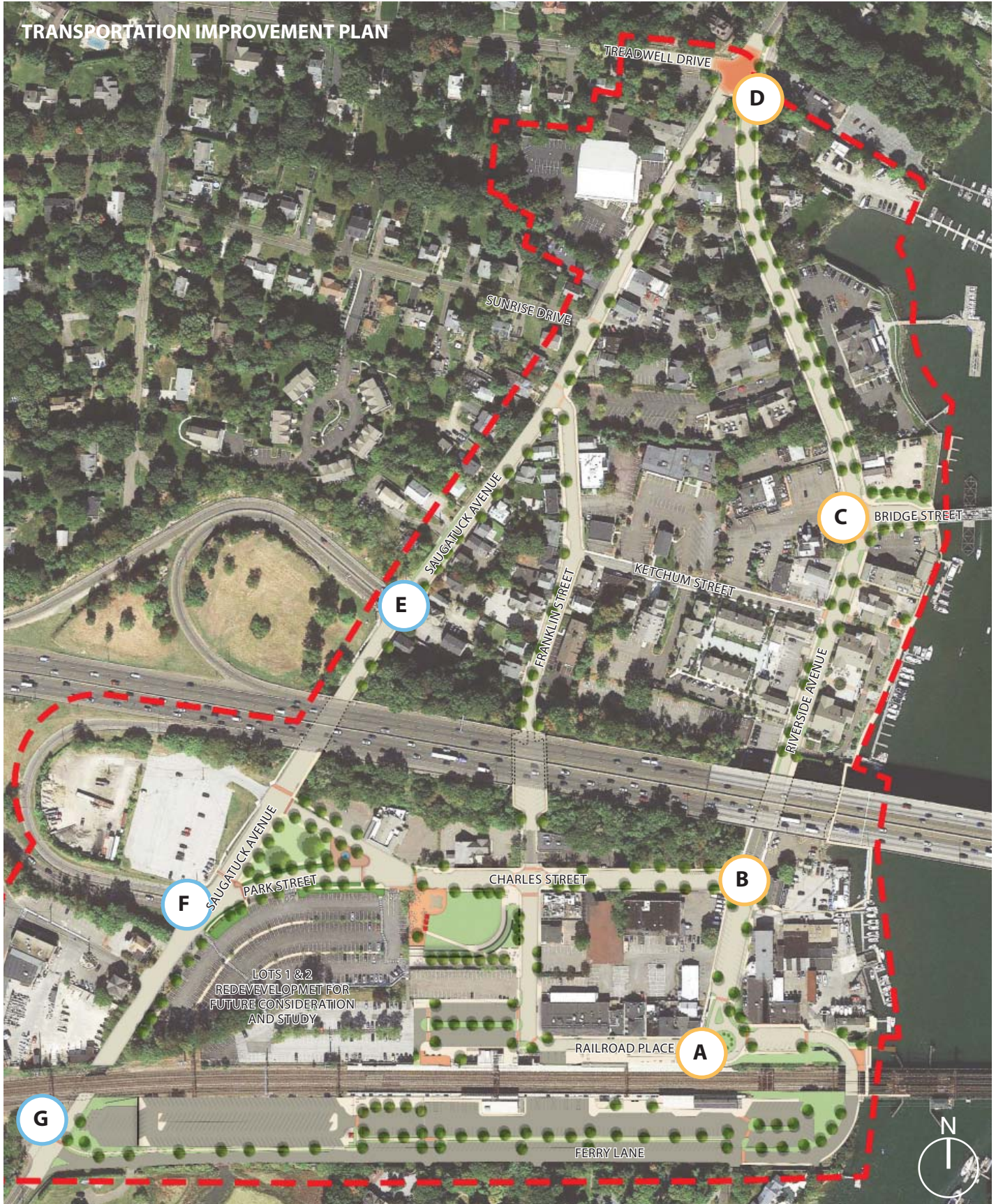
The plan recommends the further study and eventual adoption of Transportation Demand Management (TDM) strategies to reduce travel demand and in this case, focused on reducing car trips in the village. In many cases these TDM best practices are introduced to local employers to incentivize changes in commuting and parking habits to best leverage the available rail transit, bus transit, bike use and walking infrastructure rather than simply focusing on the single occupancy vehicles. This TOD plan should prioritize the importance of TDM strategies to accomplish the following:

- Increase awareness to change behavior of certain trips in the village
- Improved transit connectivity
- Encourage multi-modal usage - bicycle, bus, jitney, walk, etc.
- Encourage policies and incentives to shift behavior away from single occupancy vehicular trips and the timing of those trips
- Explore more aggressive transportation solutions beyond the limits of the village.

PHASE	PLAN KEY	LOCATION	IMPROVEMENT	COST
EARLY	A	Station Area North	Reconfigure Railroad Place circulation and drop-off; Mini Round-a-about	\$75,000-\$100,000 \$100,000-\$150,000
	B	Riverside Ave. & Charles St.	Crosswalk enhancements, Lane improvements, and Signal timing optimization	\$10,000-\$25,000
	C	Riverside Ave. & Bridge St.	New traffic signal and Crosswalk enhancements	\$175,000-\$750,000
	D	Saugatuck Ave. & Riverside Ave. & Treadwell Ave	Signal timing optimization, Lane improvements, Crosswalk enhancement, and potential round-a-bout	\$35,000-\$750,000
LATE	E	Saugatuck Ave. & I-95 SB Ramps	Signal timing optimization and Crosswalk enhancement	\$5,000-\$10,000
	F	Saugatuck Ave. & I-95 NB Ramps	Signal timing optimization and Crosswalk enhancement	\$5,000-\$450,000
	G	Saugatuck Ave. & Ferry Lane	Signal timing optimization and Crosswalk enhancement	\$50,000-\$100,000

Assumptions/Exclusions:

1. Costs above are order-of-magnitude for preliminary budgeting purposes only and do not include all project costs as the proposed design work is conceptual in nature. Preliminary budgets include design, coordination, local permitting and construction costs but do not include items such as land acquisition, state or federal permitting, surveying and investigations work, extensive utility work, full time construction oversight or inspections and other items that can not be anticipated at this level of design.
2. Round-a-bout costs include asphalt pavement, striping, new catch basins (excluding existing pipe network), granite curbs, crosswalks, concrete sidewalks, curb ramps for crosswalks, landscaping, and lighting.w
3. Refer to public realm improvements estimate for costs associated with all items not mentioned above.



