



## REGULAR MEETING – PARKING AUTHORITY AGENDA

MARCH 25, 2026, 6:00 PM  
BY ZOOM VIRTUAL MEETING

To allow public access, anyone may access a meeting by telephone and/or Zoom, or a recording in the City of Norwalk YouTube channel. Specific instructions and links can be found at [norwalkct.gov/meetings](https://norwalkct.gov/meetings).



Members of the public may call in to participate. Callers will not be able to see the meeting participants. All participants will be muted upon entering the meeting. To speak, dial \*9 on the phone and you will be called on by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide "live comments" may also use the Zoom meeting platform. All participants will be muted upon entering the meeting. To speak, click the "raise your hand indicator" and you will be called by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide public comment are encouraged to submit those via email in advance of the meeting. For these comments to be included into the record, they must be submitted by 12:00 p.m. the day of the meeting. Please email Bryan Lutz at [blutz@norwalkct.gov](mailto:blutz@norwalkct.gov) with the subject line "Public Comment" to provide written public comment prior to the meeting.

- I. **CALL TO ORDER**
- II. **ROLL CALL**
- III. **ACCEPTANCE OF MINUTES**
  - A. **Regular Meeting: February 25, 2026**
- IV. **PUBLIC PARTICIPATION**
- V. **REPORTS**
  - A. **Engineering and Project Report**
    - 1. Update: NPA2024-02 Aesthetic Enhancements at Yankee Doodle Garage
  - B. **Financial and Operating Report - LAZ**
- VI. **NEW BUSINESS**

- A. Discuss and Vote: NPA2026-1 Norwalk Citywide Wayfinding Proposal -Found Design LLC (d.b.a. MERJE)

VII. OLD BUSINESS

- A. Update: Residential Parking Program

VIII. ADJOURNMENT

UPCOMING MEETINGS

April 22, 2026 May 27, 2026

Members of the public can call in and listen to a meeting. They cannot speak or see any of the meeting participants. Each meeting will use a unique Meeting/Webinar ID. Please find the information using the link above.

Members of the public who wish to provide “live comments” will need to register in advance and use the Zoom meeting platform. All participants will be muted upon entering the meeting. To speak, click the “raise your hand indicator” and you will be called on by the host of the meeting during the public comment section. Please find the information using the link above.

Members of the public who wish to view the meeting, but are not participating, can view a live stream on the City of Norwalk YouTube channel. This stream is delayed by approximately 20 seconds. Please find the information using the link above. The meeting recording and minutes will be posted on the City of Norwalk website within seven (7) days after the meeting.

Members of the public who wish to provide public comment are encouraged to submit those via e-mail in advance of the meeting. For these comments to be read into the record, they should be submitted at least three hours in advance of the meeting start time. Please email Brian Lutz [blutz@norwalkct.gov](mailto:blutz@norwalkct.gov) to provide written comment prior to the meeting.

**PARKING AUTHORITY  
REGULAR MEETING VIA ZOOM VIRTUAL VIDEOCONFERENCE AND  
TELECONFERENCE  
FEBRUARY 25, 2026**

**ATTENDANCE:** Eric Rains, Chairman  
Peter Fullam  
Jessica Larch

**STAFF** Bryan Lutz, Director of Parking  
James Travers, Director, TMP

**OTHERS:** Rocky Legesse, LAZ Parking  
Louis Henriques, LAZ Parking  
Cara Hyder, LAZ Parking  
Maria Miranda, Miranda Creative  
Juliet Delrio, Miranda Creative

**I. CALL TO ORDER**

Mr. Rains called the meeting to order at 6:00 PM.

## **II. ROLL CALL**

Mr. Lutz called the roll, and those listed in the attendance were present.

## **III. ACCEPTANCE OF MINUTES**

### **A. Regular Meeting: January 28, 2026**

**\*\* MR. FULLAM MOVED TO APPROVE THE MINUTES AS SUBMITTED.**

**\*\* MS. LARCH SECONDED THE MOTION.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

## **IV. PUBLIC PARTICIPATION**

There was no public participation this evening.

