

Norwalk Center Neighborhood Plan
for the Wall Street-West Avenue Redevelopment Area

Submitted to Norwalk Redevelopment Agency

DRAFT

Submitted by Regional Plan Association

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EXECUTIVE SUMMARY

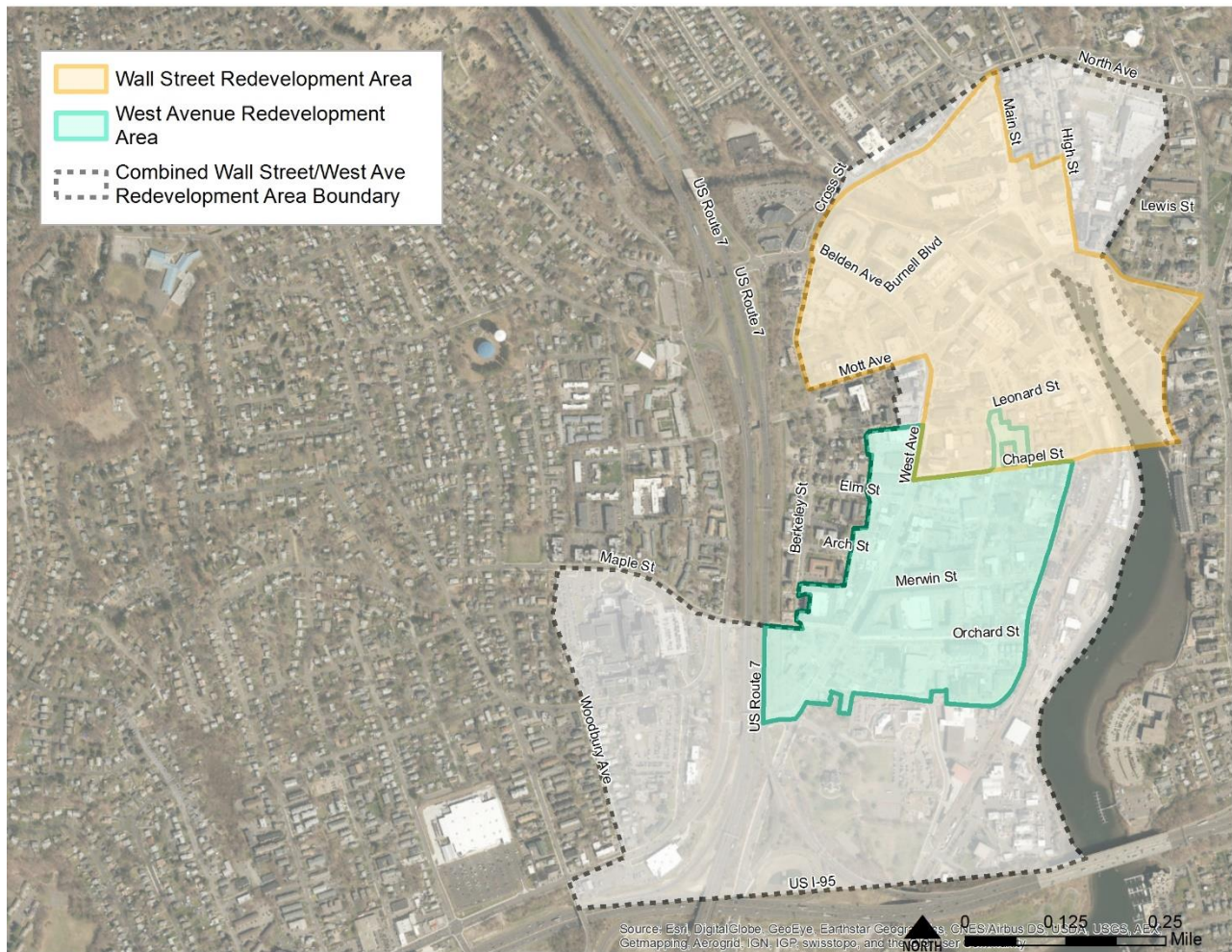
Since last updating its plans for the Wall Street and West Avenue Corridor redevelopment areas a decade ago the City of Norwalk has seen tremendous change and growth in these neighborhoods. Between 2010 and 2017 over 800 new apartments and 100,000 square feet of commercial space have been created, Wall Street's Globe Theater has been restored and a master plan for enhancing Freese Park has been completed. At the same time, the local community and the neighborhood's anchor institutions including Norwalk Hospital, Norwalk Public Library, Stepping Stones Museum for Children and the Wall Street Theater, have been leveraging human capital to foster art, culture and health and wellness, revealing an emerging identity for the neighborhood as a healthy and vibrant city center. While there has long been a recognition of the value of the neighborhood's historic buildings and brick and mortar civic structures, what is exciting and new about this plan is that it provides a vision, policies and actions for property redevelopment and capital investments within a cohesive civic development framework that leverages the tremendous power of people to reimagine, reinvent and renew the neighborhood's valuable physical spaces and economic assets.

This opportunity to reframe redevelopment through the lens of peoples' connections with spaces revealed itself through the planning process through which this plan was developed. Over the course of the spring and summer of 2017 the Norwalk Redevelopment Agency, in collaboration with Regional Plan Association, undertook an extensive stakeholder engagement effort to understand area opportunities and challenges and develop a vision for the future of the neighborhood. What became evident through this process was that the plans for the once distinct Wall Street and West Avenue areas should be combined as these neighborhoods have become increasingly economically and physically connected over the past decade. Further, the industrial waterfront to the east of the original plan boundaries and Norwalk Hospital to the west were recognized as vital to the neighborhood's economic future. Therefore, it was determined that to create a holistic plan for the future of the neighborhood, the plan boundaries should be expanded to include these areas as well (see Figure 1). The vision for this expanded area that emerged through the planning process was for-

A Healthy and Vibrant City Center with a strong economy *driven by innovation and collaboration* that is *accessible, authentic, lively and affordable* for residents and businesses.

This plan describes the elements of this vision, the public policy framework necessary to achieve it, and the actions that should be undertaken to implement the plan's stated policies. The recommended actions discussed in this plan focus on five key areas:

- Zoning changes and design guidelines
- Connectivity and mobility improvements
- Development of opportunity sites
- Collaborative planning and investment
- Creative financing tools

Figure 1: Neighborhood Boundary

Source: Googlemaps, Norwalk Redevelopment Agency, RPA

None of these actions include the taking of property by eminent domain and it is important to note that the power of eminent domain is not within the purview of the Norwalk Redevelopment Agency, who is tasked with carrying out the recommendations of this plan. As discussed throughout this document, realizing the vision described in this plan and implementing its recommended actions will require a range of partnerships and substantial collaboration across agencies, departments, institutions, the private sector and the local community.

1.0 INTRODUCTION

1.1 PLANNING CONTEXT

Since the Wall Street Redevelopment Plan in 2004 and West Avenue Redevelopment Plan in 2006 were adopted, these areas have seen significant redevelopment activity consistent with the plans, including mixed use development at AvalonBay on Belden Avenue (approved in 2003, built in 2010) and the Waypointe District along West Avenue, restoration of Wall Street's Globe Theater and the completion of a master plan for Freese Park. These projects have added over 800 new residential units and over 100,000 square feet of commercial space to the neighborhood as well cultural and recreational activity. In addition to these completed projects, the development pipeline for the neighborhood currently includes 60 more residential units, 6,000 square feet of office space and public waterfront access on the north end of the neighborhood's working waterfront at Head of the Harbor; and Wall Street Place, which is anticipated to create an additional 100 residential units and 16,000 square feet of commercial space.

While new residential development is planned along the Norwalk River on the northeastern side of the neighborhood at East, Wall and High Streets, the western bank of the river has remained a working waterfront. Anchored by King Industries to the south and Devine Brothers to the north, these businesses are important to Norwalk's economy providing both jobs and tax revenues. And Devine Brothers' use of the channel for commerce has provided the impetus for dredging over the past several decades, critical to maintaining navigability.

In addition to new development and longstanding industrial businesses, the neighborhood is also characterized by its civic institutions. Previous plans have noted downtown Norwalk's identity as a civic center, primarily with respect to the presence of important civic structures, including the post office, courthouse and library. What has been less often noted is the important role that these institutions play in supporting the fabric of community life. Over the past decade the neighborhood's anchor non-profit institutions including Norwalk Hospital, Stepping Stones Museum for Children and Norwalk Public Library have substantially increased their presence in the neighborhood and their engagement with the community. Norwalk Hospital has acquired the former YMCA building, is making capital investments in the local neighborhood and is actively promoting programs targeted towards community health. Stepping Stones Museum has created an on-site early childhood education center and is working with the Norwalk Public Library and other partners to develop a Foodshed Initiative to address community access to healthy food and nutrition education. And the Norwalk Public Library has substantially expanded its education, health and wellness programming and is currently developing a strategic plan to increase both its physical and programmatic footprint in the neighborhood. Working largely independently over the past decade, these institutions have recently begun important new conversations about collaboration that both furthers their individual missions and increases their collective impact on the local community.

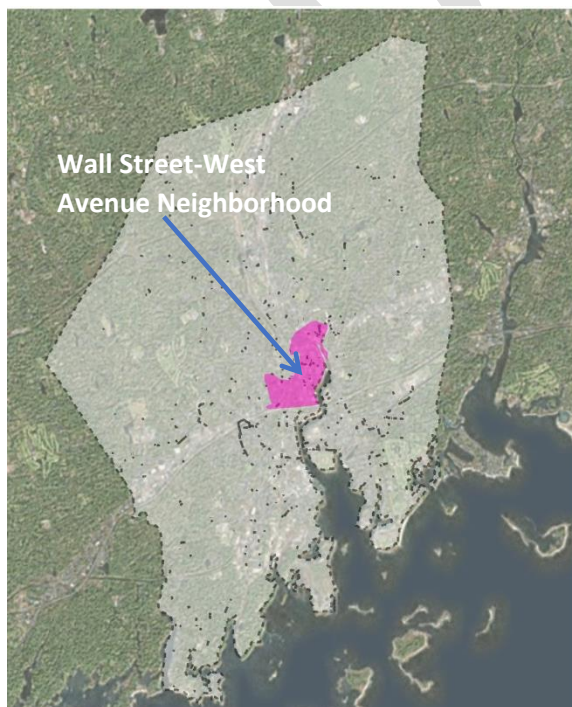
[Insert neighborhood context map- recent and pipeline development, waterfront industry, anchors]

At the same time, over the past decade Norwalk's arts community and creative economy has grown substantially. Artists and entrepreneurs are coming to Norwalk's urban core neighborhoods, including its downtown, to create and innovate, drawn by its walkability, proximity to transit and relative affordability within the region. As this shift has occurred, longtime and new resident artists have become increasingly engaged in the community with organizations including Norwalk 2.0 and the Wall Street Theater are actively working to support the city's creative economy, organize events to encourage networking and the sharing of ideas and promote art and cultural initiatives in the community.

1.2 PLAN AREA BOUNDARY

Building on the momentum of private development along with the renewal of community engagement throughout the neighborhood among its residents, artists, business community and anchor institutions, this plan is an update and expansion of the existing Wall Street and West Avenue Corridor Redevelopment Area plans. Through the plan development process it was determined that the plans for these areas should be combined as these neighborhoods have become increasingly economically and physically connected over the past decade. Further, the industrial waterfront to the east of the original plan boundaries and Norwalk Hospital to the west have also been included in order to create a holistic neighborhood plan. This expansion recognizes these key contributors to Norwalk's economy and ensures that planning for the area accounts for the unique challenges associated with supporting such uses as redevelopment occurs within the broader neighborhood.

Figure x: Neighborhood Location Map



Source: Googlemaps

As shown on Figure 1, the expanded neighborhood plan area is generally bounded by Cross Street and North Avenue to the north, the Norwalk River to the east, Route 1-95 to the south and Woodbury Avenue and Maple Street to the west.

Pursuant to Connecticut General Statute Chapter 130, Section 8-125(7), redevelopment area plans must be updated every ten years in order for the designated area to retain eligibility for certain state and federal funding sources. In order to be designated as a redevelopment area, properties within the designated boundary must meet a set of criteria, as defined by state statute. The study area was analyzed for consistency with these criteria and the plan area was determined to be eligible for designation as a redevelopment area, as described in the blight determination report provided in Appendix A.

1.3 PLANNING PROCESS

In spring 2017 the Norwalk Redevelopment Agency, in consultation with Regional Plan Association (RPA), launched a planning process to update its Wall Street and West Avenue redevelopment area plans. To guide the plan development process, the Redevelopment Agency appointed a working group composed of representatives from City boards, commissions and agencies, neighborhood institutions, and business owners and residents who served as an advisory group to the Agency and RPA on plan research, stakeholder engagement, visioning, policy setting and plan recommendations. The Redevelopment Agency and RPA met with the working group monthly over the course of the summer and fall to share research, discuss ideas and develop the plan's vision and policies and worked closely together to refine the recommendations of the plan.

Figure x: Planning Process



Source: RPA

The first step in the planning process was an analysis of existing quantitative and qualitative neighborhood data. The quantitative analysis, described in Section 2 of this report, included a review of demographic and socioeconomic data as well as land use and neighborhood infrastructure to understand baseline conditions and trends. The qualitative analysis described in Section 3 was based on

an extensive stakeholder engagement effort designed to solicit information on neighborhood conditions that are not readily accessible via traditional datasets, capturing information on preferences, needs and future plans of city agencies, local business owners, industrial operators, local real estate developers, anchor institutions, social service organizations and neighborhood residents (see Appendix B). Between the spring and summer of 2017 the Redevelopment Agency and RPA conducted focus groups and one-on-one stakeholder conversations with these stakeholders to understand the multiple viewpoints on the current status and desired future of the Wall Street and West Avenue areas. The Agency and RPA also designed and conducted a business owner survey in order to gain a deeper understanding of the needs and concerns of existing businesses in the areas' commercial corridors (see Appendix B).

Figure x: Stakeholder Engagement Summary Chart

STAKEHOLDERS	MEETINGS	OUTREACH METHODS
Working group	4 Meetings (3/3, 5/12, 6/7, 9/15, 10/17, 12/7)	Presentations and facilitated small group workshops
Residents	Waypointe (7/25) Neighborhood-wide (10/18)	Presentations and facilitated small group discussions
Developers & banks	Focus group (6/7)	Focus group with key players in the study area and Norwalk
Government & institutions	Multiple one-on-ones (May-Oct.)	Individual meetings with various city, agency & infrastructure staff regarding mobility, infrastructure, policy, zoning & investment
Retail & commercial businesses	Survey (July-August)	Business owner survey (English and Spanish) distributed to 44 study area businesses; 20 surveys completed & returned
Waterfront businesses	Focus group (8/8)	Focus group with waterfront business owners
Social service organizations	Focus Group (6/7)	Focus group with organizations in the study area

Source: RPA

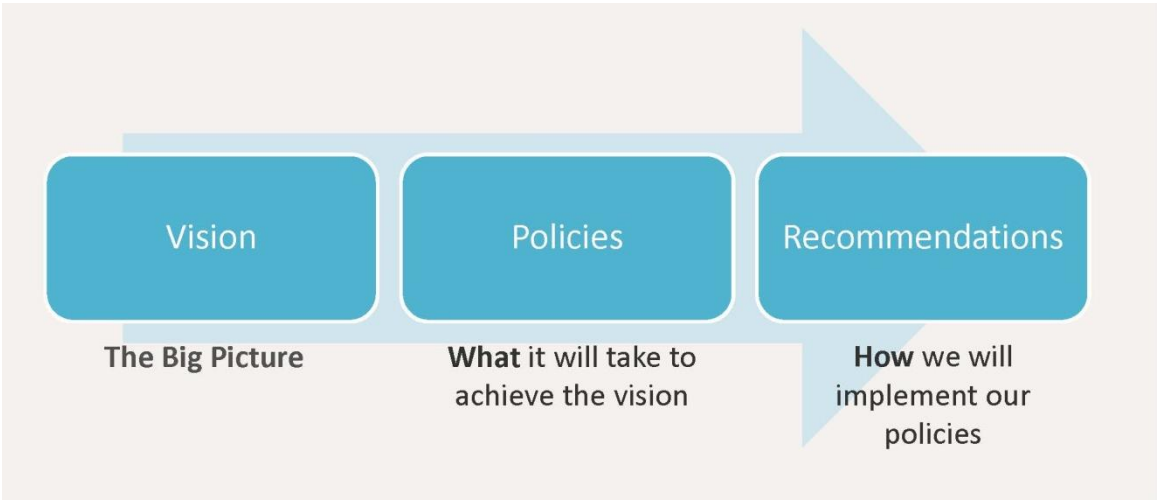
Based on this analysis, the Redevelopment Agency and RPA developed a plan vision, plan policies and plan recommendations in consultation with the working group. The working group's input was instrumental in shaping these foundational elements of the plan.