T3 - Transit and Business Parking Management Plan

As the Saugatuck Transit-Oriented Design Master Plan is implemented in phases, the commuter and business-supportive parking lots will require a more detailed engineering design for each of the parking lots to be improved. This plan has completed a topographic and features survey of the public rights of way and point cloud image survey of the streets located south of Interstate 95 that will serve as the foundation for this parking plan. Additional tasks for this phased plan should include:

- Survey Parking Lots 1, 2 and 3
- Prepare engineering drawings of the proposed surface parking lots as described in the TOD Plan
- Prepare a detailed phasing of those lots to be constructed as funds are available to support the plan implementation

FUNDING STRATEGIES

The identification of appropriate funding sources and the design of strategies to match various public and private sources of funds to realize the implementation plan is critical to its success. With the limited funds available for public infrastructure at the Federal and State level, it is important to prioritize projects that match available funding sources. The Saugatuck TOD Implementation Committee should be comprised of individuals willing to become familiar with the plan elements as well as the potential funding sources best matched to their implementation. We have presented these funding strategies in the order of their desirability to limit the burden on Town of Westport taxpayers, while remaining realistic about the limited capacity of private developers to fund public infrastructure improvements. The funding strategies should be pursued in the following order for each of the early phase, then mid phase and late phase improvements.

The funding strategies include:

- F1 – Public Grant Sources
- F2 – Tax Increment Financing
- F3 – Land Development Incentives
- F4 – Municipal Funding

F1 – Public Grant Sources

Many complete streets projects can be done quickly and inexpensively. For example, adding bike lanes often requires little more than restriping a road. A host of state and federal transportation funding programs can fund complete streets improvements, on both state and local roads. The list below is not comprehensive but offers some places to begin:

- **Transportation Alternatives/Transportation Enhancements*** - These federal programs (administered locally by Connecticut DOT and the state's regional planning organizations) are dedicated for projects that support nonmotorized transportation.
- **Surface Transportation Program** - This federal program (administered locally by ConnDOT and the state's regional planning organizations) is flexible and can pay for many different types of improvement, including complete streets redesigns of roads.
- **Highway Safety Improvement Program (HSIP)** - This federal program (administered locally by ConnDOT) funds projects that reduce traffic fatalities and crashes, including those involving pedestrians and cyclists.
- **Congestion Mitigation and Air Quality (CMAQ)** - This federal program (administered locally by ConnDOT) funds projects that improve air quality, including pedestrian and bicycle infrastructure.

- **TIGER** - This federal program (applications are sent directly to the U.S. Department of Transportation) funds projects that “have a significant impact on desirable long-term outcomes for the nation, a metropolitan area, or a region,” as measured by economic competitiveness, livability, sustainability, and safety. Since 2009, Stamford, Hartford, New Haven, and Bridgeport have received TIGER grants to make complete streets improvements in downtown areas.
- **CDBG – Community Development Block Grant Programs** https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs
- **STEAP – Small Town Economic Assistance Program** <http://www.ct.gov/opm/cwp/view.asp?a=2965&q=382970>

The following sources have also been commonly used for infrastructure improvements, however, at present these sources are not currently accepting applications. The Town of Westport should check with these organizations as new funding cycles are opened:

- **Responsible Growth / TOD Grant, Office of Public Management** http://www.ct.gov/opm/cwp/view.asp?a=3006&Q=383284&opmNav_GID=1386&opmNav=|
- **Main Street Investment Funds (DOH)** <http://www.ct.gov/doh/cwp/view.sp?a=4513&q=530590>

F2 - Tax Increment Financing

As a means of generating an alternative funding mechanism for constructing and maintaining certain public infrastructure within a redevelopment area, such as streetscape improvements or a municipal parking garage, the town of Westport should consider

the creation of one or more tax increment financing (TIF) districts (as permitted under state statute (An Act Establishing Tax Increment Financing Districts, P.A. 15-57) and updated in October of 2015), offering the benefit to capturing net new real property tax revenues of both nearby properties which benefit from new private investment, as well as the new private investment.

Further, and under the current TIF statute, municipalities can levy “benefit assessments” that are an additional assessment on properties within the district, which allows the municipality to finance construction, improvements, repairs, and rehabilitations within the district.





Under the Connecticut statute, eligible TIF districts must include property that is either (1) blighted; (2) in need of rehabilitation or conservation; or (3) suitable for certain types of development, including downtown or transit-oriented development (all of these criteria would appear to be satisfied within the Saugatuck TOD study area). The legislation also requires the municipal legislative body to adopt a master plan for the TIF district that includes a financial plan detailing the schedule of incremental tax revenues and the anticipated costs of improvements and developments among other financial aspects (this activity will need to be completed subsequent to the current plan being developed). Other requirements include approval by the municipality’s planning commission, a public hearing, and a determination that the district will improve the economy or well-being of the community.

F3 – Land Development Incentives





The Town of Westport Zoning establishes many of the required sidewalk, streetscape, landscape and open space standards appropriate for the improvement of private properties and their obligation to make certain public streetscape improvements. However,

An annual real property tax revenue increase (increment) of \$610,000 is achieved post redevelopment. A portion or all of this new increment can be used for eligible TIF activities, including offsetting debt service associated with GO or revenue bonds used for public infrastructure improvements.