## **V. REPORTS**

### **A. Financial and Operating Report-LAZ**

Mr. Legesse reported that in January, two major snowstorms led to emergency declarations and affected transient and meter revenue, resulting in underperformance and a net loss for the month. The year-to-date fund balance is healthy.

Mr. Legesse reported on the variance report, which showed a 63.3% variance in group health insurance due to an increase in health insurance costs, and he will revisit the 2026/27 budget, as this will affect the numbers for the next fiscal year. Snow removal had a 40.9% variance because snow removal costs exceeded the budgeted snow expenses. The service contract had a variance of -83.6% as the contract was under budgeted for the month, as the service contract was paid in advance in December. The equipment expenses are still under budget, as the two vehicles have been received, but the payments will not be reflected until February or March. The parking programs had a variance of -58% due to the cancellation of the DKA contract.

Mr. Legesse reported on the actual versus budget figures for all locations and noted that the Maritime Garage is operating at a loss due to debt service

payments. Mr. Rains pointed out that the East Norwalk Railroad Station is also underperforming and asked if that is due to the construction. Mr. Legesse said “yes” as there are limited parking spaces on the New York-bound side. Mr. Rains asked whether, when parking spaces are occupied due to construction activity/vehicles, the Parking Authority is compensated. Mr. Legesse said “yes,” but because the construction for the Walk Bridge project was not included, they are not recouping the revenue loss from that project.

Mr. Fullam said that since the Maritime Garage is operating under capacity, he suggested moving the cars stored at the Yankee Doodle Garage, because the Yankee Doodle Garage is often 100% full and would allow for additional income. Mr. Legesse said that it can be discussed, but noted that since the Maritime Garage is a gated garage, that may be an issue, and that the Maritime Aquarium uses the garage when they are busy and on weekends. Mr. Travers said that he and Mr. Lutz are looking into alternatives to support that and be beneficial to all parties, but due to them being paid at a premium, they would not make up for the lost revenue; however, they do think there is a larger value to open additional spaces in the Wall Street area for transient visitors.

Mr. Legesse reported on permit revenue, noting that it has slightly increased. He provided an update on transient revenue and noted an increase in credit card usage at both street and off-street facilities. He said there has been a decline in citations, mainly due to improved signage and compliance, as reflected in revenue.

Mr. Legesse reported on free 15-minute parking usage and noted an 8% decline, mainly due to lost activity and revenue from the two major snowstorms, which reduced transient activity.

Mr. Legesse provided an update on the maintenance and said that overhead gate replacement at the South Norwalk Railroad Station garage is in progress and should be completed by the end of this week. The lighting upgrade at the Maritime Garage and the Yankee Doodle Garage is also in progress, and a majority of the lighting project at the Maritime Garage has been completed, with the exception of the lobby side stairwells.

### **A. PRESENTATION/DISCUSSION: CREATIVE MARKETING**

Mr. Lutz said last year that, in collaboration with the city, a competitive bid process was conducted to select a new marketing and creative agency. Miranda Creative, which is a

well-established, award-winning firm, emerged as the clear choice. They have now considered what was previously separately handled by DKA and the Snyder Group, providing a single cohesive team that has already delivered impressive momentum in just six months.

Mr. Lutz said that Ms. Miranda will be presenting their work supporting Visit Norwalk's tourism initiatives, event outreach, and social media, as well as Park Norwalk. Ms. Miranda and Ms. Delrio presented the work they have done over the first six months, which has included Dine Norwalk, MELT, the holiday extravaganza, and the Halloween Night Fair.

The larger strategy is to increase engagement on the website for events, while keeping the tourism-focused social account, and to run strategic video ads that tell the city's vibrant story. Mr. Lutz shared the video.

Ms. Delrio presented the social media, website maintenance, and visual refresh for Park Norwalk, which includes ongoing maintenance and support, a long-term refresh to enhance the visual appearance and increase structure and security, and a restructure of the website content. She said the top priorities are to create an asset library for use on the website and in promotional materials, capture video for awareness messaging that tells the story of Park Norwalk's contribution to the city, and allocate a digital advertising budget.