The plan elements discussed in the following sections of this document provide a clear framework for addressing identified neighborhood challenges and achieving a shared vision for the future, for-

A Healthy and Vibrant City Center with a strong economy *driven by innovation and collaboration* that is *accessible, authentic, lively and affordable* for residents and businesses.

This plan vision is an overarching goal statement supported by the policy objectives discussed in Section 3 of this report, which are intended to guide future decision making by public, private and non-profit sector stakeholders. The plan's recommendations, outlined in Section 4, describe the actions necessary to implement these policies.

Figure x: Getting from the Vision to Action Plan



Source: RPA

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2.0 OPPORTUNITY ANALYSIS

An analysis of existing demographic, socioeconomic and physical conditions in the Wall Street-West Avenue neighborhood is provided in Appendix C. As described in the Appendix, the major finding of this analysis is that the neighborhood has the physical character necessary for a dynamic urban neighborhood, but currently lacks the residential and commercial density, transit connectivity and cross sector collaboration necessary to support a thriving downtown.

2.1 LAND USE AND HISTORIC STRUCTURES

The Wall Street-West Avenue neighborhood has a mixed use urban fabric. As shown in Figure x and Table x commercial land uses comprise the largest share of acreage in the neighborhood (29%), followed by institutions (15%), and residences (14%). Vacant land within the area has largely been accounted for in terms of future development planned or in the pipeline.

Figure x: Existing Land Use



Source: Norwalk Open Data, Norwalk CT GIS, 2017; RPA Classifications

Table x: Acreage of Existing Land Uses

Land Use Category	Parcels	Acres	Share of Acreage
Residential - 1 or 2 family	47	6.4	3%
Residential - 3 or more family	50	25.0	11%
Mixed Residential/Commercial	30	11.8	5%
Commercial	137	66.4	29%
Industrial	16	15.7	7%
Institutional/Government	18	35.3	15%
Open Space	4	11.5	5%
Cemetery	1	2.6	1%
Utility	3	8.1	4%
Surface Parking	3	1.0	0%
Parking Structure	1	1.2	1%
Vacant	43	12.4	5%
Other or No Land Use Defined	36	32.8	14%
Total	389	230.1	

Source: Norwalk Open Data, Norwalk CT GIS, 2017; RPA Classifications

Residential: There is very little purely residential development within the neighborhood; most new development has been mixed use commercial and residential, at moderately higher density. However, there are some smaller multifamily buildings and one- and two-family homes located throughout the neighborhood.

Commercial: The neighborhood has three main commercial corridors- Wall Street, West Avenue and Belden Avenue. Much of the commercial development along these corridors is retail. With the changing nature of retail on a national scale, as well as the new mall under construction nearby, the future demand for retail in the neighborhood is likely to decline. However, this changing landscape presents a significant opportunity to attract new, active commercial uses compatible with the neighborhood's walkable, urban environment.

Industrial: Industrial activities in the neighborhood are primarily located along the waterfront and include, but are not limited to, Devine Brothers, King Industries, O&G and Crystal Ice. The neighborhood's working waterfront, which necessitates periodic dredging, is critical to maintaining a navigable channel along the Norwalk River. The industrial waterfront area is largely cut off from the balance of the neighborhood by the Metro North rail line. Roadway access to this portion of the neighborhood from I-95 and Route 7 is generally along Crescent Street and Harbor Avenue.

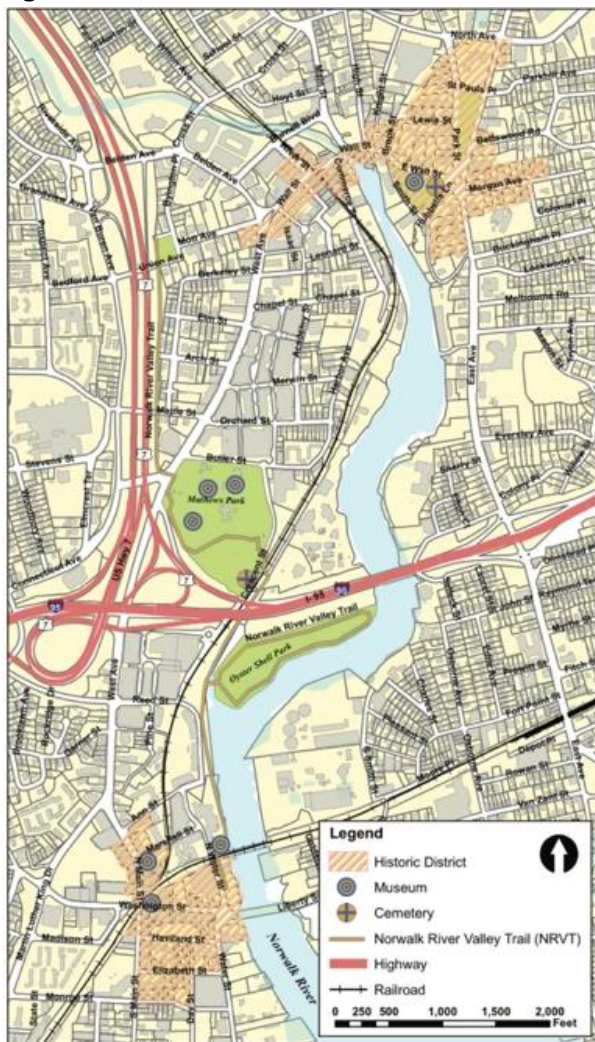
Institutional: There are numerous institutional uses throughout the neighborhood including a number of churches and nonprofit community anchors. Norwalk Hospital is located on the western edge of the neighborhood; the Norwalk Public Library's main branch is located at the northern edge and Stepping Stones Museum for Children and Lockwood Mathews Mansion Museum are located at the southern edge.

Open Space: Just five percent of the neighborhood's land area is dedicated for open space. Matthews Park, located at the southern boundary of the neighborhood, is the largest open space in the neighborhood. Freese Park, located at the intersection of Main Street and Burnell Boulevard, is a smaller

open space, but presents a unique opportunity to become a key community open space asset, as discussed in the City's recently adopted Freese Park Master Plan. The Norwalk River runs along the eastern boundary of the neighborhood and is a valuable resource for both residents and industry. Just outside the neighborhood boundary, Oyster Shell Park, Mill Hill Park and Union Park are also important open space assets for the neighborhood.

Historic Structures: The neighborhood contains the Wall Street Historic District, which runs along Wall Street and extends across the Norwalk River, as shown in Figure x. The area was designated by the National Register of Historic Places in 2009 and is comprised of 42 buildings, including the old trolley barn and an 1860 gothic revival church. In addition to the historic district, there are many historic structures located throughout the Wall Street-West Avenue neighborhood, including the Norwalk Public Library, Norwalk Post Office, Wall Street Theater, Fairfield County Savings Bank, St John Place, and Wall Street Bridge.

Figure x: Wall Street Historic District



Source: Norwalk Connectivity Plan, 2010

2.2 FLOOD RISK

Uses along the Wall Street-West Avenue neighborhood's waterfront are subject to flooding. As shown on Figure x, properties within the Federal Emergency Management Agency (FEMA) designated 100-year flood zone include industrial uses and the proposed Head of Harbor residential development. With industrial uses in this floodplain, there is a significant risk for environmental contamination entering the Norwalk River during flood events. Many historic properties within the Wall Street Historic District are also at risk for flooding.

Figure x: 100-year Floodplain



Source: Norwalk GIS, FEMA

2.3 ZONING AND DEVELOPMENT POTENTIAL

Existing Zoning

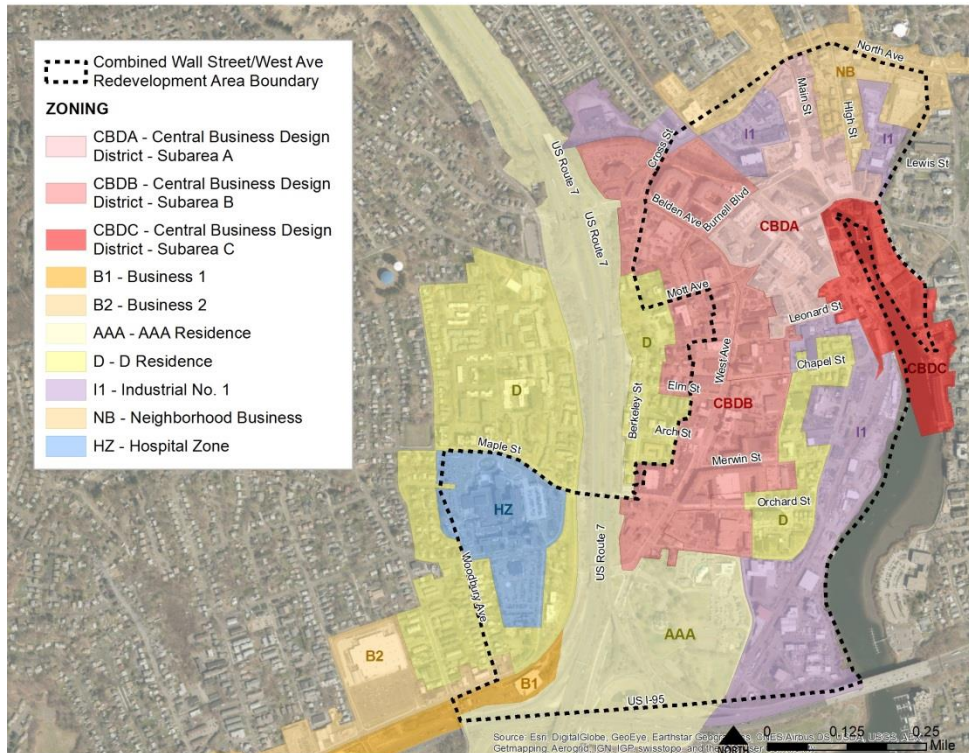
The existing zoning of the study area has been shaped through decades of policy decisions. Most recently, the redevelopment plans for Wall Street and West Avenue recommended new Central Business District (CBD) Zones within the area to promote mixed use development. The CBD zones cross the boundaries of the previously separate West Avenue and Wall Street redevelopment areas.

As shown in Figure x, the following zoning districts are located within the study area:

- CBDC - Central Business Design District - Subarea C
- CBDB - Central Business Design Subarea B
- CBDA - Central Business Design District Subarea B
- I1 - Industrial No.

- NB - Neighborhood Business
- B2 - Business No. 2
- B1 - Business No. 1
- HZ - Hospital Zone
- D - D Residence
- AAA - AAA Residence

Figure x: Current Zoning in Wall Street-West Avenue Neighborhood



Source: Norwalk Open Data, Norwalk CT GIS, 2017

The majority of the Wall Street-West Avenue neighborhood is zoned Central Business District (CBD), Industrial 1 (I1), Neighborhood Business (NB) and Residence D, with the CBD zones accounting for the largest share of land area. The Hospital Zone (HZ), which governs land use for the Norwalk Hospital property, also covers a significant amount of land area.

There are three CBD zones- A, B and C. The CBDA and B zones, which comprise the majority of the plan area, are very similar to one another with respect to allowed uses and building heights. They allow for retail, restaurants, banks, daycare centers, cultural arts and entertainment facilities, and mixed-use buildings with residences, offices, schools and healthcare facilities. Allowed building height in these zones ranges from six to eight stories.

The CBDC zone, which is mapped along the waterfront calls for somewhat different uses, including manufacturing and related uses, warehouses, offices, retail, one and two-family homes and heavy industry. Multifamily residences and mixed use developments are allowed by special permit. Maximum building height in this zone is four to six stories.

The I1 zone permits manufacturing and related uses, including warehouses, offices, retail business and single and two-family homes. Special permit uses include heavy industry, multifamily residences, hotels, commercial recreational establishments, gas stations, waste transfer stations, asphalt and concrete plants, animal care centers, adult day care centers and helicopter land sites. The district is intended to provide low-scale industrial facilities interspersed with other uses, recognizing the need for manufacturing space. Maximum allowed building height is four stories, but may be increased to six stories with incentives on sites greater than 30 acres.

The Neighborhood Business (NB) zone permits a diversity of uses that provide neighborhood retail and services at a scale compatible with adjacent residential neighborhoods. The zone is intended to encourage mixed-use development in neighborhood commercial areas.

The Business 1 (B1) zone permits a diversity of business uses, including offices, retail services and manufacturing, as well as multifamily residences. The Business 2 (B2) zone permits retail stores, service shops, mixed-use development, artist workspace and other compatible uses.

The Hospital Zone (HZ) is intended to provide for the continued growth and development of Norwalk Hospital in a manner compatible with the surrounding residential neighborhood. It allows for the hospital use, physicians' offices, multifamily residential development, single and two-family homes and a variety of complimentary accessory uses.

The D Residence zone allows for multifamily development as well as single and two family homes. The AAA Residence zone, a low density, single family residence zone, is mapped on the Matthews Park and Stepping Stones Museum properties.

Build Out Analysis

An important component of this neighborhood plan is to identify areas for potential redevelopment. The build-out analysis described in this section analyzes "soft sites" within the neighborhood where development potential under existing zoning is greater than existing development on a site. As discussed below, there a number of sites within the neighborhood that are not currently built out to their full potential.

The current size and use of parcels and structures was compared to their maximum potential size and use under current zoning. For this analysis, a ratio of the size of the lot to the largest building allowed on the lot was developed for each lot. This ratio was then compared to the existing size of the building(s) on the lot. This is expressed as the ratio of square feet of the existing building compared to square feet of the largest potential building allowed under current zoning. In assessing whether a lot had additional development potential not currently being realized, three categories were created:

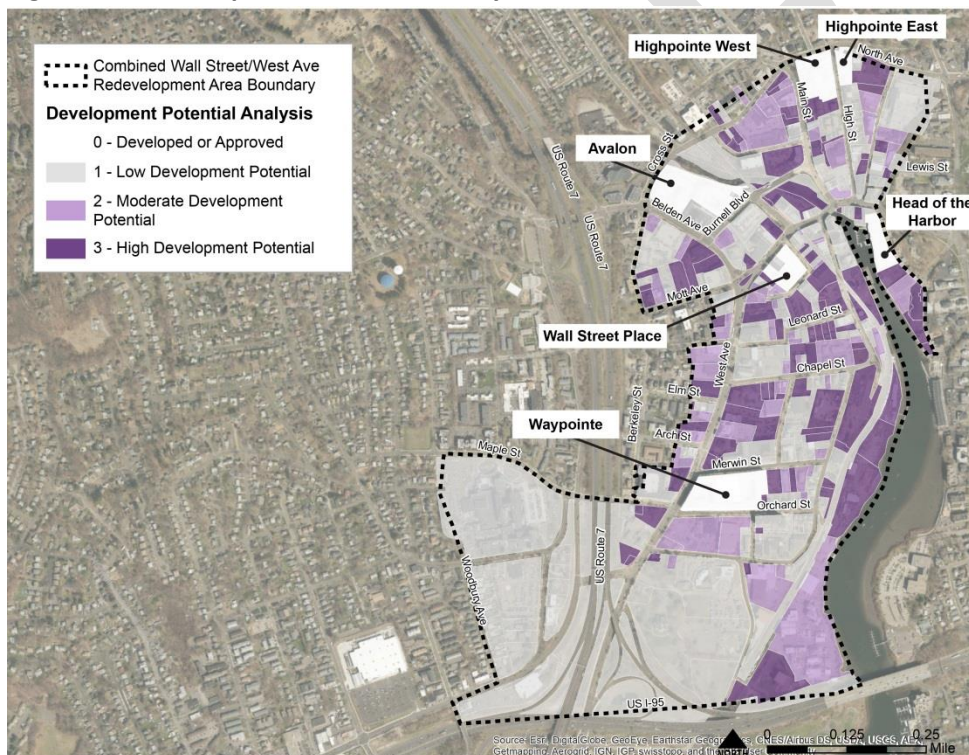
- Low development potential: Allowable building size is less than twice the size of the existing building. These sites are unlikely to be redeveloped, due to demolition and construction expenses outweighing the marginal economic value of the larger building.
- Moderate development potential: Allowable building size is between twice and four time the size of the existing building. Because of the larger allowable building envelop, the economic potential of these sites is greater, and development potential more likely.