Properties and Annual Real Property Tax Revenue Prior to Redevelopment

	\$600,000
	\$75,000
	\$125,000
	\$30,000
Total Annual Real Property Tax Revenue: \$830,000	

Properties and Annual Real Property Tax Revenue Post Redevelopment and captured within a TIF district

	\$900,000
	\$120,000
	\$350,000
	\$70,000
Total Annual Real Property Tax Revenue: \$1,440,000	

A diagram to illustrate Tax Increment Financing.

as highlighted in this chapter, this TOD Master Plan calls for a number of additional Form-Based Code, civic space and streetscape improvements that should be required for those developing private sites in Saugatuck. Although it is quite reasonable to assume that many of these on-site improvements and sidewalk improvements immediately contiguous to these sites should be made by those involved in land development improvements, in most cases, even the additional scale of development proposed within this TOD Master Plan zoning recommendations are not likely to provide enough profit to justify much in the way of off-site improvements. The Town should exercise caution when establishing land development requirements for off-site improvements. In fact, the Town may

want to consider certain bulk and area incentives above and beyond those currently identified in the zoning recommendations that remain consistent with Saugatuck’s historic character to provide the necessary incentive and profit motive to justify the requirement for additional civic and streetscape improvements.

F4 - Municipal Funding

The Town of Westport may want to consider using municipal funds to support the construction of certain public infrastructure improvements to Saugatuck’s civic realm, pedestrian experience, transportation network, public parking or to enhance public safety. This plan recommends proceeding with improvements according

to the phasing plan outlined in this chapter. Where the Town determines that neither F1 – Public Grant Sources, F2 – Tax Increment Financing, and F3 – Land Development Incentives are appropriate or successfully funding these infrastructure improvements, we recommend the Town of Westport consider Municipal Funding as an alternative to implement planned improvements.

RECOMMENDED ZONING CHANGES

The existing zoning districts for Saugatuck include:

- Residence A District (A)
- Residence B District (B)
- Restricted Office-Retail District (RORD #2)
- Restricted Business District (RBD)
- General Business District (GBD)
- General Business District Saugatuck (GBD/S)

To permit the TOD Plan illustrated within this report for redevelopment of various privately owned sites in the Saugatuck, the Town of Westport should consider the following modifications to the zoning ordinances:

- Re-Mapping of GBD-S to include certain parcels most appropriate for redevelopment within the

Neighborhood, specifically to the south of I-95 and north of the Station.

- Revision of the underlying GBD-S standards inclusive of form based zoning attributes to carefully control the physical appearance of buildings and their frontages on the public realm.
- Establish a Village District Overlay for Saugatuck's non-residential and mixed use districts

WHY REVISE EXISTING ZONING?

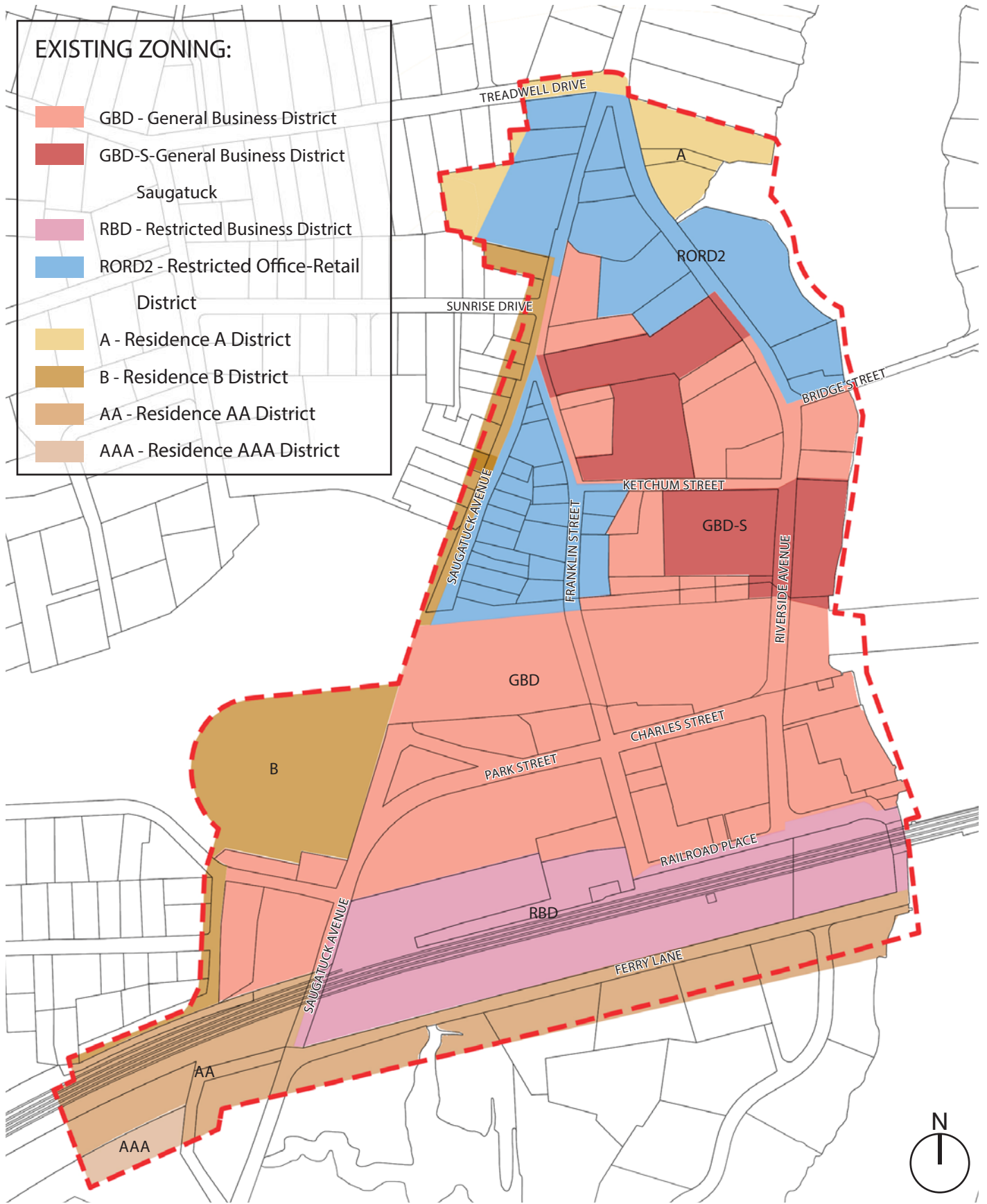
The current conditions in Saugatuck offer only limited reinvestment in existing properties and limited redevelopment of aging properties are significantly influenced by the restrictive nature of the current zoning ordinance standards in Saugatuck. These limitations include:

- Existing Zoning Within Saugatuck Does Not Provide Enough Flexibility for Viable New Construction
- Existing Zoning Within Saugatuck Does Not Permit the Existing Character to be Reconstructed
- Existing Zoning Does Not Adequately Promote Civic Spaces, Sidewalks, Waterfront Trails or other Public Realm Improvements











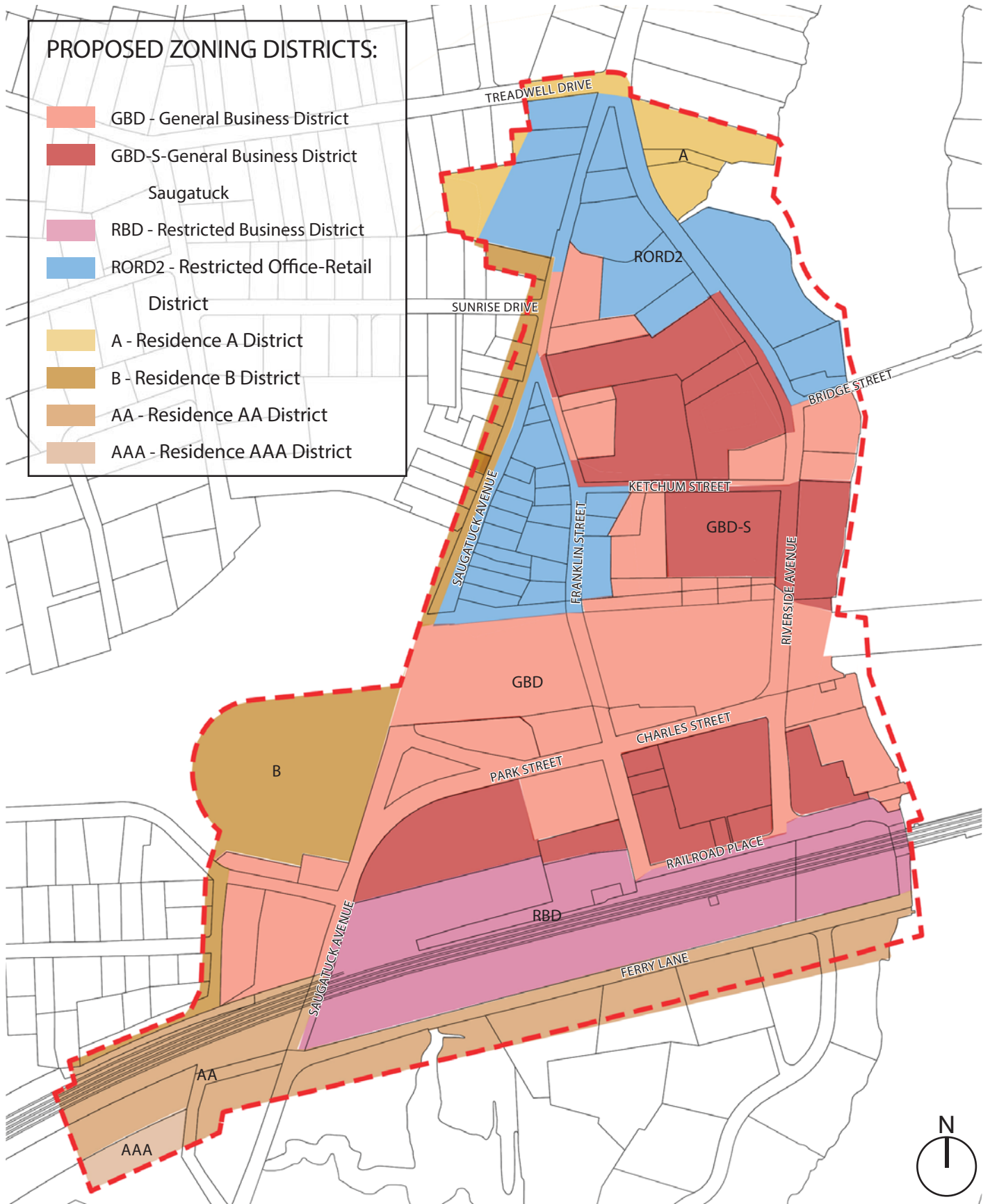
EXISTING ZONING:

- GBD - General Business District
- GBD-S-General Business District
- Saugatuck
- RBD - Restricted Business District
- RORD2 - Restricted Office-Retail District
- A - Residence A District
- B - Residence B District
- AA - Residence AA District
- AAA - Residence AAA District



PROPOSED ZONING DISTRICTS:

-  GBD - General Business District
-  GBD-S - General Business District
-  RBD - Restricted Business District
-  RORD2 - Restricted Office-Retail
-  A - Residence A District
-  B - Residence B District
-  AA - Residence AA District
-  AAA - Residence AAA District



To address the lack of civic space, streetscapes, sidewalks and trails within Saugatuck, this TOD Plan recommends that proposed zoning standards:

- Require streetscape, sidewalk, pedestrian street lighting, on-street parking and street furniture improvements on public street frontages contiguous to each development site conforming to the TOD Plan
- Incentivize private developers and property owners to create additional on-site civic spaces and off-site streetscape and civic space improvements by offering additional density and/or building height incentives that promote the goals established in this TOD Plan.

PREFERRED COMMUNITY CHARACTER IMAGERY

The Preferred Community Character from the Community Survey should serve as a guide for proposed zoning standards. The images below illustrate the preferred character for Civic Spaces, Sidewalks, Residential Architecture and Commercial Architecture.



Preferred Civic Space



Preferred Streetscape



Preferred Residential



Preferred Commercial

PROPOSED ZONING STANDARDS

Z2 - Modify the General Business District – Saugatuck

This plan calls for the expansion of the General Business District - Saugatuck to include additional sites that will create a more continuous walkable village environment connecting the historic core of Saugatuck to the Train Station. The General Business District – Saugatuck (GBD-S) is the zoning district that most closely matches the scale and character of the existing village, however there are a number of development standards that make it unlikely that it will be used without certain refinements.