Mr. Rains said it is amazing what has been accomplished in such a short time and asked if there is, or will be, a toolkit for businesses on how to integrate all of this into their messaging. Ms. said "yes"; it will just need to be discussed how it will be distributed.

Ms. Larch suggested that the information regarding parking be included for the MELT event on Wall Street. Ms. Delrio said there will be an event parking post listing the recommended garages.

Mr. Travers said he would like a map showing where the parking structures and lots are so people can see there are many parking options. He would also like to see a presentation on what a new website could look like. He also suggested that Ms. Larch is available to participate.

## **VII. OLD BUSINESS**

### **B. DISCUSS AND VOTE- SONO TRAIN STATION PLUMBING EMERGENCY**

Mr. Lutz said there was a sewage backup at the South Norwalk Train Station that caused substantial damage to the SNEW office space. Following the incident, they collaborated closely with the city's legal department to review the agreement, assess the liability, and determine an equitable division of the repair costs. After a thorough review and negotiation, a mutually agreed-upon cost-sharing arrangement with SNEW was reached. Park Norwalk's proposed share is \$19,065.21.

**\*\* MS. LARCH MOVED TO APPROVE THE REPAIR COSTS IN THE AMOUNT OF \$19,065.21.**

**\*\* MR. FULLAM SECONDED THE MOTION.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

## **VII. OLD BUSINESS**

### **A. UPDATE: RESIDENTIAL PARKING PROGRAM**

Mr. Lutz provided an update and said the three planned community listening sessions were held, and valuable direct input and feedback collection is ongoing. LAZ has been a key partner in facilitating this initiative.

Ms. Hyder provided an update and said she was pleased with the turnout of the listening sessions. In addition, a webpage was launched in conjunction with Mirada Creations to provide a forum for residents to reach out and get more information, and it will be continuously updated and will include an executive summary of the findings over the next few days. The comment period will be kept open until March 13, 2026. Following that, LAZ will provide key recommendations, and the final step will be put out for public review for one month.

Ms. Hyder provided an update on the annual parking assessment and said the final recommendation will be presented within the next couple of months.

## **VIII. ADJOURNMENT**

**\*\* MS. LARCH MOVED TO ADJOURN**

**\*\* MR. FULLAM SECONDED THE MOTION.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

The meeting was adjourned at 7:00 PM.

Respectfully submitted,

Dilene Byrd

NPA2024-02 Aesthetic Enhancements at Yankee Doodle Garage (Painting & Selective Demo)





# March 2026 Board Meeting

Norwalk Parking Authority | Norwalk, Connecticut

March 26, 2026



Park  
Norwalk

powered by  
**LAZ**  
Parking

# AGENDA



- Financial Review
- Operational Review
  - Update on 15 minutes usage
  - Customer Service
  - Mystery Shop Audits
  - Maintenance