- High development potential: Allowable building size is more than four times the size of the existing building. Absent major environmental or other issues which may add significant additional costs to development, these sites have a great deal of unrecognized potential and are very likely to be developed.

Excluded from this analysis were lots that contain uses unsuitable for development, including schools, parks, cemeteries, and single-family homes. This analysis shows that there are significant redevelopment opportunities within the neighborhood with over 1/4 of lots having high development potential and the most significant redevelopment opportunities available on a small number of large lots.

Based on this analysis, there are 98 parcels with high development potential within the neighborhood, representing an estimated possible 4.8 million square feet of development based under existing zone. This 4.8 million square feet of development potential does not include recently developed projects or projects in the pipeline.

Figure x: Redevelopment Potential Analysis



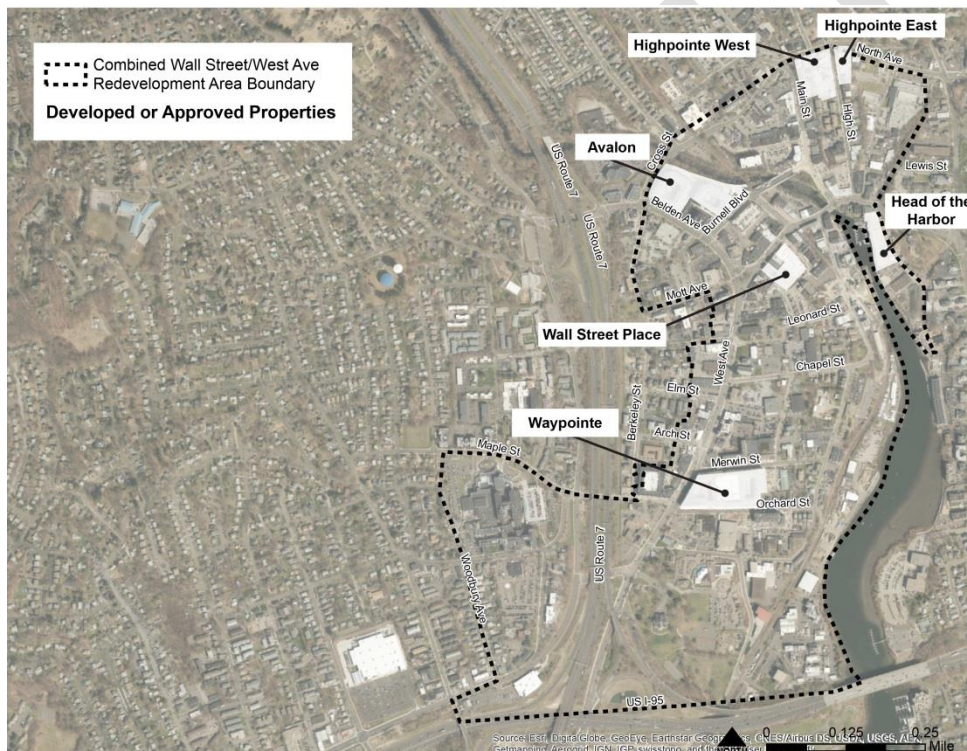
Source: Norwalk GIS; RPA Analysis

Table x: Build Out Analysis Summary

Development Potential*	Parcels	Acres	Built Square Footage	Unbuilt Square Footage
1. Low Development Potential	210	130.3	1,956,496	3,133,580
2. Moderate Development Potential	60	36.0	950,674	2,867,331
3. High Development Potential	98	49.0	357,790	4,772,270
Total	368	215.3	3,264,960	10,773,180

*Excludes all recently developed or approved sites from analysis

Source: Norwalk Open Data, Norwalk CT GIS, 2017; RPA Analysis

Figure x: Recent Developments (built or approved), all excluded from buildout analysis

Source: Norwalk Redevelopment Agency

2.4 INFRASTRUCTURE

Water and Sewer

Norwalk's wastewater needs are handled by the Water Pollution Control Authority. The Authority runs an 18 million-gallon-per-day facility across the river and to the south of the Wall Street-West Avenue area. Figure x shows the wastewater collection infrastructure within the neighborhood. Water service is provided by the First Taxing District (see Figure x). The First Taxing District has made significant improvements to area water and sewer infrastructure within the past few years to address aging pipes and provide capacity and service necessary to accommodate new development. The First Taxing District

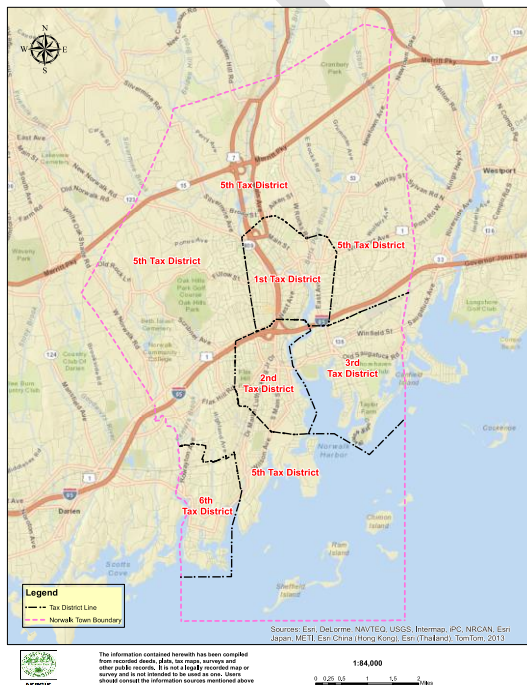
plans to continue to update aging infrastructure in the neighborhood over the next several years to meet existing needs and provide additional capacity to accommodate increased demand.

Figure x: Norwalk Wastewater Collection System Map

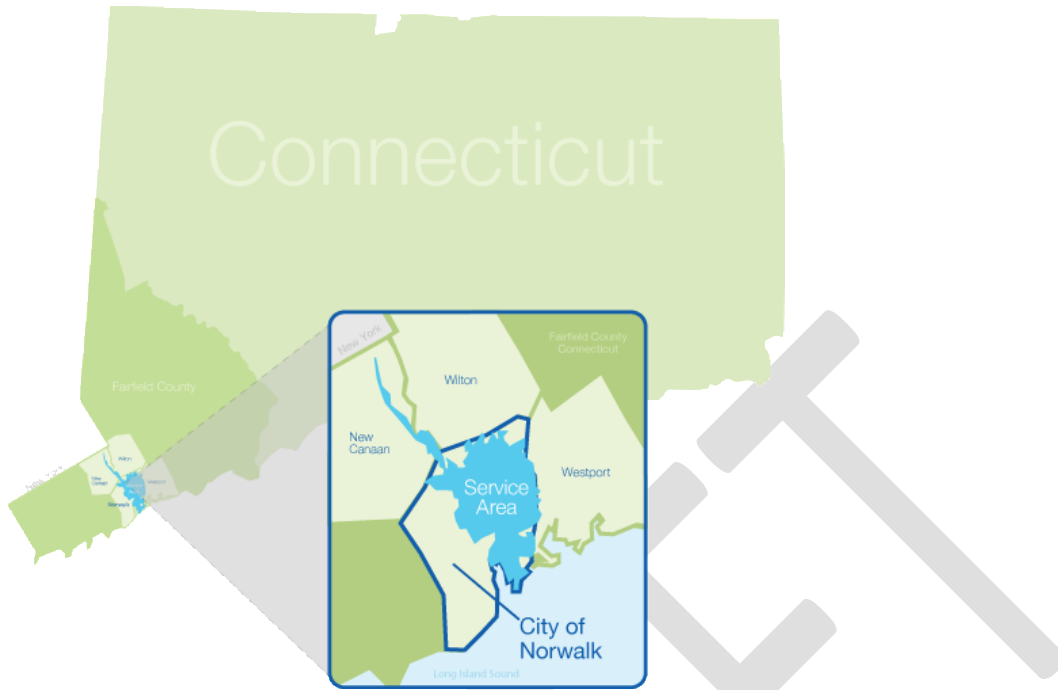


Source: Norwalk Water Pollution Control Authority (WPCA); selection from this document: <http://www.wpcanorwalk.org/wp-content/uploads/2009/01/collection-system-map.jpg>

Figure x: First Taxing District Boundary



Source: Norwalk GIS

Figure x: First Taxing District Water Service Area

Source: <http://www.firstdistrictwater.org/>

Broadband

In creating a long-range plan, it is key to examine the ability for a neighborhood to access high speed internet. Especially if the neighborhood hopes to leverage the health and education industries, access to internet will be essential.

The ability to connect to the internet at a higher speed is critical to the neighborhood's ability to attract and retain residents and businesses, grow jobs, particularly in the technology, healthcare and education sectors. Norwalk offers multiple access points for publicly accessible high-speed internet service. Public wifi is currently provided through the Connecticut Education Network (CEN)'s Nutmeg Network at Norwalk Community College, Norwalk Public Schools and both Norwalk Public Library branches with capacity for 1 gigabit upload and download speeds. Norwalk Hospital is also connected to the Nutmeg Network (see Figure x).

Figure x: Nutmeg Network Broadband Fiber Routes

Source: <https://data.ct.gov>

Private internet providers servicing Norwalk include Optimum, Frontier Communications, MegaPath Telecommunications Company, Windstream Communications, Lighttower Fiber Networks, Global Capacity, Cogent Communications, Broadview Networks and Level 3 Communications. Connectivity options include cable, DSL, fiber and copper. Data transmission capacity in Norwalk ranges from 5 megabytes per second (mgps) to 1000 mgps, depending upon the type of connectivity and the service provider. Prices for internet access for business service vary widely from \$50 per month to \$850 per month, depending upon the type of connectivity and the size of the company.

3.0 VISION FOR THE FUTURE AND GUIDING POLICIES

3.1 STAKEHOLDER INSIGHTS: ASSETS AND CHALLENGES

The stakeholder engagement effort discussed in this section and described in detail in Appendix B, in tandem with the quantitative analysis of data, land use and physical neighborhood conditions described in Section 2, was instrumental in identifying community assets and challenges from a variety of perspectives and describing a vision for the future of the neighborhood. Questions asked at each stakeholder outreach session centered on what people think about the neighborhood as it exists today, what they would like it to be in future, and their thoughts on the opportunities and challenges associated with achieving that future.

Through these conversations, several themes emerged with respect to the Wall Street-West Avenue neighborhood's strongest assets:

Urban Character

The neighborhood's urban character was identified as a key neighborhood attraction. Specifically, its compact street grid, walkable density, open spaces and potential for rich civic life were all cited as desirable by residents, businesses and investors.

Historic buildings

The neighborhood's history is preserved in much of its architecture. Multiple stakeholders stressed the importance of preserving downtown Norwalk's historic buildings as well as its existing street network.

Mix of uses

The neighborhood's mix of uses is viewed as a crucial asset to be preserved and expanded upon. Residents and employees working in the neighborhood enjoy its dining and retail and expressed the desire for more active uses available during different parts of the day.

Central location

The neighborhood is the geographic center of Norwalk and contains a wealth of civic institutions. While the area does not have a train station, it has excellent highway access to I-95 and US Route 7 and contains the Norwalk Transit District's Pulse Point bus hub where the District's bus lines converge and riders can easily transfer between routes. It is also flanked by the Norwalk River on its eastern boundary, where freight can be transported without interrupting or adding to vehicle traffic.

Open space and natural resources

Access to trails, the waterfront and local parks were all noted as important community resources to be further enhanced, connected and celebrated to increase the neighborhood's vibrancy. The Norwalk River Valley Trail, Harbor Loop Trail, Matthews Park, Freese Park, and nearby Oyster Shell, Union and Mill Hill Parks, as well as access to the Norwalk River were all cited as critical, but somewhat underutilized assets.

Similarly, there was widespread agreement on the neighborhood's biggest challenges:

Difficult to navigate by vehicle

A majority of the stakeholders expressed concerns with respect to access and availability of parking within the neighborhood. More specifically, the lack of street parking on Wall Street and Main Street were among their top concerns. Stakeholders referenced lack of accessibility and wayfinding to the Yankee Doodle Garage as challenges for businesses.

Existing bus service between the neighborhood and the South Norwalk train station was described as insufficient and unattractive by residents. Traffic and congestion within and around the study area were also described as drawbacks.

While both the industrial and commercial businesses cited proximity to the highway as an asset, they described difficulty with receiving truck deliveries due to narrow turning radii on local streets and lack of loading zones.

Difficult to navigate on foot

Many stakeholders noted the need for improving the pedestrian environment in the neighborhood, calling for more attractive streetscapes with more comfortable sidewalks, street furniture, lighting, trash receptacles and wayfinding signage. Intersection improvements and more crosswalks were also cited as necessary for improving neighborhood walkability and pedestrian safety.

Feels unsafe to walk, especially at night

Safety issues were raised by several groups of stakeholders. Many neighborhood streets are perceived as unsafe at night due to lack of foot traffic, underutilized/abandoned buildings and lack of streetlights. Vacant or neglected commercial spaces on the ground floor were described as particularly problematic, deterring potential customers. Industrial operators expressed reservations with allowing pedestrian access to the waterfront due to safety and security concerns.

Lacks an Identity

Stakeholders noted that the neighborhood lacks a cohesive identity. While recognized as Norwalk's historic downtown, it does not currently serve as an active city center and is seen as home to a range of disparate, loosely connected uses.

Expensive

Residents and business owners both feel that the neighborhood is too expensive. Residents stressed frustration with their inability to purchase homes in the neighborhood and stated that rents are too high. Businesses expressed similar frustration with rents- both their commercial rent and the inability of their employees to live nearby due to high rents.

In addition to these consistent themes across stakeholder groups, conversations with two specific groups- the neighborhood's anchor institutions and its anchor industries- revealed significant untapped resources that already exist within the neighborhood that could be leveraged for economic and community investment. As previously noted, the Wall Street-West Avenue neighborhood is home to

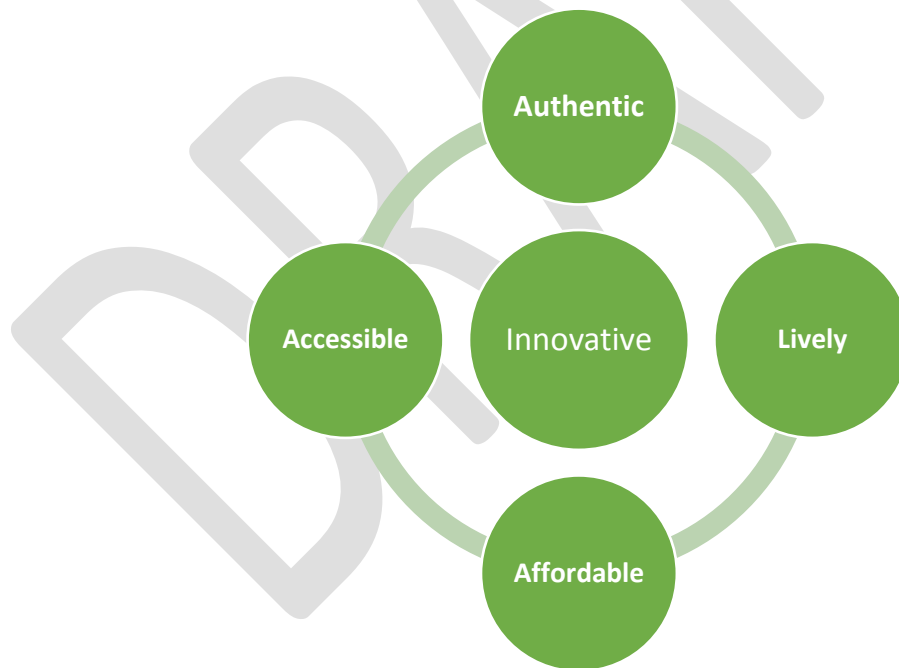
three long-standing non-profit anchor institutions that have a long history and vested stake in the community – Norwalk Hospital, Norwalk Library and Stepping Stones Museum for Children- as well as a new cultural anchor with the recent reopening of the Wall Street Theater. It is also home to two of the city’s largest industrial employers- King Industries and Devine Brothers. These anchors present a tremendous opportunity to support the local economy through job creation and neighborhood investment through local hiring and workforce development, local purchasing, place-based impact investing and coordinated capital investments.