To further enhance Saugatuck and permit development that is more consistent with the scale and character preferred during the community outreach process and community survey effort, this plan calls for modification of the GBD-S standards as described below:

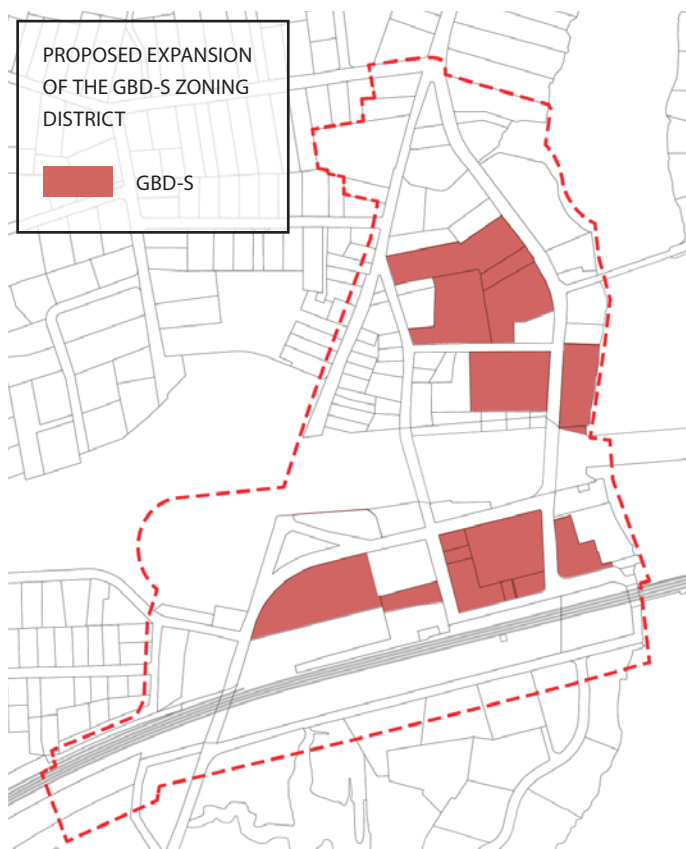
	EXISTING	PROPOSED
Zoning Standard	GBD-S	GBD-S
Min. Lot Area	40,000 SF	None
Max. Building Coverage	25%	40-60%^
Max. Building Area	10,000 SF	20,000 SF
Max. Building Height*	25'-35', 2 1/2 stories^^	35', 3 stories
Building Setbacks		
Front Yard	0' Min.	0' Min.
Side Yard	15' Min.	6' Min.
Rear Yard	25' Min.	12' Min.
Floor Area Ratio		
Non-Residential	Up to 0.20	Not Applicable+
Residential*	Up to 0.65*	Not Applicable+
Total	Up to 0.75*	Not Applicable+
Maximum Density*		
Bedrooms/Acre	Up to 26	Not Applicable+
Dwelling Units/Acre	Up to 18	Not Applicable+

^ 40% max. bldg. cover; up to 60% by providing civic space consistent with the TOD Plan

^^ Existing code permits bldg. height of 35' w/in 100-year floodplain

* Includes 20% affordable units

+ Building mass controlled through form based design standards



The map above highlights the areas recommended to be designated with these GBD-S standards.

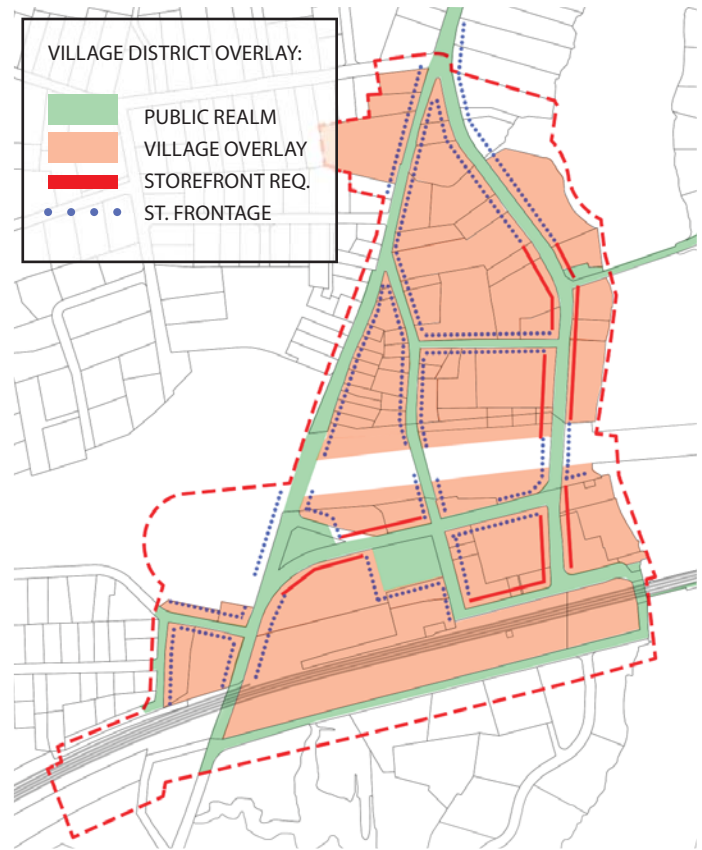


Saugatuck Center is a built example of the GBD-S zoning implemented in Saugatuck.