powered by



**Summary Income Statement  
Norwalk Parking Authority  
For the Period Ending February 2026**

	February-26				FOR THE MONTH ENDING FEBRUARY 2026					FISCAL YEAR		
	Actual 2026	Budget 2026	Var \$	Var %	Actual PY	Actual 2026	Budget 2026	Var \$	Var %	Actual PY	Forecast	Budget
<b>REVENUES:</b>												
Parking Revenue	512,362	568,497	(56,135)	-9.9%	526,654	4,540,383	4,771,065	(230,682)	-4.8%	4,508,584	6,960,574	7,185,097
Other Revenue	3,079	8,608	(5,529)	-64.2%	3,382	49,431	68,867	(19,436)	-28.2%	57,075	104,146	129,904
<b>Total System Revenue</b>	<b>515,441</b>	<b>577,106</b>	<b>(61,664)</b>	<b>-10.7%</b>	<b>530,036</b>	<b>4,589,814</b>	<b>4,839,931</b>	<b>(250,117)</b>	<b>-5.2%</b>	<b>4,565,659</b>	<b>7,064,721</b>	<b>7,315,001</b>
<b>EXPENSES:</b>												
Operations	460,358	371,363	88,995	24.0%	470,841	2,778,966	2,986,615	(207,649)	-7.0%	2,634,388	4,328,450	4,550,300
City Support/Admin Svcs	62,002	62,002	0	0.0%	71,126	496,013	496,013	-	0.0%	569,004	744,019	744,019
Debt Service	105,517	105,517	0	0.0%	106,513	844,135	844,135	-	0.0%	852,104	1,266,202	1,266,202
Capital Reserve & Replacement	0	11,250	(11,250)	-100.0%		78,750	90,000	(11,250)	-12.5%	78,750	118,125	135,000
<b>Total Expenses</b>	<b>627,876</b>	<b>550,132</b>	<b>77,745</b>	<b>14.1%</b>	<b>648,480</b>	<b>4,197,864</b>	<b>4,416,763</b>	<b>(218,899)</b>	<b>-5.0%</b>	<b>4,134,246</b>	<b>6,456,797</b>	<b>6,695,522</b>
<b>Fund Balance</b>	<b>(112,435)</b>	<b>26,974</b>	<b>(139,409)</b>	<b>-516.8%</b>	<b>(118,444)</b>	<b>391,949</b>	<b>423,168</b>	<b>(31,219)</b>	<b>-7.4%</b>	<b>431,413</b>	<b>607,924</b>	<b>619,479</b>

<b>VARIANCE REPORT - Major Variances (+/- 20% and \$5,000)</b> Norwalk Parking Authority For the Month Ending February 28, 2026							
	ACTUAL	BUDGET	Var. (\$)	Var. (%)	COMMENTS	Actual YTD	Budget YTD
<b>PARKING REVENUE</b>							
Meter Revenue	\$48,905	\$63,861	(\$14,956)	-23.4%	Revenue for the month is under budget due to the major snow storm that affected several days of parking.	\$491,623	\$490,639
Parking Violation	\$80,403	\$105,189	(\$24,786)	-23.6%	Parking violation was under budget for the month. This has been constant trend for this fiscal year. We believe the improved signages coupled with staff consistent engagement with businesses have resulted in an increased compliance.	\$839,734	\$936,784
<b>OPERATING EXPENSES</b>							
Group Health Insurance	\$18,860	\$11,760	\$7,100	60.4%	Expense for the month is higher due to increased health insurance cost.	\$126,002	\$99,958
Building Repair and Maintenance	\$15,393	\$35,345	(\$19,953)	-56.5%	Expense for the month is under budget due to deferring of some repairs to off set some of the losses under snow.	\$284,087	\$338,360
Snow Removal	\$160,826	\$39,000	\$121,826	312.4%	Expense for the month is higher due to more than expected snow storm.	\$258,740	\$132,500
Utilities Expense	\$13,537	\$7,193	\$6,344	88.2%	Expense for the month is over budget due to increased usage due to the cold weather.	\$43,032	\$55,000
Equipment expense	\$0	\$13,333	(\$13,333)	-100.0%	Expense for the month is under due to delay in equipment purchase order. Actual order has been received and payment will be processed in the coming months.	\$1,692	\$106,667
Parking Program	\$0	\$8,333	(\$8,333)	-100.0%	Expense for the month is under budget due to termination of contract with previous marketing vendor resulting in saving coupled with delayed invoice for the month from our new vendor.	\$18,718	\$66,667



# February 2026 Financial Report Page 1

LAZ Karp Associates, LLC and Subsidiaries  
 Norwalk Parking Authority  
 For the Eight Months Ending February 28, 2026