Working largely independently over the past decade, non-profit anchor institutions have recently begun important new conversations about collaboration that both furthers their individual missions and increases their collective impact on their local community. The neighborhood’s industrial employers have historically operated independently from one another and the broader neighborhood, but present a significant opportunity to stimulate local economic growth.

3.2 NEIGHBORHOOD VISION

The vision for the Wall Street-West Avenue neighborhood that emerged through these conversations was for a **Healthy and Vibrant City Center** with a strong economy *driven by innovation and collaboration* that is *accessible, authentic, lively and affordable* for residents and businesses.

Figure x: Neighborhood Vision



Source: RPA

This vision includes five inter-related elements, described below and is centered on an innovation-driven economic development strategy for leveraging and expanding the capacity of existing businesses, institutions and residents, attracting new companies and emerging entrepreneurs, and developing the infrastructure and amenities necessary to support a dynamic live-work environment in the Wall Street-West Avenue neighborhood:

Vision 1: Innovative

The Wall Street-West Avenue neighborhood is recognized as a center for entrepreneurs, innovators and creators attracting a dynamic workforce drawn to its lively walkable urban character, cultural and community resources and green spaces.

Vision 2: Accessible

The Wall Street-West Avenue neighborhood is easily accessible by transit, foot, bike and car. It is well-connected to the City's other urban core neighborhoods and to the region. Parking is easy to find and easy to use. The waterfront works for businesses and people, visually and physically accessible in a manner that respects the safety of all users.

Authentic

The Wall Street-West Avenue neighborhood is recognized as a dynamic civic center with a thriving arts community, important cultural resources and a strong local business community. Its historic character as Norwalk's downtown is recognized and celebrated through preservation of historic buildings and complimentary new construction. Its working waterfront is preserved and enhanced and water-dependent and water accessible uses are prioritized along the river.

Lively

The Wall Street-West Avenue neighborhood is active with people, businesses and civic life throughout the day. Its sidewalks, storefronts, green spaces, trails and arts & cultural venues are active, connected and well maintained. A culture of health extends across the neighborhood with physical spaces and programs that support resident and business health and well being.

Affordable

The Wall Street-West Avenue neighborhood is affordable to existing and new residents, local businesses and the arts community. Reliable funding is available for maintaining neighborhood infrastructure and public spaces.

3.3 GUIDING PLAN POLICIES

The policies described below are intended to guide decision making in the Wall Street-West Avenue neighborhood. They provide a framework for achieving the vision described in Section 3.1 above and for weighing decisions about property development, infrastructure investment, regulation changes and other actions that may be taken by public officials and agencies, private developers, non-profit institutions, business owners and other neighborhood stakeholders to implement the plan.

Innovative Policies

1. Incentivize & promote innovation, creativity and entrepreneurship
2. Foster collaboration with anchor institutions and area companies & businesses
3. Enhance partnerships between artists, residents & businesses
4. Preserve and enhance water-dependent uses
5. Support local businesses

Accessible Policies

Transit

1. Create more reliable, faster and safer transit connections
2. Create a direct transit link between the Wall Street-West Avenue neighborhood and the South Norwalk train station
3. Improve aesthetics and operations of Pulse Point transit hub and explore site and operation alternatives
4. Incorporate on-demand transportation into public transit systems

Pedestrians and Bikes

1. Improve sidewalks and streetscapes
2. Create bike paths that link the neighborhood to jobs and transit
3. Improve connections between the neighborhood and its waterfront

Trails

1. Capitalize on Norwalk River Valley Trail as a neighborhood and connectivity asset
2. Complete, enhance and enliven the Harbor Loop Trail

Parking

1. Make parking (on-street & off-street) business friendly
2. Make the Yankee Doodle garage attractive and easy to use

Cars & trucks

1. Create complete streets that balance the needs of vehicles, transit, bikes and pedestrians
2. Improve vehicular flow for freight and deliveries
3. Designate truck route connecting industrial waterfront to I-95 and designate loading zones for deliveries

Authentic Policies

1. Capitalize on the neighborhood's people, places, open spaces and historic character
2. Identify appropriate scale and types of uses for infill development/redevelopment sites
3. Provide design guidelines for new development

Lively Policies

1. Activate ground floor and sidewalk spaces
2. Enhance and maintain streetscapes, parks and public spaces
3. Emphasize placemaking
4. Encourage walking & biking in the neighborhood
5. Incentivize investment in buildings, infrastructure and open/public space
6. Brand and promote the neighborhood
7. Create opportunities for pop-up events and installations

Affordable Policies

1. Protect existing neighborhood residents, businesses and artists from displacement
2. Make it easier and more affordable to maintain and upgrade buildings, infrastructure and public spaces
3. Make it easier for people to do business in the neighborhood
4. Make sure that local residents, businesses, and artists benefit from neighborhood improvements
5. Preserve live/work spaces
6. Require creation of permanently protected, affordable apartments as part of new multifamily developments

4.0 IMPLEMENTATION ACTIONS

Realizing the vision for the Wall Street-West Avenue neighborhood and implementing the plan's policies will depend upon a series of coordinated actions by a variety of stakeholders. No single action will result in the changes necessary for the neighborhood to become a healthy, vibrant city center for residents and businesses. A variety of strategies and tools must be employed in tandem ranging from updating zoning regulations and design guidelines and providing tax incentives to spur investment, to facilitating redevelopment of key opportunity sites and promoting cross-sector collaboration amongst the public, private and non-profit sectors to leverage existing community assets.

4.1 ZONING CHANGES

One of the city's most powerful tools for implementing this plan is to update the zoning regulations and design guidelines that control the way that land in the neighborhood is used and developed. As discussed in Section 2, the majority of the Wall Street-West Avenue neighborhood is zoned Central Business District (CBD), Industrial 1 (I1), Neighborhood Business (NB) and Residence D, with the CBD zones accounting for the largest share of land area. As discussed in the sections below, in order to realize the vision of this plan, amendments to the CBD A and B Districts are proposed as well as rezoning of some properties from Industrial 1 to CBD. The new uses proposed in these zones are intended to provide property owners with the opportunity to use their properties in new ways, consistent with the overall vision for the future of the neighborhood described in this plan. The market feasibility of specific uses on particular sites will be dependent upon a variety of programmatic and financing factors, which will be evaluated in the future as proposals for specific sites are developed.

There are three CBD zones- A, B and C. The CBDA and B zones, which comprise the majority of the plan area, are very similar to one another with respect to allowed uses and building heights. They allow for retail, restaurants, banks, daycare centers, cultural arts and entertainment facilities, and mixed-use buildings with residences, offices, schools and healthcare facilities. Allowed building height in these zones ranges from six to eight stories.

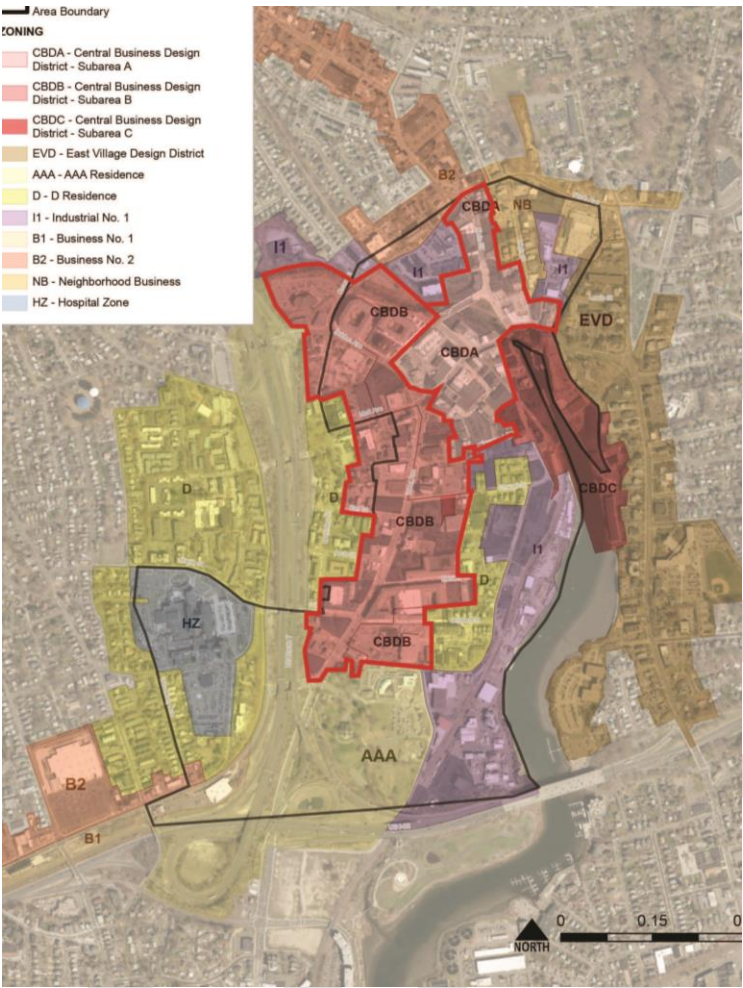
The CBDC zone, which is mapped along the waterfront calls for somewhat different uses, including manufacturing and related uses, warehouses, offices, retail, one and two-family homes and heavy industry. Multifamily residences and mixed use developments are allowed by special permit. Maximum building height in this zone is four to six stories.

The I1 zone permits manufacturing and related uses, including warehouses, offices, retail business and single and two-family homes. Special permit uses include heavy industry, multifamily residences, hotels, commercial recreational establishments, gas stations, waste transfer stations, asphalt and concrete plants, animal care centers, adult day care centers and helicopter land sites. The district is intended to provide low-scale industrial facilities interspersed with other uses, recognizing the need for manufacturing space. Maximum allowed building height is four stories, but may be increased to six stories with incentives on sites greater than 30 acres.

Combine Central Business District A & B Zones

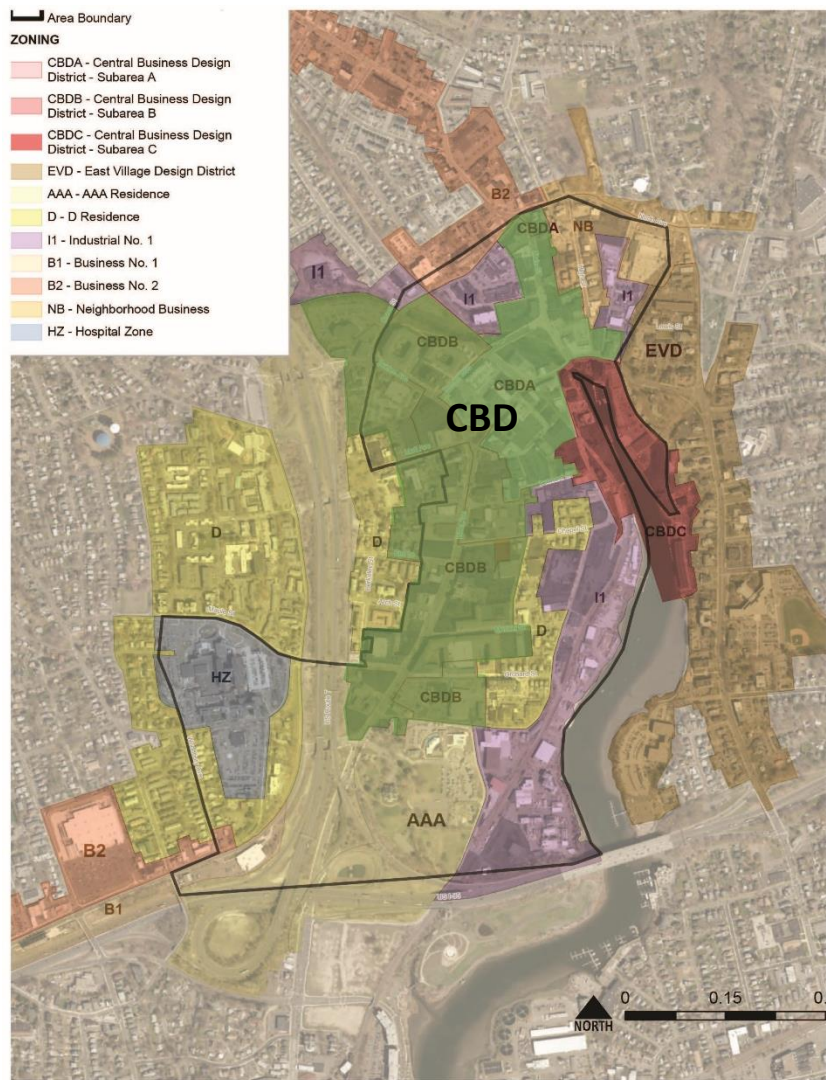
The CBD A and B zones should be combined into one CBD zone, as shown on Figures x and y. Existing permitted uses should be maintained and new uses should be added to the zone, as shown in Table x.

Figure x: Existing CBD A & B Zones



Source: Googlemaps | RPA

Figure x: Combine CBD A & B Zones



Source: Googlemaps / RPA

Table x: Combined CBD Zone Uses

Existing Permitted Uses (CBD A & B)	Proposed Additional Permitted Uses
Retail	Live/work space
Restaurants	Co-working/shared work space
Banks	Maker space
Theaters & auditoriums, including cultural arts & entertainment facilities	Community cultural space
Personal & business services	Light manufacturing
Daycare centers	
Museums, libraries and meeting halls	
Mixed use buildings w/retail stores, offices, restaurants, hotels and multifamily residences	
Above first floor in Subarea A; any floor in Subarea B: <ul style="list-style-type: none"> • Multifamily dwellings • Offices • Schools • Healthcare facilities 	Any floor in Combined CBD (A&B): <ul style="list-style-type: none"> • Multifamily dwellings • Offices • Schools • Healthcare facilities

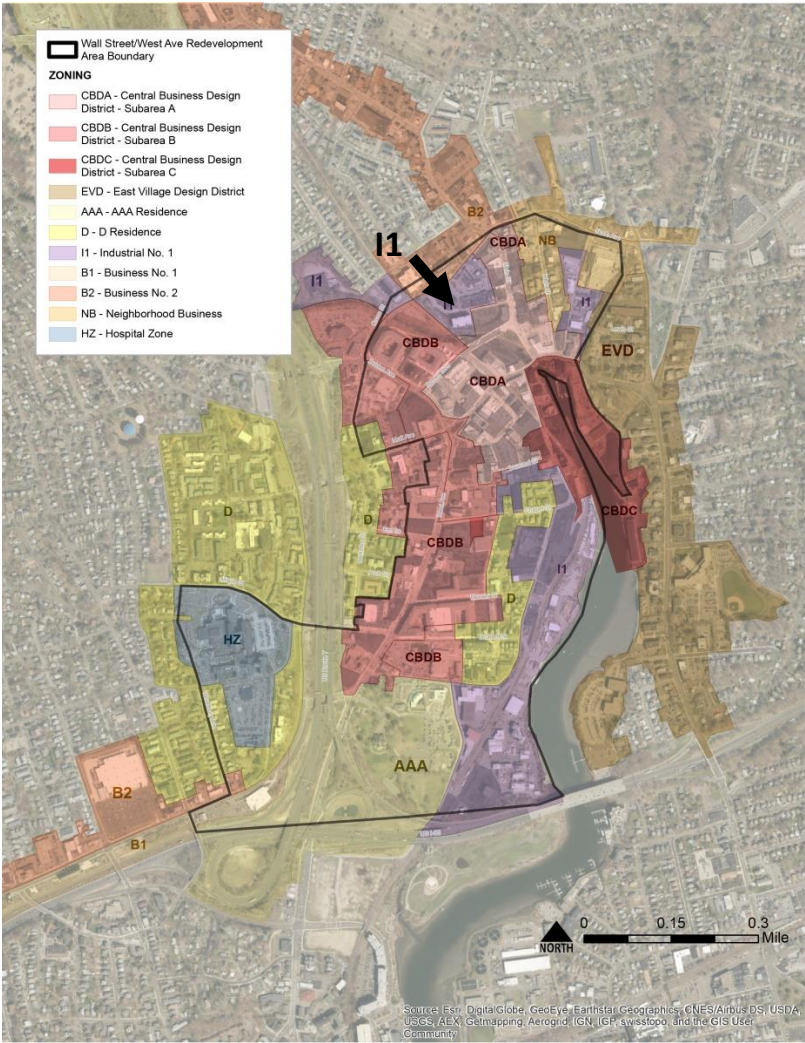
New incentives for increased building height and density should also be added to the district to encourage installation of public art, roof gardens, green roofs and cultural and/or community spaces. These incentives would complement existing incentives in the district that allow for increased building height from six stories to eight stories in exchange for pedestrian plazas, sidewalk arcades, fountains/water features, atriums, through-block arcades, child daycare facilities and public parking facilities.