Z3 - Establish Village District Overlay

The purpose of this Village District Overlay is to permit the existing zoning districts to remain in place that control permitted uses while establishing bulk and area standards most appropriate for Saugatuck and its historic character and existing settlement patterns. These standards should be guided by the standards adopted in the Village District for Downtown Westport while refining them to be appropriate for Saugatuck addressing:

- Building placement & orientation
- Building setbacks
- Building massing and form
- Building facades
- Civic space and landscape
- Parking



			RECOMMENDED OVERLAY DISTRICT
Zoning Standard	RORD2	GBD, RBD	Village District Overlay
Min. Lot Area	None	None	None
Max. Building Coverage	20%	25%	40%^
Max. Building Area	2,500 SF	10,000 SF	5,000 SF at RORD2; 15,000 SF at GBD, RBD
Max. Building Height*	30', 2 1/2 stories	25'-30', 2 stories	30' / 3 stories at residential uses; 35' / 3 stories where at least 20% of ground floor use is commercial
Building Setbacks			
Front Yard	30' Min.	30' Min.	8' Min.
Side Yard	15' Min.	15' Min.	6' Min.
Rear Yard	25' Min.	25' Min.	12' Min.
Floor Area Ratio			
Non-Residential	Up to 0.25	Up to 0.25	Not Applicable+
Residential*	Up to 0.50*	Up to 0.50*	Not Applicable+
Total	Up to 0.50*	Up to 0.50*	Not Applicable+
Maximum Density*			Not Applicable+
Bedrooms/Acre	Up to 20	Up to 20	Not Applicable+
Max. Dwelling Units/Acre	Up to 18		Not Applicable+

^ 40% max. bldg. cover; up to 60% by providing civic space consistent with the TOD Plan

^^ Existing code permits bldg. height of 35' w/in 100-year floodplain

* Includes 20% affordable units

+ Building mass controlled through form based design standards

Z4 - Revised Parking Standards for Transit Oriented District in Saugatuck

As has been documented throughout this TOD Master Plan, the overwhelming impression when visiting Saugatuck is that of a place overrun by parking. In some cases this parking is warranted to support the needs of commuters parking, however some of this impression is caused by parking standards that are often significantly higher than may be required. Section 34 of the Town of Westport Zoning Ordinance addresses Off-Street Parking and Zoning. These standards apply to a wide range of land use types throughout the Town, however they do not specifically address the reduced demand for parking in locations offering rail transit, bus transit, and a connected network of sidewalks. For these reasons, we believe it is critical to conduct further analysis of the:

- Off-Street Parking count requirements in walkable village districts such as Saugatuck
- Shared parking standards appropriate for transit-oriented locations
- Design Standards to provide better landscaping along the edge of parking areas
- Design Standards to limit the ability to park cars within lots adjacent to sidewalks.
- Appropriate credit for on-street parking to fulfill off-street parking requirements
- Parking reductions associated with the provision of shared car services
- Parking reductions associated with smaller residences with limited numbers of bedrooms

The Town of Westport has acknowledge the need for different standards in the walkable and transit oriented

areas of Westport such as the Downtown area by removing parking requirements.

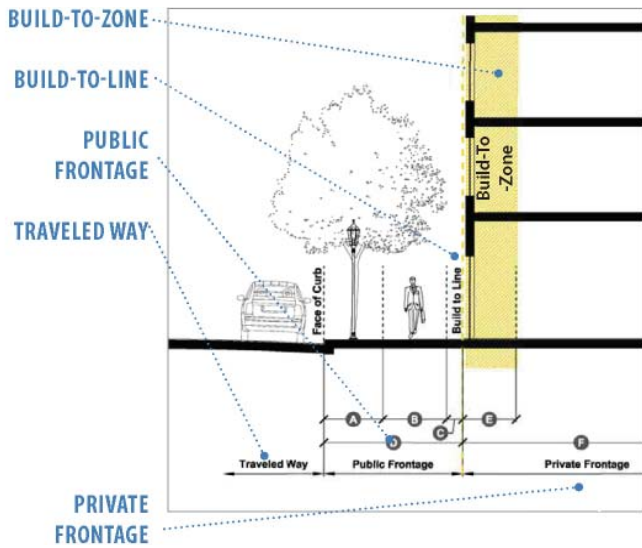
Z5 - Form Based Design Standards

The Saugatuck Form Based Design Standards should be guided by the standards adopted in the Village District for Downtown Westport while refining them to be appropriate for Saugatuck addressing:

- Building placements & orientation
- Building setbacks
- Building massing & form
- Building facades
- Landscape
- Parking

Street Frontage: The Village Overlay District should establish a form based standard requiring a minimum portion of new buildings to be located within 5 to 10 feet of the street frontage, denoted with a blue dotted line on the Village Overlay maps. These standards would not only reinforce the village character that has been documented during the evaluation of historic structures within this study, but they would also create the pedestrian scale and architectural interest so necessary to creating pedestrian friendly sidewalk experiences. This minimum Street Frontage can also be called a Frontage Occupancy.

FORM BASED STANDARDS



BUILDING PLACEMENT & ORIENTATION

Building placement and orientation standards should reinforce the importance of creating a welcoming pedestrian experience with storefronts, sidewalks and landscaping defining the edge of the public realm. A form based standard should establish appropriate placement of buildings along the street edge by establishing a 5 to 10-foot wide zone where the front of buildings should be located to create continuity of buildings fronts facing each street.

BUILDING MASSING & FORM

Form-based standards should be established to promote village scaled buildings with building footprints, roof shapes, glazing and materials that typify this traditional Connecticut village. Based upon our study of existing buildings a maximum building footprint should be chosen at approximately 20,000 SF, however standards should be established to ensure that the buildings appear as multiple smaller masses. The current Floor Area Ratio standards and maximum bedrooms counts per acre should be replaced with form based standards.

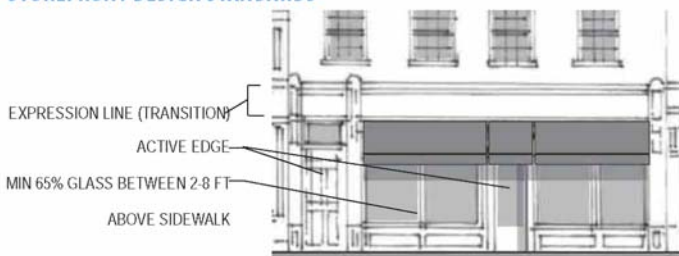
BUILDING SETBACKS

The distance from the face of curb to the front face of building should be 12 to 18 feet to create an appropriate village setting in Saugatuck. The public frontage area should include:

- 2 to 4 foot street tree and furnishings area
- 3 to 8 foot pedestrian clearway
- 1 to 6 foot landscape/ entryway zone