Description	Actual	Budget	Variance	% Variance	YTD Actual	YTD Budget	YTD Variance	YTD Variance %	Annual Budget
<b>PARKING REVENUE</b>									
<b>R1</b> Meter Revenue	48,904.95	63,860.80	(14,955.85)	-23.4%	491,622.73	490,639.06	983.67	0.2%	756,579.06
<b>R2</b> Transient Parking	211,236.95	217,080.43	(5,843.48)	-2.7%	1,765,120.21	1,892,815.73	(127,695.52)	-6.7%	2,879,954.15
<b>R3</b> Monthly Parking	199,259.70	211,787.86	(12,528.16)	-5.9%	1,679,308.16	1,694,302.88	(14,994.72)	-0.9%	2,541,454.32
<b>R4</b> Less: Refunds	(12.75)	0.00	(12.75)	0.0%	(400.90)	0.00	(400.90)	0.0%	0.00
<b>R5</b> Parking Violation	80,403.00	105,188.52	(24,785.52)	-23.6%	839,734.25	936,783.82	(97,049.57)	-10.4%	1,375,988.16
<b>R6</b> Less: Sales Tax	(27,429.42)	(29,420.14)	1,990.72	-6.8%	(235,001.57)	(243,476.87)	8,475.30	-3.5%	(368,878.45)
<b>TOTAL PARKING REVENUE</b>	<b>512,362.43</b>	<b>568,497.47</b>	<b>(56,135.04)</b>	<b>-9.9%</b>	<b>4,540,382.88</b>	<b>4,771,064.62</b>	<b>(230,681.74)</b>	<b>-4.8%</b>	<b>7,185,097.24</b>
<b>OTHER REVENUE</b>									
<b>OR1</b> Marketing/Advertising	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.0%	26,604.00
<b>OR2</b> ATM Machines	178.00	266.67	(88.67)	-33.3%	1,538.00	2,133.36	(595.36)	-27.9%	3,200.04
<b>OR3</b> Lease Income - SNRR/MG	1,426.00	3,164.00	(1,738.00)	-54.9%	24,643.89	25,312.00	(668.11)	-2.6%	37,968.00
<b>OR4</b> Lease Income_YDG	1,475.00	1,446.33	28.67	2.0%	11,713.00	11,570.64	142.36	1.2%	17,355.96
<b>OR5</b> SNRR Concessions Income	0.00	3,648.00	(3,648.00)	-100.0%	11,536.00	29,184.00	(17,648.00)	-60.5%	43,776.00
<b>OR6</b> Investment Income	0.00	83.33	(83.33)	-100.0%	0.00	666.64	(666.64)	-100.0%	999.96
<b>TOTAL OTHER REVENUE</b>	<b>3,079.00</b>	<b>8,608.33</b>	<b>(5,529.33)</b>	<b>-64.2%</b>	<b>49,430.89</b>	<b>68,866.64</b>	<b>(19,435.75)</b>	<b>-28.2%</b>	<b>129,903.96</b>
<b>TOTAL SYSTEM REVENUE</b>	<b>515,441.43</b>	<b>577,105.80</b>	<b>(61,664.37)</b>	<b>-10.7%</b>	<b>4,589,813.77</b>	<b>4,839,931.26</b>	<b>(250,117.49)</b>	<b>-5.2%</b>	<b>7,315,001.20</b>