The current requirement for uses other than retail on 50% of the ground floor in the CBD-B zone should be eliminated. The focus in the new combined zone should be not on a percent requirement for a specific use on the ground floor, but rather on the activation of ground floor spaces within the district, particularly along its main commercial corridors including West Avenue, Wall Street and Belden Avenue, consistent with the design guidelines described later in this section.

Rezone Industrial-1 at Hoyt, Main and Cross to CBD

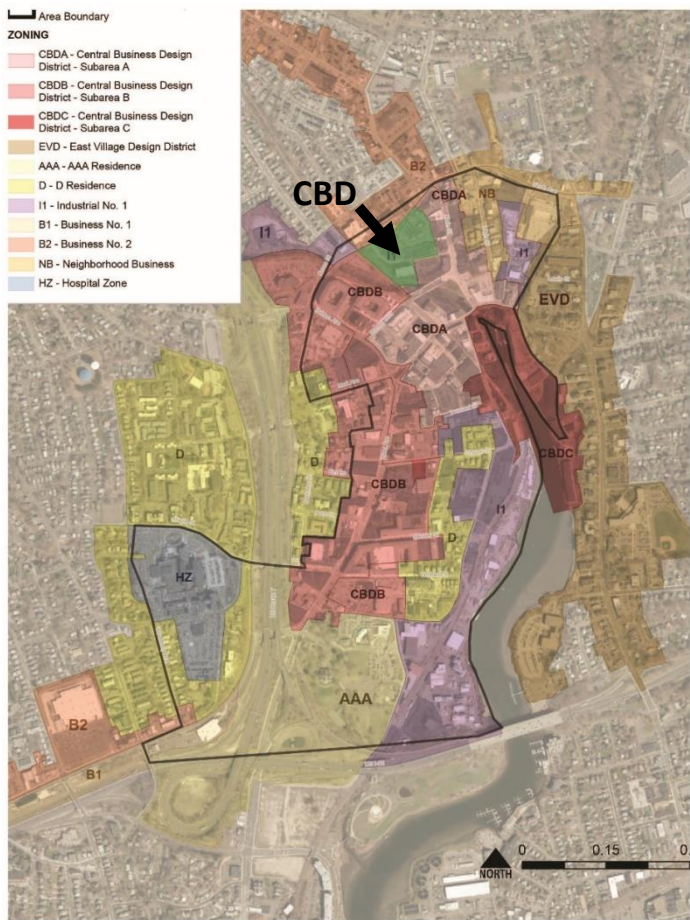
The Industrial 1 (I-1) district between Hoyt, Main and Cross Streets should be rezoned to CBD, consistent with the recommendations above (see Figure x). This area is currently a strip commercial shopping center containing one- and two-story buildings and surface parking. It is home to a variety of uses including restaurants along Main Street, a Goodwill store and donation center, laundromat, pet store, autobody/auto repair shops and similar uses. Given the potential of the neighborhood as a thriving city center, as discussed in this plan, the current use of this site for low-density strip commercial is not the highest and best use for the property. Rezoning this site to CBD would encourage redevelopment of the property with denser, pedestrian-friendly uses that serve as a gateway to a walkable, urban neighborhood.

Figure x: Existing I1 Zone at Hoyt, Main & Cross Streets



Source: Googlemaps | RPA

Figure x: Rezone I1 at Hoyt, Main & Cross Streets to CBD

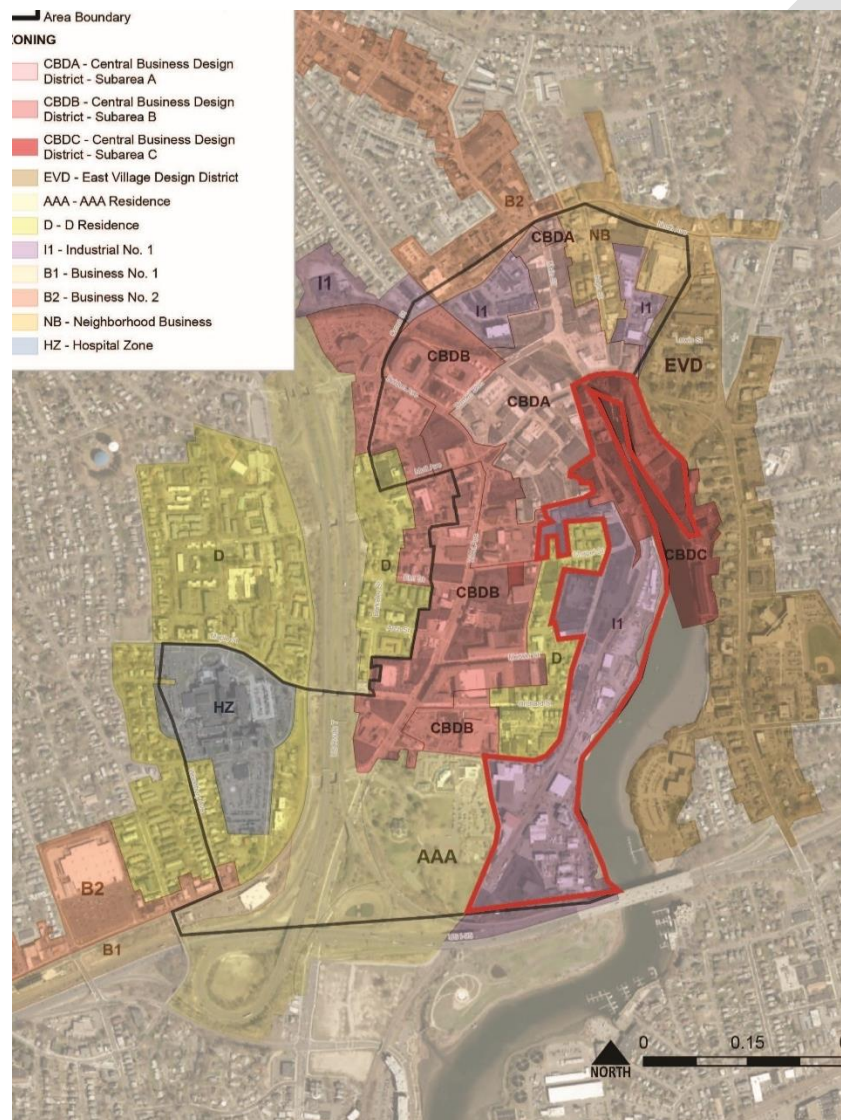


Source: Googlemaps / RPA

Create new Waterfront Design District Overlay Zone

A new Waterfront Design District Overlay Zone should be adopted for the neighborhood's waterfront area to encourage redevelopment that respects the City's working waterfront while providing opportunities for new uses that contribute to the vibrancy of the neighborhood and support the local economy. The northern portion of the waterfront is currently zoned Central Business District- C (CBD-C) and the southern portion is zoned Industrial 1 (see Figure x).

Figure x: Existing Waterfront Zoning

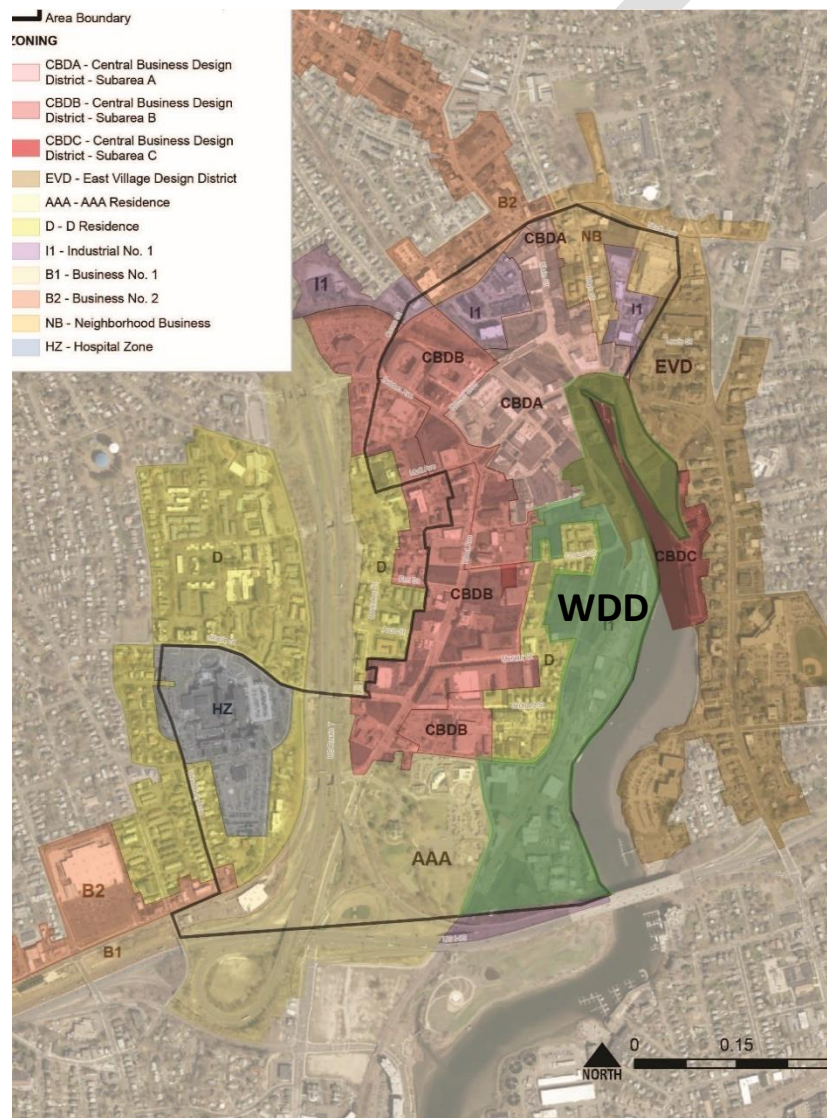


Source: Googlemaps | RPA

As shown on Table 1, the CBD-C zone allows for a mix of uses including retail, restaurants, multifamily residences, marinas, parks and water-related recreational, commercial and industrial use. In this zone, building height may be increased from four to six stories in exchange for the provision of certain public amenities including pedestrian plazas, sidewalk arcades, fountains/water features, atriums, through-block arcades, child daycare centers, public parking facilities and wider sidewalks. The I-1 zone allows for a wide range of commercial and industrial uses and also allows for residential development.

An overlay zone for this area would help to set an overarching framework for development across these two existing zones and bring greater consistency of character to the waterfront. This overlay would allow for new uses, development incentives, design guidelines and resiliency standards for this area, as outlined below, while also retaining the existing underlying zoning for the properties, and therefore the current land use rights of property owners under the existing zoning.

Figure x: Proposed Waterfront Design District (WDD) Overlay Zone



Source: Googlemaps / RPA

Building height in the overlay zone would be four to six stories, consistent with the existing CBD-C. On I1 zoned properties that are less than 30 acres this would allow for a two-story increase, as building height in the zone is currently restricted to four stories for properties under 30 acres. Additional incentives for increasing building height from four to six stories in the overlay zone would include the existing incentives in the CBD described above, as well as new incentives for increased building height and density to encourage public art and cultural and/or community spaces, as outlined in Table x.

The overarching goals of the Waterfront Design District overlay zone are to:

- Strengthen the identity of Norwalk's waterfront
- Support existing industrial businesses;
- Connect residents and visitors to the waterfront with access points and amenities;
- Repurpose vacant or abandoned properties for job creation and public space; and
- Enhance the ecological health of the Norwalk River and enhance neighborhood resilience.

As summarized in Table x, uses that would be allowed across both districts in the overlay zone include live/work space, co-working/shared workspace, maker space, breweries, food distribution facilities designed to support a local foodshed, multifamily residential, mixed use development, water-dependent and water-related uses.

Table x: Existing Waterfront Zoning & Proposed Waterfront Design District (WDD) Overlay Uses

Existing Permitted Uses- CBDC	Existing Permitted Uses- I1	Proposed Additional WDD Permitted Uses
Retail	Manufacturing, processing and assembling of goods	Live/work space
Restaurants	Warehouse, storage & wholesale distribution facilities	Co-working/shared work space
Marinas	Transportation & bus storage terminals	Maker space
Boat-building facilities	Public utility supply & storage facilities	Breweries
Marine supply stores	Building materials sale & storage yards, including contractor storage yards	Food distribution facilities
Recreational & commercial fishing facilities	Offices, banks & financial institutions	Multifamily dwellings
Industrial processing & storage facilities dependent on waterborne transportation for supply of products	Retail	Mixed use development
Multifamily dwellings	Restaurant	Water-dependent uses
Parks, open space and public recreational facilities	Personal & business services	Water-related uses
	Printing establishments	
	Municipal sewage treatment facilities	
	Research & development facilities	
	Oil or petroleum storage facilities	
	Off street parking facilities	
	<i>All uses permitted in the Marine</i>	

	<i>commercial zone</i>	
	<i>All uses permitted in the Residence C Zone</i>	
	Special permit uses: <ul style="list-style-type: none"> • Municipal facility plant • Gas and service stations • Automobile sales • Asphalt & concrete plants • Motor vehicle storage & junkyards • Solid waste transfer stations, recycling & composting centers • Commercial recreation establishments • Hotels • Adult daycare centers • Helicopter landing sites • Animal care centers 	

To apply the uses provided by the overlay, a developer would have to comply with design guidelines outlined below in Table x, which are intended to encourage continuous waterfront access and an active and resilient waterfront edge. Application of these guidelines to specific conditions and locations would be established through the zoning amendment process.