STOREFRONT DESIGN STANDARDS



Min 60% Glazing

BUILDING STOREFRONTS

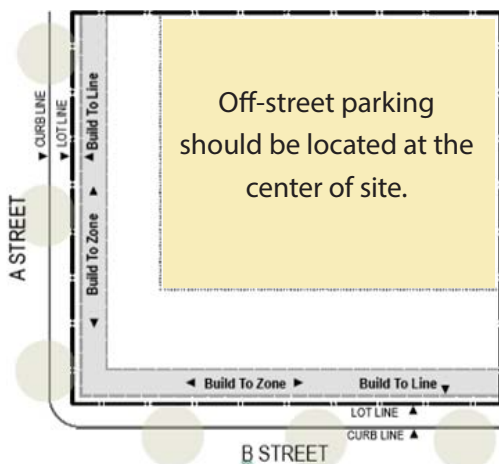
The Village Overlay District should establish a form based standard requiring storefronts along the primary retail streets, denoted with a red line on the Village Overlay maps, to provide a minimum of 60% glass between 2 and 10 feet above the sidewalk at designated locations to promote active frontages with frequent entrances and windows so necessary for vibrant village shopping and dining districts.



Min 5 to 15% Civic Space or Contribute to Saugatuck Open Space Fund

CIVIC SPACE

Civic spaces should be incentivized along public street frontages to create destinations where Saugatuck residents and visitors can gather and socialize. It is important to promote active ground floor uses with multiple entrances and lots to windows to promote visual connections between ground for uses and civic space activities. The Town may want to either establish a minimum of 5 to 15% civic space on each lot or require land development applicants to contribute to an open space fund for construction of plazas, waterfront trails or pocket parks.



PARKING

Parking standards should be established for Saugatuck that are appropriate for its close proximity to the train station, high number of destinations within walking distance and its village character. Off-street parking should be limited to locations at least 10 feet away from the sidewalk and streets to reduce the perception of parking as the dominant land use in Saugatuck.

HISTORIC PRESERVATION RECOMMENDATIONS

H1 - Historic District Designation

Specific recommendations regarding Historic Resources within the Study Area can be found in the Appendix. This includes the final Historic Resources Inventory Update and Recommendations as prepared by Public Archeology Laboratory as part of this study.

TOD IMPLEMENTATION COMMITTEE

To promote timely implementation of the Saugatuck Transportation Oriented Design Master Plan (TOD) it is recommended that an Implementation Committee be appointed within 90 days of Plan approval. The role of the committee will be to facilitate and coordinate the implementation process, advocate for the Plan’s recommendations, and report semi-annually to the Board of Selectman about the town’s progress toward implementing this plan.

The chart below outlines the recommendations of this Transit Oriented Design Master Plan for Saugatuck and assigns responsible organizations for various project types.

MASTER PLAN RECOMMENDATIONS	TOD	PZC	P&R	P&RC	PLNG	DPW	POL	CONS	CC	HDC	BOS	BOF	TC	RTM	CT RO	CT DOT
Transportation Studies	■	■			■	■					■					■
Traffic Improvements - Town Streets	■				■	■	■				■					
Traffic Improvements - State Streets	■				■	■	■				■					■
Sidewalks / Streetscape Improvements - Other	■				■	■					■					
Sidewalks / Streetscape Improvements - Private	■	■			■	■										
Park / Civic Space Improvements	■	■	■	■	■	■					■					
Parking Lot Improvements	■	■			■	■	■									
Parking Lot Improvements - Public Lots	■	■			■	■	■				■				■	
Riverfront Boardwalks	■	■	■	■	■			■	■							
Riverfront Boardwalks - Public	■	■	■	■	■			■	■		■					
Zoning Ordinance Changes	■	■			■								■			
Village District Overlay - Map	■	■			■								■			
Tax Increment Financing	■				■						■	■	■	■		
Grants and Municipal Funding	■				■						■	■				
Historic District	■	■			■					■				■		

It is recommended that a chair or co-chairs be appointed by the First Selectman, and that committee members be representatives selected by various boards and commissions that are primary stakeholders in implementing the recommended policies and tasks. It is also recommended that three residents be selected by the First Selectman to participate on the committee.

It is recommended that the committee meet at least quarterly and provide a schedule of and status of specific tasks. The committee would be administratively supported by the Planning and Zoning Department.

- **BOF** -Town of Westport Board of Finance
- **TC** - Town of Westport Town Counsel
- **RTM** - Representative Town Meeting
- **CTDOT** - State of Connecticut Dept. of Transportation
- **CT RO** - CT DOT Bureau of Public Transportation - Office of Rail Operations

RESPONSIBLE ORGANIZATIONS:

- **TOD** - Saugatuck TOD Implementation Committee
- **PZC** - Town of Westport Planning & Zoning Commission
- **P&R** - Town of Westport Dept. of Parks & Recreation
- **P&RC** - Town of Westport Parks & Recreation Commission
- **PLNG** - Town of Westport Planning & Zoning Dept.
- **DPW** - Town of Westport Dept. of Public Works
- **POL** - Town of Westport Police Department
- **HDC** - Town of Westport Historic District Commission
- **CONS** - Town of Westport Conservation Department
- **CC** - Town of Westport Conservation Commission
- **BOS** - Town of Westport Board of Selectman

PHASING / RESPONSIBILITY MATRIX

The following matrix outlines the recommendations of this Transit Oriented Design Master Plan for Saugatuck and assigns responsible organizations, recommended phasing and the page location of these recommendations in this report. The recommended phasing is as follows:

- **Early Phase** - Years 1 to 3 - This early phase prioritizes traffic studies, mitigating existing traffic issues, improvements closest to the station and gateway areas of high visibility
- **Mid Phase** - Years 4 to 7 - This mid phase prioritizes streetscape improvements along Riverside Avenue near Bridge Street, Charles Street, Park Street and Ferry Lane.

- **Late Phase** - Years 8 to 12 - This late phase recognizes that there are areas either will require significant planning to precede these improvements or the improvements are further away from the train station and of lower visibility.