Table x: Proposed WDD Design Guidelines

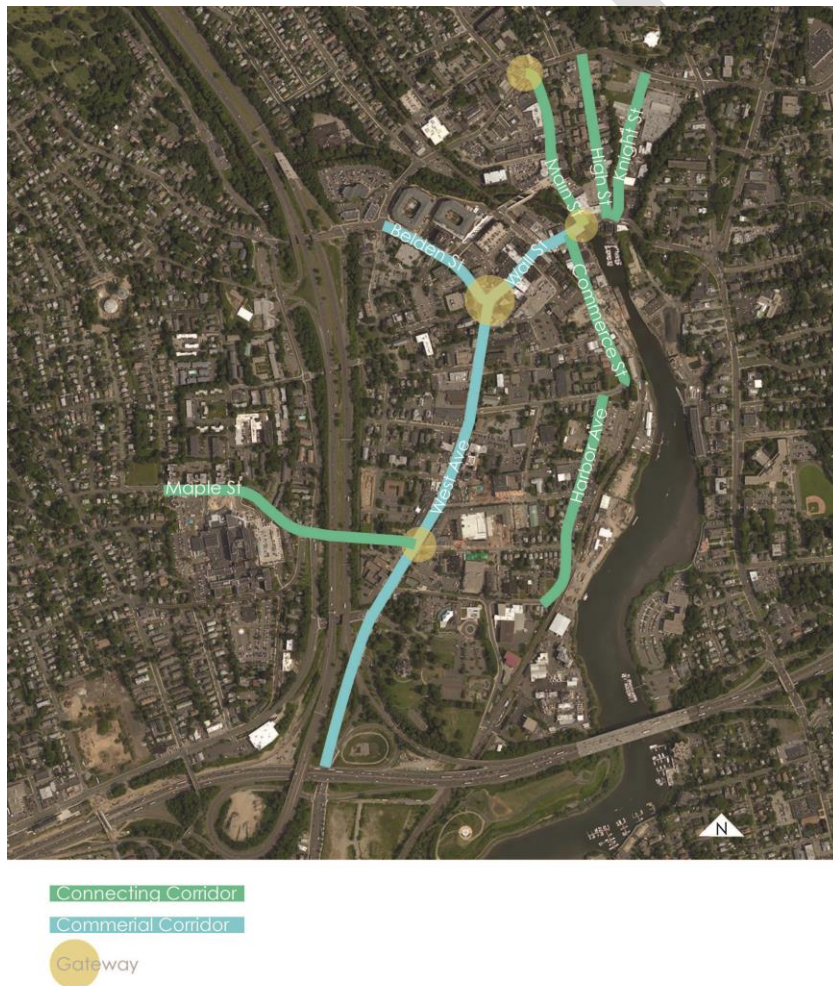
Objective	Action
<i>Continuous waterfront access</i>	Provide an ADA compliant public path along the water
	If a continuous path is not possible due to site constraints, visual access from an adjacent public street must be provided and marked
	For sites over 30 acres, additional public gathering space along the waterfront should be provided
	Public access to the waterfront should be provided every 400-600 linear feet
	Seating and plantings must be provided along the public waterfront accessway
<i>Active edge</i>	Ground floor uses should be active and public
	Water facing facades should have significant transparency
<i>Resilient edge</i>	At the water's edge, development should be low-impact and include natural restoration to provide resiliency. This should include porous ground cover materials, roof gardens, green roofs, and/or rain gardens.
<i>Public art</i>	Public art must be provided as part of any new development or open space project.
<i>Cultural and/or community space</i>	A density and/or height bonus may be provided for developments that include publicly accessible cultural and/or community space.
<i>Buffering</i>	Buffering between new residential development and existing industrial uses must be provided.

4.2 CONNECTIVITY AND MOBILITY IMPROVEMENTS

Corridor Design Guidelines

Design guidelines for the neighborhood's commercial corridors, connecting corridors and neighborhood gateways should be adopted to promote lively streetscapes, pedestrian comfort and activity, consistent with the Norwalk Connectivity Master Plan. For commercial corridors, emphasis should be placed on the activation of ground floor space through building orientation and design as well as streetscape enhancements. For connecting corridors, which provide critical links between the neighborhood's internal blocks and its main thoroughfares, emphasis should be placed on pedestrian comfort. For gateways, the focus should be on creating a sense of place/arrival into the neighborhood and celebrating unique features. These crucial connections include the following streets and intersections, highlighted on Figure x:

Figure x: Corridors and Gateways



Source: Googlemaps; RPA

Commercial Corridors

- Wall Street
- West Avenue
- Belden Avenue

Connecting Corridors

- Maple Street
- Main Street
- Knight Street
- High Street
- Commerce Street
- Harbor Avenue

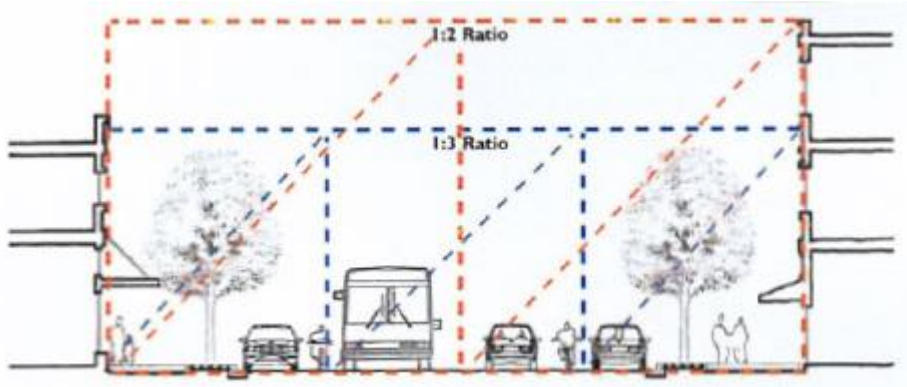
Neighborhood Gateways

- West Avenue & Maple Street
- West Avenue, Wall Street & Belden Avenue
- Wall Street & Main Street
- Cross Street & Main Street

On West Avenue, Wall Street and Belden Avenue, the objective is to create a lively pedestrian experience at the ground floor by having all buildings present a friendly face to the street and by featuring entrances and activities at the ground floor. Buildings define the public spaces by having a clear and consistent relationship to the street and the edges of other public spaces and should be designed as outlined in Table x.

Table x: Site Design and Architectural Elements

Site Design
Buildings should be uniformly located at the edge of the sidewalk to create an uninterrupted street wall and a sense of enclosure of the space of the street.
Buildings should face the street and in general they should be set back from the street by distances that are comparable to the setbacks of the other buildings on the street.
Buildings should define the corners of intersections and blocks.
Any off-street parking should be located behind buildings and should not be located between the sidewalk and the building frontage. If this is not possible, parking should be located to the side of the building and should be limited in length and well screened.
Curb cuts to parking and service areas should come, wherever possible, from secondary streets or alleys.
Primary building entrances should have a prominent presence on major streets and public spaces.
Heights of buildings framing commercial corridors should be $\frac{1}{3}$ to $\frac{1}{2}$ distance between the buildings (see Figure x).
Architectural Elements
Harmonize building design with neighboring scale and materials
Design active buildings fronts with at least 75% of the ground floor of street-facing facades composed of transparent materials.
Render facades with texture and depth
Employ sustainable building design principles and practices

Figure x: Main Commercial Corridor Enclosures

Source: RPA | Design Your Town

Pedestrian improvements

Equally important to creating a strong and comfortable pedestrian environment is the streetscape in front of buildings along both commercial and connecting corridors. Different sidewalk widths can accommodate different kinds of activities and different design elements. Where possible, vehicle lanes should be narrowed to extend curbs and reclaim more width for sidewalk activation. While different sidewalk elements have different width requirements, many of these dimensional requirements can, and should, overlap to create a lively place. Sidewalk activities take up the widths outlined in Table x, which should be used as guidelines for designing lively, active streetscapes along the neighborhood's primary commercial corridors.

The primary design elements for enhancing the pedestrian experience include sidewalks, crosswalks, signage, lighting, street furniture and landscaping. An important consideration for implementing such streetscape improvements is the cost and level of maintenance associated with those improvements. Materials and species utilized should be lasting, sustainable and relatively low maintenance. Specifically, amenities should be:

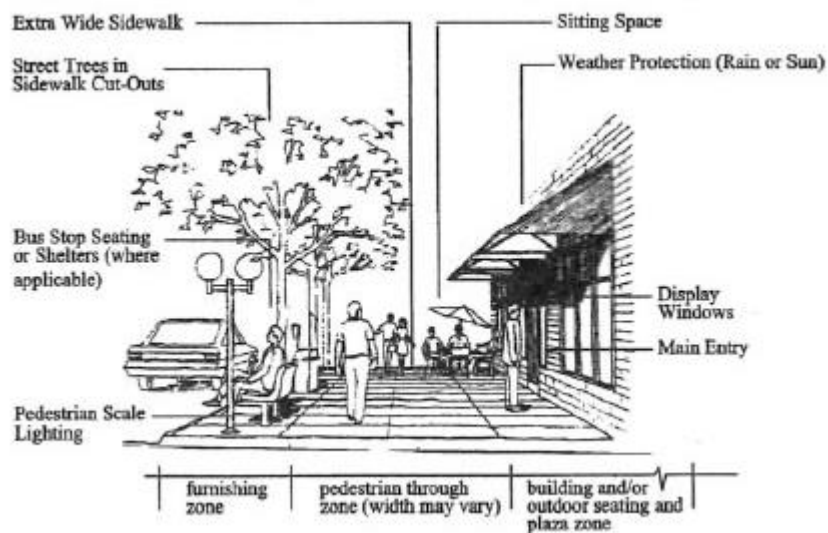
- Composed of durable, long lasting materials
- Unique to Norwalk, reinforcing sense of place
- Simple and comfortable
- Visible, safe and accessible

Table x: Public Realm/Streetscape Guidelines

Public Realm
Provide pedestrian amenities in public realm ie benches, awnings, tables
Design open space to connect with streetscape
Support public transportation and bicycling
Design sidewalks to enhance the pedestrian experience
Integrate sustainable practices into the landscaping

Table x: Typical Sidewalk Elements and Widths

Element	Width
2-way pedestrian traffic	6 ft.
Planting strip	3 ft. min
Outdoor dining tables	5 ft.
Bench	3 ft.
Window shopping	3 ft.
Misc. street furniture	2 ft.
Shy distance from walls, poles, etc.	2 ft.
Transit shelter or ADA platform	8 ft.
Transit stop with bench	5 ft.
Wheelchair turning area	5 ft.

Figure x: Examples of Pedestrian Amenities

Source: RPA, *Design Your Town*

Gateway Treatments

Gateways announce key entry points into the neighborhood and provide an opportunity to create a sense of arrival, indicate an identity and celebrate the local community. Gateway treatments can range from simple landscaping to sculpture/public art displays to branding signage. At the southern end of the neighborhood, the arrival gate into Matthews Park provides an excellent example of an effective gateway treatment, as does the well known entrance to the SoNo neighborhood shown in the image below.



Mathews Park Gateway; Source: Googlemaps



SoNo Gateway; Source: Wikipedia

Bicycle improvements

Bicycle lanes should be included within existing right-of-ways where feasible. In locations where bicycle lanes cannot be provided, sharrows pavement markings reminding drivers to “share the road” should be applied. The Commerce Street/Habor Avenue/Crescent Street Route was identified as a scenic and

recreational route that should be designated as a shared-lane bicycle route as it has lower volume vehicular traffic and is proximate to the Norwalk River.

Figure x: Example of a Sharrow Pavement Marking

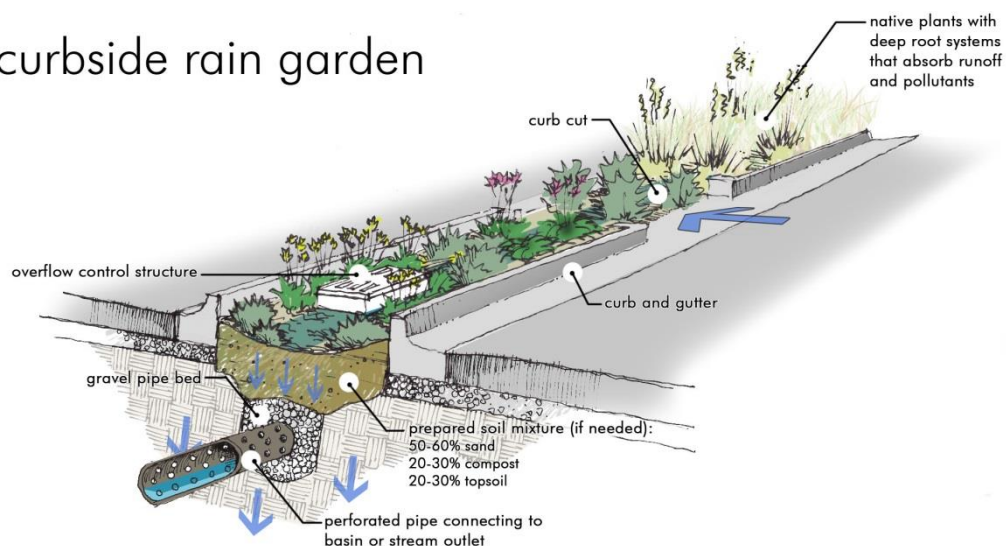


Source: *Norwalk Connectivity Master Plan, 2012*

Green Infrastructure

Another important element of the sidewalk infrastructure that should be a priority for all streetscape improvement projects is the incorporation of green infrastructure, such as bio-swales, rain gardens and street tree trenches to absorb run off, beautify the street and provide shade. When properly designed, streets can be an integral part of a storm water management strategy, which is of particular importance in the Wall Street area, a substantial portion of which is located within the flood zone. The width of paved area should be minimized and a continuous planting zone should be provided on either side of the street to maximize infiltration and reduce heating of paved surfaces.

curbside rain garden



Source: <http://bigwalnutwatershed.org/images/bioswale%20enlargement.jpg>

Norwalk Connectivity Master Plan Recommendations

Making it easier for people to get to, from and around the Wall Street-West Avenue neighborhood is essential to realizing the vision for this area as a healthy and vibrant City Center. In 2012 Norwalk adopted a Connectivity Master Plan with a strong emphasis on downtown connectivity, which is actively used by the City and the Redevelopment Agency to guide investments in street, pedestrian, bicycle and wayfinding improvements. Implementation of the recommendations of that plan is critical to realizing the vision for the future of the Wall Street-West Avenue neighborhood. The recommendations of that plan should serve as the guide for area connectivity and mobility investments. These improvements include, but are not limited to the following:

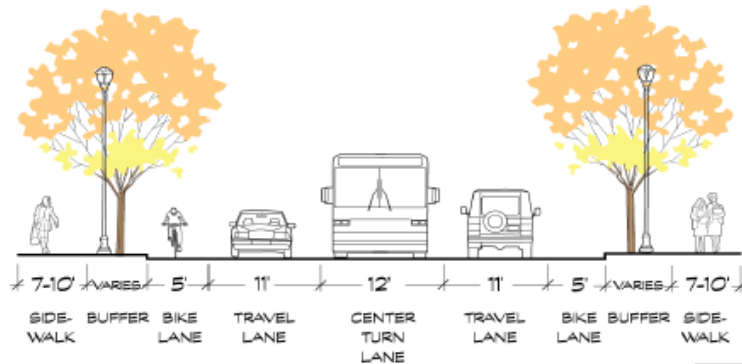
West Avenue complete streets project

West Avenue from Orchard Street to Wall Street should be redesigned to improve pedestrian and bicycle mobility and vehicular traffic flow. Options to be evaluated to achieve this goal include 1) converting West Avenue from a four-lane undivided suburban street to a three-lane street with a two-way left-turn lane; and 2) a boulevard configuration with a center, two-way protected bicycle lane.

Figure x: Proposed Bicycle Lanes along West Avenue



Source: Norwalk Connectivity Master Plan, 2012

Figure x: Proposed West Avenue Lane dimensions between Orchard Street and Wall Street

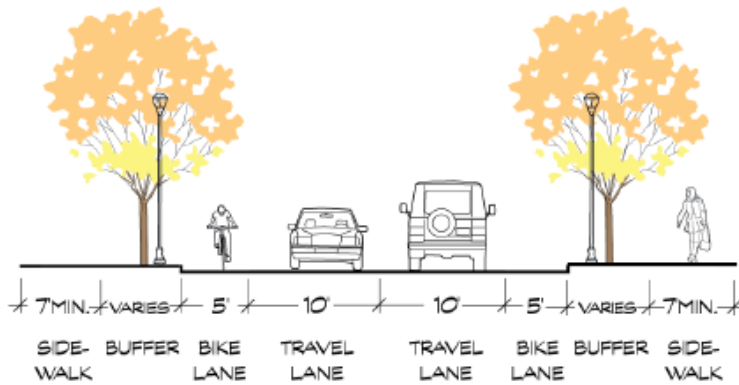
Source: Norwalk Connectivity Master Plan, 2012

Academy Street extension

Academy Street should be extended from Chapel Street to Leonard Street at the northern end and Merwin Street to Crescent Street at the southern end to link Crescent Street to Wall Street. The recommended roadway configuration includes two lanes of traffic with reduced lane widths (10 to 11 feet) and 5-foot bicycle lanes on each side. The proposed bicycle route is recommended to begin on Isaacs Street at the Wall Street intersection and connect to the northern extension of Academy Street.