Where there is private development occurring adjacent to planned public realm improvements, the TOD Implementation Committee should consider making improvements that would happen faster so that private and public investments are better coordinated and leveraged.

#	Action Item	Responsible Organizations	Timing	Page
Public Realm Improvements				
G1	North Gateway At Treadwell Ave.	TOD, PLNG, DPW, POL, CTDOT, BOS	Early	73
G2	East Gateway At Bridge St.	TOD, PLNG, DPW, POL, P&R, P&RC, CTDOT, BOS	Early	74
S1C	Riverside Ave. South Streetscape	TOD, PLNG, DPW, POL, BOS	Early	79
S3B	Franklin St. Central Streetscape	TOD, PLNG, DPW, POL, BOS, CT-RO	Early	78
S3C	Franklin St. South Streetscape	TOD, PLNG, DPW, POL, BOS	Early	80
SA1	Station Square Transit & Streetscape	TOD, PLNG, DPW, POL, BOS, CT-RO	Early	80
SA2	Railroad Place Streetscape	TOD, PLNG, DPW, POL, BOS	Early	79
SA3	Landscaped Roundabout At Riverside Ave.	TOD, PLNG, DPW, POL, BOS	Early	79
G3	West Gateway At Strofollino Park	TOD, PLNG, DPW, P&R, P&RC, BOS	Mid	75
S1B	Riverside Ave. Central Streetscape	TOD, PLNG, DPW, POL, BOS, CTDOT	Mid	76
S4	Charles Street/Park Street Streetscape	TOD, PLNG, DPW, POL, BOS, CTDOT	Mid	79
SA4A	Ferry Lane Parking & Streetscape	TOD, PLNG, DPW, POL, BOS, CT-RO	Mid	81
SA4B	Ferry Lane Garage	TOD, PLNG, DPW, POL, BOS, CT-RO	Mid	81
S1A	Riverside Ave. North Streetscape	TOD, PLNG, DPW, POL, BOS	Late	76
S2A	Saugatuck Ave. North Streetscape	TOD, PLNG, DPW, POL, BOS, CTDOT	Late	78
S2B	Saugatuck Ave. Central Streetscape	TOD, PLNG, DPW, POL, BOS, CTDOT	Late	78
G4	Saugatuck Ave. South Streetscape	TOD, PLNG, DPW, POL, BOS, CTDOT	Late	75
S3A	Franklin St. North Streetscape	TOD, PLNG, DPW, POL, BOS	Late	78
C1	Luciano Park Improvements	TOD, PLNG, P&R, P&RC, DPW, BOS, PZC	Late	82
C2	Ferry Lane Landing Plaza & Walkway	TOD, PLNG, P&R, P&RC, CONS, CC, DPW, BOS, PZC	Late	82
C3	Fire Station River Access Improvements	TOD, PLNG, P&R, P&RC, CONS, CC, DPW, BOS, PZC	Late	83
C4	I95 / Black Duck River Access	TOD, PLNG, P&R, P&RC, CONS, CC, DPW, BOS, PZC	Late	83

#	Action Item	Responsible Organizations	Timing	Page
Transportation Improvements				
T1	Traffic Study of Proposed Public Realm Improvements & Traffic Control Improvements	TOD, PLNG, PZC, DPW, CTDOT, BOS	Early	122
T2	Implement Transportation Demand Management Policies	TOD, PLNG, PZC, DPW, BOS	Early	122
T3	Transit & Business Parking Management Plan	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Early	124
A	Station Area North - Reconfigure Railroad Place circulation and drop-off	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Early	96
B	Riverside Ave. & Charles St. - Crosswalk enhancements, Lane improvements, and Signal timing optimization	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Early	98
C	Riverside Ave. & Bridge St. - New traffic signal and Crosswalk enhancements	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Early	98
D	Saugatuck Ave. & Riverside Ave. & Treadwell Ave - Signal timing optimization, Lane improvements, Crosswalk enhancement, and Potential Roundabout	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Early	99
E	Saugatuck Ave. & I-95 SB Ramps - Signal timing optimization and Crosswalk enhancement	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Late	100
F	Saugatuck Ave. & I-95 NB Ramps - Signal timing optimization and Crosswalk enhancement	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Late	100
G	Saugatuck Ave. & Ferry Lane - Signal timing optimization and Crosswalk enhancement	TOD, PLNG, PZC, DPW, CTDOT, BOS, POL	Late	100
Historic Preservation Recommendations				
H1	Historic District Designation	TOD, PLNG, PZC, HDC, RTM	Early	136
Funding Strategies				
F1	Public Grant Sources	TOD, PLNG, BOS, BOF	Early	124
F2	Tax Increment Financing	TOD, PLNG, BOS, BOF, TC, RTM	Early	125
F3	Land Development Incentives	TOD, PLNG, PZC, TC	Early	125
F4	Municipal Funding	TOD, PLNG, BOS, BOF	Early	126
Recommended Zoning Changes				
Z1	Public Realm Improvements Plan	TOD, PLNG, DPW, TC	Early	121
Z2	Expand & Modify GBD-S District	TOD, PLNG, PZC, TC	Early	131
Z3	Village Overlay District	TOD, PLNG, PZC, TC	Early	132
Z4	Modify Parking Standards to reflect TOD location	TOD, PLNG, PZC, TC	Early	133
Z5	Form Based Design Standards	TOD, PLNG, PZC, TC	Early	133

IMPROVEMENTS TYPE KEY:

- **G - Gateway** Signage & Landscaping Enhancements
- **S - Streets** - Streetscape, Crosswalks and On-Street Parking Improvements
- **SA - Station Area** - Streetscape, Crosswalks, Parking Lot Enhancements and Multi-modal Transit Enhancements
- **C - Civic & Waterfront** - Civic Spaces and Waterfront Trail Enhancements
- **T - Transportation**
- **F - Funding Strategies**
- **Z - Zoning** - Recommended zoning changes

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APPENDIX

- A. SAUGATUCK TOD MARKET ANALYSIS
- B. FINANCIAL FEASIBILITY ANALYSIS
- C. HISTORIC RESOURCE REPORT
- D. SAUGATUCK IMPROVEMENTS COST ESTIMATES