Figure x: Academy Street Extension

Source: Norwalk Connectivity Master Plan, 2012

Figure x: Proposed Academy Street Lane Dimensions between Chapel and Leonard Streets

Source: Norwalk Connectivity Master Plan, 2012

Crescent Street and Science Road improvements

A comprehensive improvement program should be implemented to make the Crescent Street underpass safe, visually appealing and attractive as a pedestrian and bicycle route that connects the downtown. Crescent Street should be widened to two travel lanes north of the I-95 overpass.

West Avenue Highway Overpass Barrier/Gateways

West Avenue should be enhanced with landscape and streetscape elements to make it more walkable and aesthetically pleasing. Artwork or rotating exhibits should be added along the route, thematically connecting corridor attractions. Under the overpasses banners and LED lighting should be used to enhance pedestrian experience and safety.

Figure x: West Avenue under I-95 Bridge

Source: Norwalk Connectivity Master Plan, 2012

Cross Street-Belden Avenue Safety Improvements

Consider converting the signalized intersection at Cross and Belden to a single lane roundabout. By replacing the existing intersections with modern roundabouts, many of the approach lanes could potentially be eliminated providing more space for bicycles while also calming traffic.

Figure x: Modern Roundabouts along Belden Avenue



Source: Norwalk Connectivity Master Plan, 2012

Maple Street Gateway

An additional improvement not specifically described in the Norwalk Connectivity Master Plan that will be critical to realizing the objectives of this plan is for substantial improvement of the Maple Street corridor connecting Norwalk Hospital to West Avenue. While the physical distance between the Hospital and West Avenue is only a block long, the visual distance is much farther. Pedestrians walking from the hospital along Maple Street to West Avenue must cross six lanes of traffic and walk underneath the Route 7 overpasses. The walk is uncomfortable- the landscape is not attractive; sidewalks are narrow and are not shaded; and the underpass is not well lit (see Figure x). This corridor should be improved with landscaping, lighting, wider and more attractive sidewalks and placemaking.

Figure x: Maple Street Corridor



Source: Googlemaps

Norwalk River Valley Trail

The portion of the Norwalk River Valley Trail located within the Wall Street-West Avenue neighborhood is largely complete. Recommended trail improvements within the area include a direct connection to Mathews Park and the NRVT via a sloped trail along the embankment at the south end of the park. This would significantly improve the trail connection between the I-95 and Wall Street bridges over the Norwalk River.

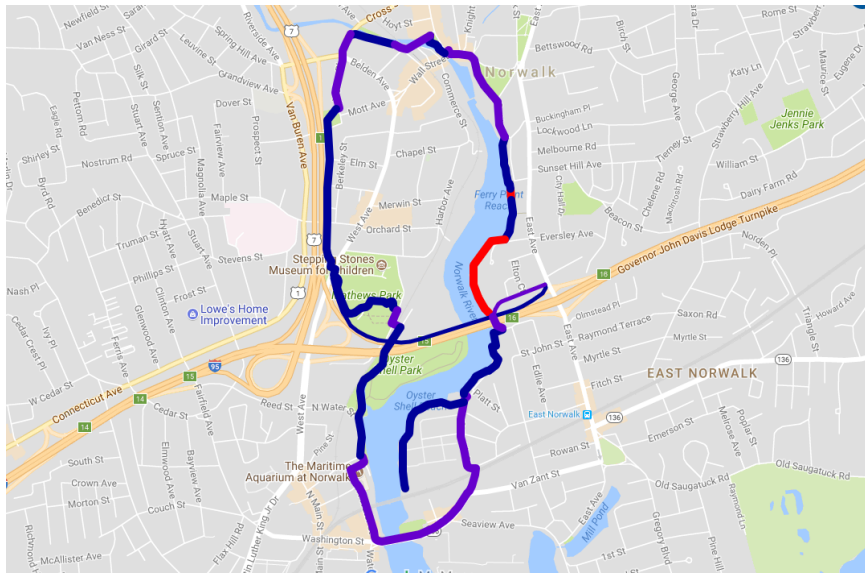
Figure x: Norwalk River Valley Trail Connection



Source: Norwalk Connectivity Master Plan, 2012

Harbor Loop Trail

The Harbor Loop Trail that links downtown to East Norwalk should be completed. Currently, one final link remains to complete the system of on-street and off-road segments that make this continuous loop.

Figure x: Harbor Loop Trail

Source: Googlemaps

Transit improvements

While the Connectivity Master Plan recommends a high frequency (10 minutes or less) electric or low-emitting transit circulator service along West Avenue. The circulator system would connect to the South Norwalk rail station and Norwalk Transit District bus hub on Belden Avenue and circulate around each area prior to making the return trip. Over the past six years, however, the transit landscape has shifted with the introduction of on-demand transportation network companies such as Uber and Lyft and direct shuttle services provided by developments such as Avalon and Waypointe, which shuttle residents to the train station. Given these changes, a new approach to transit connectivity between the Wall Street-West Avenue train station and the South Norwalk train station should be considered and evaluated. As discussed in Section 3.2, if the Transit District's Pulse Point were relocated to the South Norwalk train station, the bus hub on Belden Avenue could potentially be transformed into a Bus Rapid Transit (BRT) or light rail station providing a direct, frequent and comfortable transit connection along West Avenue and Martin Luther King Boulevard to the train station. This alternative should be further explored, as improved transit connectivity between the Wall Street-West Avenue neighborhood to Metro North's New Haven line is critical to realizing the vision of this neighborhood as a vibrant city center attractive to residents and businesses.

Parking

The City of Norwalk is currently undertaking a city-wide parking study to create policies for effective parking provision and management throughout the city. As discussed in Section 3 of this plan, parking issues most crucial to resolve in the Wall Street-West Avenue neighborhood are management of on-street parking and provision of off-street parking spaces to support local businesses. The parking study's

recommendations for addressing these issues will be incorporated into this neighborhood plan when available.

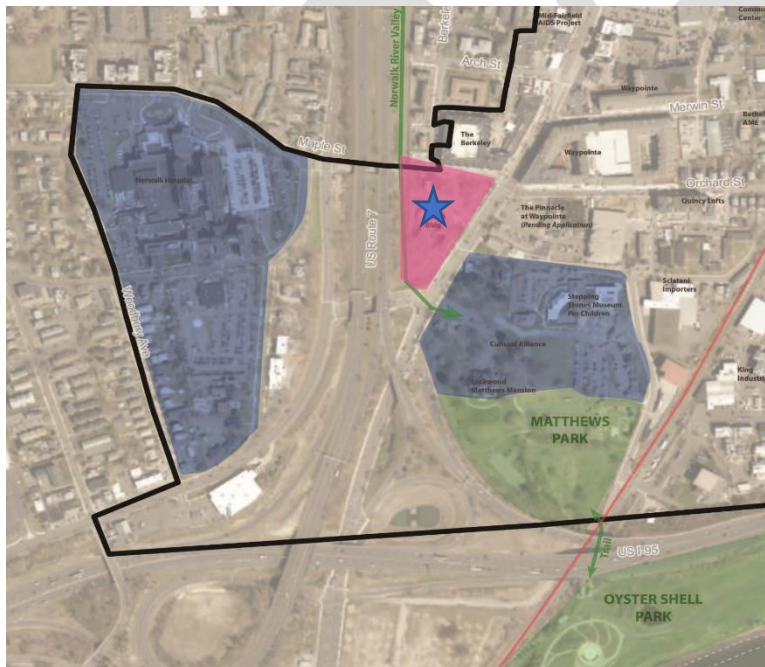
4.3 OPPORTUNITY SITES FOR REDEVELOPMENT

In addition to updating land use and building design regulations, as described above, another important element to realizing the vision for the future of the neighborhood is for the Norwalk Redevelopment Agency and the City of Norwalk to focus attention and resources on specific opportunity sites that can serve as catalysts for broader community development. These sites are concentrated at the northern and southern boundaries of the neighborhood and serve as important community anchors from both a land use and programmatic perspective, as discussed below. The concepts described for these sites are intended to provide overall direction for future development, however, the market feasibility of specific proposals to realize these concepts will need to be evaluated as part of the redevelopment process.

370 West Avenue (former YMCA Site)

370 West Avenue is located at the southern end of West Avenue at Maple Street between Stepping Stones Museum for Children and Norwalk Hospital (see Figure x). This site, which is the former home of Norwalk's YMCA, is the missing link connecting the southern part of the neighborhood to two important community anchors and the new Waypointe District. This site, which is currently owned by Norwalk Hospital, should be reused for mixed-use development that is health and wellness focused, serving both the hospital's operational and programmatic needs and the community.

Figure x: 370 West Avenue



Source: Googlemaps, RPA

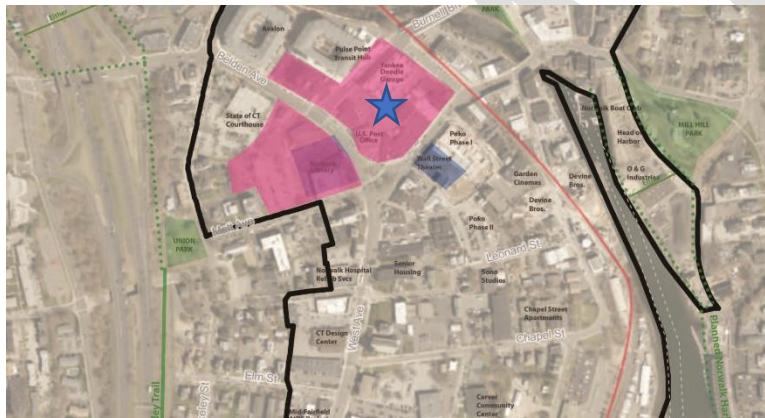
New building(s) on the site should face West Avenue with ground floor design and use that is pedestrian oriented. Community oriented uses on the site such as a community accessible fitness, nutrition and

wellness center and community oriented medical office space would serve both the hospital and the neighborhood. Further, opportunities for collaboration with Stepping Stones to provide educational program space and/or commercial space that supports the Museum's nascent Foodshed initiative and its early childhood center should be explored. As part of the redevelopment of this site, the streetscape along Maple Street should be enhanced to encourage pedestrian mobility between Norwalk Hospital and West Avenue and a strong gateway should be created at the intersection of Maple Street, West Avenue and the Norwalk River Valley Trail celebrating health and wellness at this important neighborhood entrance.

Pulse Point Transit Hub

The Norwalk Transit District's Pulse Point is located on Burnell Boulevard near the intersection of Belden Avenue (see Figure x). This site currently serves as the hub of the Transit District's bus system, where buses and passengers converge to make connections to points across the City of Norwalk and beyond. It is adjacent to the AvalonBay development, which includes ground floor commercial space and apartments, and a largely vacant six story office building at the corner of Burnell Blvd. and Belden Avenue. Across the street from the Pulse Point is the Yankee Doodle garage, which provides off-street parking for patrons of area businesses.

Figure x: Pulse Point Transit Hub



Source: Googlemaps, RPA



Pulse Point Transit Hub; Source; RPA

While the Pulse Point serves an important function as a transit hub today, together with adjacent properties, it presents a significant opportunity for enhancing both land use and mobility in the area. In planning for the future, the Transit District should work with the Redevelopment Agency and the City of Norwalk to transform its existing transit infrastructure into a 21st Century transit hub with comfortable, attractive and energy efficient transit vehicles and passenger amenities. As part of this transformation, relocation of the Pulse Point to the South Norwalk Station should be explored. Today passengers travelling to points within Norwalk via the South Norwalk Station must take a bus to the Pulse Point and then transfer to another bus. Moving the Transit District's bus transfer point to the train station would increase the efficiency of trips for these riders and would allow for reimagining the existing transit hub as a neighborhood serving amenity. It could be repurposed as a Bus Rapid Transit (BRT) or light rail station with a direct connection to the South Norwalk train station along West Avenue and Martin Luther King Boulevard, greatly enhancing mobility for residents to access the train station and for workers and visitors to access the neighborhood. This service could be designed to feel much more like a train ride than a bus ride, similar to the CT Fastrak system connecting New Britain to Hartford.



CTfastrak

Source: metro-magazine.com

As part of this transformation, the largely vacant office building at the corner of Burnell Boulevard and Belden Avenue should be redeveloped with ground floor uses that provide passenger amenities and services with residential, commercial and/or shared work space above. Burnell Boulevard should be

made two-way to improve vehicular circulation to and from the Yankee Doodle garage. And redevelopment of the garage building for transit-supportive mixed-use development, including public parking, should also be considered.

Alternatively, the Pulse Point could continue to operate as Norwalk's bus hub/transfer point and the potential to create a new train station on the Danbury line directly linking the Wall Street-West Avenue neighborhood to the South Norwalk rail station could be explored with the Connecticut Department of Transportation.

Library Block

Norwalk Public Library's main branch is located one block south of the Pulse Point on Belden Avenue (see Figure x). The Library is currently undergoing a strategic planning process to address a growing demand for its services and programs. As discussed in Section 3, the Library serves as an important community anchor and is working to further expand this role by creating new partnerships and programs that support local residents, businesses and nonprofits. Last renovated in 1982, the Library recognizes the need to expand its building to provide more space for research, exhibitions, meeting rooms and auditorium space with an outside entrance and to provide more parking for patrons.

The Library block, bounded by Belden Avenue, Mott Avenue and Byington Place, includes a number of one to three story buildings surrounded by surface parking. Planning for expansion of the Library presents an important opportunity to rationalize the disparate uses and parking lots on the block, create a more pedestrian-friendly mixed-use environment that could include new shared workspace, create new public/open space and enhance connectivity with Union Park and the Norwalk River Valley Trail.

Figure x: Library Block



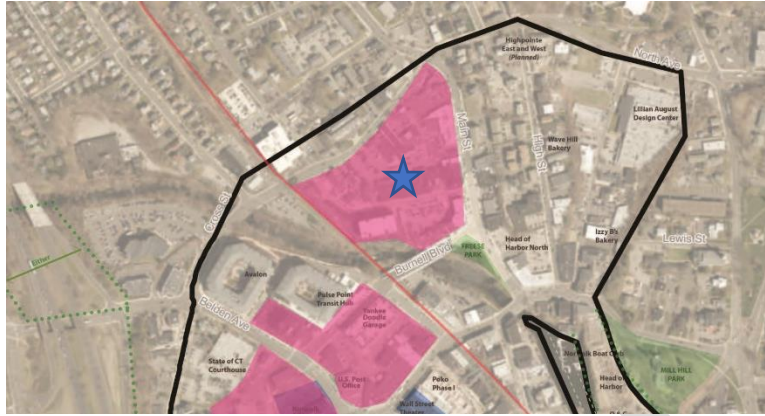
Source: Googlemaps, RPA

Commercial Plaza at Hoyt, Cross & Main Streets

The strip commercial shopping center bounded by Hoyt, Cross and Main Streets contains several one- and two-story buildings and surface parking (see Figure x). It currently contains a variety of retail, commercial and industrial uses. The suburban scale, design and density of the site is inconsistent with the walkable, urban character of the Wall Street-West Avenue neighborhood. This property should be

redeveloped with a pedestrian-friendly mix of uses that reintroduces a street grid onto the site, connected to Main Street, and provides for uses complimentary to the neighborhood including residential, live/work space, commercial and restaurant space.

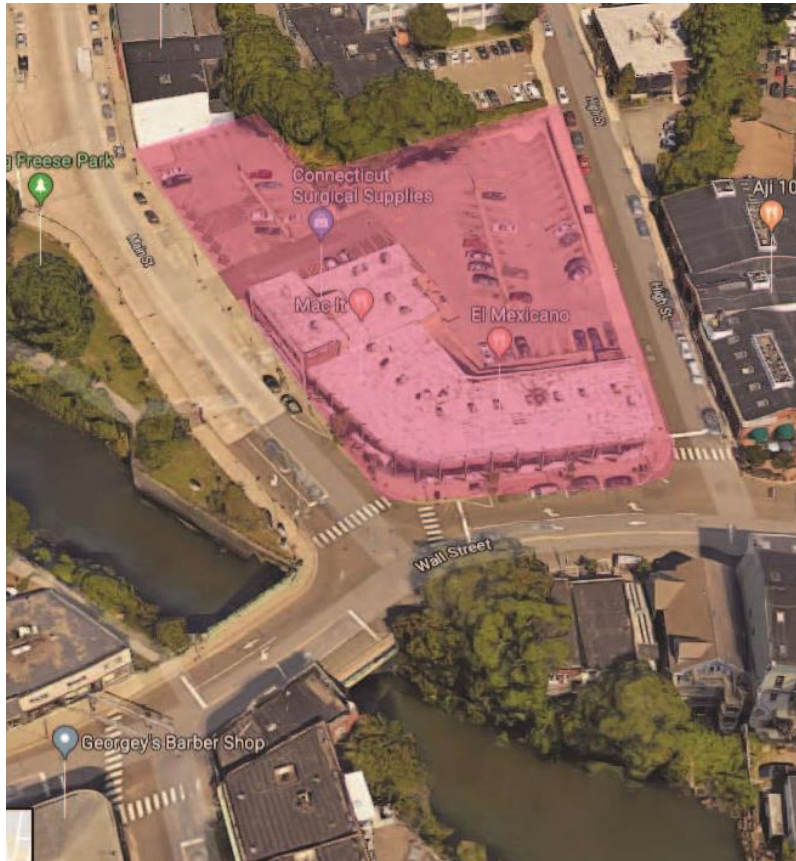
Figure x: Commercial plaza at Hoyt, Cross & Main



Source: Googlemaps, RPA

Wall Street Parcel between High & Main Streets

On the north side of Wall Street between High and Main Streets is an underutilized, x-acre parcel containing one- and two-story buildings and surface parking. This site is an important gateway into the Wall Street neighborhood and a prime opportunity for development of a four to six-story building(s) with attractive, pedestrian-oriented frontage along Main, Wall and High Streets. The site could be programmed for a mix of residential and commercial uses and parking, and should be designed to activate the streetscape and maximize its relationship with Freese Park. As part of the redevelopment of this parcel, sidewalks along Wall Street should be widened, pedestrian amenities should be provided and the Wall Street Avenue roadway should be redesigned to better balance pedestrian, bicycle and vehicular needs and improve the look and feel of the street.

Figure x: Wall Street between High & Main Streets

Source: Googlemaps, RPA

4.4 COLLABORATIVE PLANNING AND INVESTMENT

Anchor Institutions and Industries

As previously discussed in this plan, the Wall Street-West Avenue neighborhood is home to long-standing non-profit anchor institutions that have a deep history and vested stake in the community – Norwalk Hospital, Norwalk Library and Stepping Stones Museum for Children- as well as a new cultural anchor with the recent reopening of the Wall Street Theater. It is also home to two of the city's largest industrial employers- King Industries and Devine Brothers.

Working largely independently over the past decade, non-profit anchor institutions have recently begun important new conversations about collaboration around health and wellness initiatives, including the creation of a local foodshed, that both further their individual missions and increase their collective impact in the local community. The neighborhood's industrial employers have historically operated independently from one another and the broader neighborhood, but also present an important opportunity to stimulate local economic growth. Together these community anchors can support the

local economy through job creation and neighborhood investment through implementation of the following strategies:

Local hiring and workforce development

Training local and diverse residents for existing employment opportunities not only benefits those hired, but also benefits the employer by allowing them to leverage existing public resources and community infrastructure to creating a diverse, local and culturally competent workforce. Additionally, hiring locally reduces transportation costs for employees and minimizes tardiness that can result from long commutes. Strategic partnerships and investments in frontline employees also help to improve employee morale and employee retention.

Local purchasing

Major employers have tremendous purchasing power. Keeping money spent by anchor employers in the local neighborhood provides critical support to and growth opportunities for neighborhood businesses and strengthens the local economy. By supporting diverse and locally owned vendors and helping to incubate new community enterprises to fill supply chain gaps, institutions can leverage existing resources to drive local economic growth.

Place-based impact investing

Institutions and industrial businesses can earn a financial return on their investments while producing a positive social, economic, or environmental impact within their geographical service areas via a range of high-impact opportunities across asset classes, themes, sectors, and risk/return profiles. They can begin with something as simple as shifting deposits of cash and cash equivalents to local community banks and credit unions, or they can invest in low-risk fixed income products offered by community development financial intermediaries that provide key financial services and resources to their local communities.

Coordinated capital investments

Nonprofit institutions can leverage their capital assets and investments to improve community well-being in alignment with their missions. Capital investments in streetscapes, public spaces and quality housing are a key to strengthening neighborhoods. Coordination and leveraging of anchor and municipal capital investments can increase the impact accrued to both parties. A safe and attractive neighborhood is a healthy community for residents and helps institutions retain and attract talent.

Arts & culture

Arts and culture are often treated as luxuries, and defined in the limited terms of traditional arts such as theater and museums. But a broad range of local creative and cultural activities, from libraries to street festivals to small galleries, provide compounding benefits to communities. There are documented social, economic, and health benefits from local arts and culture activity in local neighborhoods.

In the Wall Street-West Avenue neighborhood, arts and culture are playing an increasing role in strengthening community identity, enhancing quality of life and attracting residents and businesses with active support from local organizations including Norwalk 2.0 and the Wall Street Theater. As part of the

implementation of this plan the efforts local artists, cultural institutions and creative spaces in the neighborhood should be supported. Tools for promoting neighborhood arts and culture that should be employed include zoning that allows for live/work space and maker spaces and includes incentives for providing public art and creating space for cultural institutions and community centers. And to the extent practicable, all publicly funded projects in the neighborhood should include a budget for art. Further, Norwalk should promote the preservation and reuse of historic buildings in the neighborhood into community facilities or live-work spaces by assisting owners with national register designation, historic tax credits, and other preservation opportunities.

4.5 FINANCING TOOLS

Tax Incentives

The Norwalk Redevelopment Agency has proposed several tax incentives to attract new development, businesses and jobs to the Wall Street-West Avenue neighborhood. They can be used individually or in combination, depending upon the business and/or project and include incentives for infrastructure investment, real estate development, historic preservation, small business development, job creation and B Corporations, as described below. A cap on the incentives of \$15 million is recommended for the first five years of the incentive program.

Infrastructure investment incentive

A service payment agreement where the tax increment may be fully applied to support financing public infrastructure projects within the neighborhood for up to 30 years provided the service payments are equal to the taxes that would have been paid to the City but for the exemption.

Real estate development incentive

The tax increment is exempted up to 50% for not more than 10 years on new mixed use development and not more than 15 years for office development projects that have street frontage on main arterials within the neighborhood, that reserve not less than 10% of their developable square footage as highly activated public realm, dedicate 5% of any required workforce housing units to people earning not more than 50% of State Median Income or commit not less than 10% of their gross floor area to health, science or technology uses. Eligible projects are valued at not less than \$10 Million. This is to incentivize investment in new larger scale real estate development in the neighborhood and to allow those that are building the opportunity to invest more capital into their development projects as they come to market and to allow the project to economically stabilize before realizing the full tax impact.

Commercial preservation incentive

A significant part of the neighborhood contains a Historic Preservation District as designated by the Connecticut State Historic Preservation Office (SHPO), as shown on Figure x in Section 2 of this plan. As the neighborhood gains momentum as a place of strategic innovation it will be important to bring new life into the neighborhood's historic structures and ensure that they continue to positively influence sense of place, distinctness and architectural relevance of the community. A

twenty-year special valuation is recommended for historic structures within the neighborhood that undergo approved historic rehabilitation. The primary benefit of the special valuation would be that during the twenty-year special valuation period, property taxes would not reflect the value of the substantial improvements made to the historic property.

Eligible properties, would include those designated by the Norwalk Common Council as contributing properties to the Wall Street Historic District, buildings within the neighborhood that are on the National Register and any building deemed by the Norwalk Historic Commission as having local historical significance. The property must have undergone an approved rehabilitation within the two years prior to the date of application and rehabilitation cost must equal or exceed 25% of the assessed value of the improvements, exclusive of land value, prior to rehabilitation.

Small business incentive

Designed to incentivize small businesses and entrepreneurs that have less than fifteen full time employees by fully exempting them from both the property tax associated with their business's space and any personal property tax associated with the business during their first four years of operations. To be eligible for this incentive a business would need a minimum of three full time non-related employees that spend a minimum of 60% of their time in the neighborhood at the point of opening and maintain at least three such employees each year of the incentive. The business' occupied space should exceed 10,000 square feet. For small businesses already located in the neighborhood, additions of three or more new employees would entitle them to the same tax benefit with the same restrictions.

Skilled job creation tax credit

This credit would reward businesses that increase the number of skilled jobs available in the neighborhood. A business can apply the credit to its property tax obligation if it creates ten or more new full-time jobs that spend a minimum of 60% of their time in the District and pays each position \$50,000 or more annually in a given year. Program participants would be required to commit to maintaining business operations in the neighborhood for five years and maintain staffing levels at a minimum of ten such jobs since the starting period. The credit amounts for the new jobs created would be 2% of annual wages paid for each new job up to \$5,000 per new job created, whichever is higher for each of the five years going forward.

B Corp tax incentive

This credit would allow all new, sustainable businesses committed to creating jobs in the neighborhood to fully exempt their tax obligations for their real estate for the first five years. The B Corp business would be required upon opening to have and maintain at least two non-related employees for the full term of the incentive and the employees would be required to work in the neighborhood 60% of the time. The incentive would be capped at the property taxes for occupied space of not more than 10,000 square feet.

Grant Programs

The Redevelopment Agency currently offers two targeted grant programs that advance the objectives of this plan, as outlined below. These programs should be continued to advance the vision of this plan.

Wall Street Stabilization Program

The Wall Street Stabilization Program provides forgivable loans to businesses located in Norwalk's Wall Street district. The program provides up to one-third of a business's monthly rent or a maximum of \$20,000 per year for up to five years. The maximum total loan amount per business is \$100,000 and the maximum loan term is five years. Upon business stabilization, the loan is forgiven by 20% each year that the business remains in operation.

Community Arts and Cultural Sponsorship Program

Grant applications are accepted by the Norwalk Redevelopment Agency throughout the year for funding up to 20% of the total program/project cost. In awarding of grants, emphasis placed on projects/programs that collaborate with other Norwalk organizations, are located in Norwalk's urban core and meet one of the following program/project types:

- Art-making project that engages the community in expressing aspects of place, and/or adapts neighborhood sites or buildings to reveal their potential as sites for creativity.
- The construction, renovation, or repurposing of existing facilities as artist studio space or housing.
- Venture initiated by individual artists/entrepreneurs involving partnerships with non-profit or for-profit organizations and oriented around new businesses or creative work.
- Commissioned research that provides data to highlight emerging artistic/cultural trends, markets and opportunities; influence policy; and inform ongoing evaluation geared towards increasing the sector's local impact.

4.6 COORDINATED PLANNING

Carrying out the multiple implementation strategies outlined in this plan will require substantial collaboration across agencies, departments, institutions, developers, businesses and other community stakeholder groups. While the Norwalk Redevelopment Agency is ultimately tasked with the implementation of this plan, joint planning, program and project development and management in cooperation with these entities will be required to achieve the vision outlined in this plan. Joint projects and planning efforts will provide important opportunities to establish and grow the partnerships necessary to identify shared interests and benefits and leverage investment.

4.7 IMPLEMENTATION ACTIONS MATRIX

A. ZONING CHANGES

Action	Timeframe	Responsible Party
A1. Amend CBD- A & B zones (<i>combine & add new uses</i>)	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Planning Department Norwalk Common Council
A2. Rezone I1 at Hoyt, Main & Cross to CBD		
A3. Create and adopt new Waterfront Design District Overlay Zone		

B. CONNECTIVITY AND MOBILITY IMPROVEMENTS

Action	Timeframe	Responsible Party
B1. Adopt Corridor Design Guidelines	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Planning Department Norwalk Common Council
B2. Implement Norwalk Connectivity Master Plan Recommendations	Ongoing	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Department of Public Works
B3. Implement Maple Street improvements	1-3 years	
B4. Implement Wall Street improvements	1-3 years	

C. OPPORTUNITY SITES

Site	Actions	Timeframe	Responsible Party
C1. 370 West Avenue (former YMCA site)	Program collaboration	1-3 years	<ul style="list-style-type: none"> Norwalk Hospital Stepping Stones Museum for Children Norwalk Public Library
	Site planning	1-3 years	<ul style="list-style-type: none"> Norwalk Hospital with <ul style="list-style-type: none"> Stepping Stones Museum for Children Norwalk Public Library Norwalk Redevelopment Agency
	Maple Street improvements	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Planning Department Norwalk Department of Public Works
	Site development	3-5 years	<ul style="list-style-type: none"> Norwalk Hospital Norwalk Redevelopment Agency

Site	Actions	Timeframe	Responsible Party
C2. Pulse Point Transit Hub	Explore relocation of bus Pulse Point to South Norwalk	1-3 years	<ul style="list-style-type: none"> Norwalk Transit District Norwalk Redevelopment Agency Norwalk Planning Department
	Feasibility analysis for direct transit link to South Norwalk Train Station (rail, light rail, BRT)	1-3 years	<ul style="list-style-type: none"> Norwalk Transit District Norwalk Redevelopment Agency Norwalk Planning Department Connecticut Department of Transportation
	Planning for direct transit link to South Norwalk Train Station	3-5 years	
	Implementation of direct transit link to South Norwalk Train Station	6+ years	
	Traffic study and implementation for 2-way traffic on Burnell Blvd.	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Planning Department
	Redevelop 24 Belden Avenue	3-5 years	<ul style="list-style-type: none"> Property owner and/or developer Norwalk Redevelopment Agency Norwalk Transit District
	Improve Yankee Doodle Garage	3-5 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Department of Public Works
C3. Library Block	Library expansion planning	1-3 years	<ul style="list-style-type: none"> Norwalk Public Library
	Redevelop library block	3-5 years	<ul style="list-style-type: none"> Norwalk Public Library Library block property owners Norwalk Redevelopment Agency First Taxing District
C4. Commercial plaza at Hoyt, Cross & Main Streets	Rezone property to CBD	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Planning Department Norwalk Common Council
	Redevelop site	3-5 years	<ul style="list-style-type: none"> Property owners and/or developer Norwalk Redevelopment Agency
C5. Wall Street parcel between Main & High Streets	Improve streetscape along Wall, Main & High Streets	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Department of Public Works
	Complete Street improvements on Wall & Main Streets	1-3 years	
	Redevelop underutilized parcel on Wall Street b/w High & Main Streets	3-5 years	<ul style="list-style-type: none"> Property owners and/or developer Norwalk Redevelopment Agency

	Implement Freese Park Master Plan	Ongoing	<ul style="list-style-type: none"> Norwalk Redevelopment Agency
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D. COLLABORATIVE PLANNING AND INVESTMENT

Action	Timeframe	Responsible Party
D1. Organize anchor institution collaborative	Immediate	<ul style="list-style-type: none"> Norwalk Redevelopment Agency with <ul style="list-style-type: none"> Norwalk Hospital Norwalk Public Library Stepping Stones Museum for Children Wall Street Theater King Industries Devine Brothers
D2. Identify shared values & collaborative projects	1-3 years	
D3. Develop and implement community investment strategy <ul style="list-style-type: none"> Local hiring & workforce development Local purchasing Place-based impact investing Coordinated capital investments 	1-3 years	
D4. Support local artists, cultural institutions and creative spaces <ul style="list-style-type: none"> Zoning for live/work & maker spaces Incentives for public art, cultural institutions and community spaces 	1-3 years	<ul style="list-style-type: none"> Norwalk Redevelopment Agency & Norwalk Planning Department with <ul style="list-style-type: none"> Norwalk 2.0 Wall Street Theater Neighborhood residents and business & property owners
D5. Preserve and adapt historic buildings for reuse	Ongoing	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Property owners and/or developers Community organizations

E. FINANCING TOOLS

Action	Timeframe	Responsible Party
E1. Implement Innovation District Tax Incentives	Immediate	<ul style="list-style-type: none"> Norwalk Redevelopment Agency Norwalk Common Council
E2. Targeted grant programs	Ongoing	<ul style="list-style-type: none"> Norwalk Redevelopment Agency