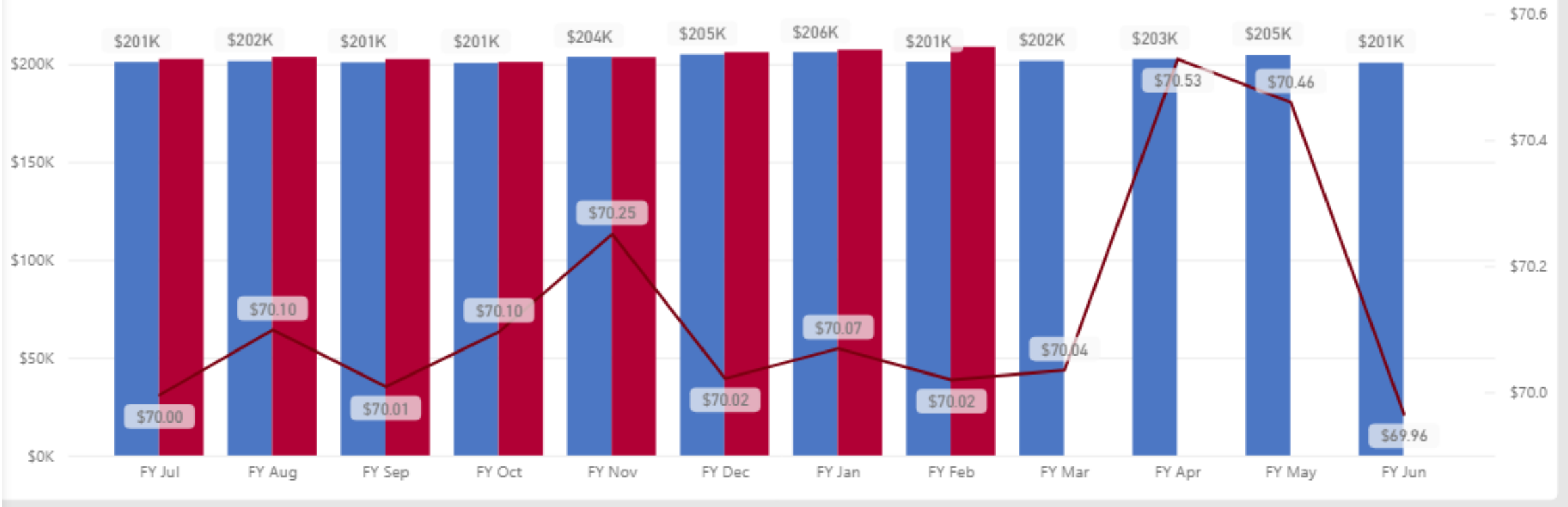
<b>OPERATING EXPENSES</b>										
<b>E1</b>	Gross Wages	117,306.57	111,998.84	(5,307.73)	-4.7%	940,213.80	951,990.14	11,776.34	1.2%	1,455,984.92
<b>E2</b>	Payroll Tax Expense	13,932.64	14,167.86	235.22	1.7%	109,397.75	120,426.81	11,029.06	9.2%	184,182.18
<b>E3</b>	Group Health Insurance	18,860.00	11,759.87	(7,100.13)	-60.4%	126,001.92	99,958.30	(26,043.62)	-26.1%	152,877.74
<b>E4</b>	Worker's Compensation Expense	4,926.82	4,703.95	(222.87)	-4.7%	38,564.97	39,983.58	1,418.61	3.5%	61,151.36
<b>E5</b>	401K Match Expense	2,346.12	2,239.97	(106.15)	-4.7%	18,364.28	19,039.75	675.47	3.5%	29,119.62
<b>E6</b>	Operating Expenses	15,788.63	12,499.98	(3,288.65)	-26.3%	93,445.79	99,999.84	6,554.05	6.6%	149,999.76
<b>E7</b>	Maritime Condo fees	2,404.45	2,452.08	47.63	1.9%	19,235.60	19,616.64	381.04	1.9%	29,424.96
<b>E8</b>	Management Fee Expense	8,333.33	8,333.35	0.02	0.0%	66,666.64	66,666.80	0.16	0.0%	100,000.20
<b>E9</b>	Uniforms	0.00	3,333.34	3,333.34	100.0%	7,668.00	26,666.72	18,998.72	71.2%	40,000.08
<b>E10</b>	Signage	0.00	4,166.66	4,166.66	100.0%	20,105.87	33,333.28	13,227.41	39.7%	49,999.92
<b>E11</b>	Tickets	0.00	416.68	416.68	100.0%	3,247.57	3,333.44	85.87	2.6%	5,000.16
<b>E12</b>	Office Expense	1,568.36	1,666.66	98.30	5.9%	18,458.32	13,333.28	(5,125.04)	-38.4%	19,999.92
<b>E13</b>	Building Repair & Maintenance	15,392.50	35,345.00	19,952.50	56.5%	284,086.98	338,360.00	54,273.02	16.0%	563,060.00
<b>E14</b>	Snow Removal	160,825.62	39,000.00	(121,825.62)	-312.4%	258,739.62	132,500.00	(126,239.62)	-95.3%	183,500.00
<b>E15</b>	Service Contract	15,405.21	11,577.77	(3,827.44)	-33.1%	94,252.62	123,688.84	29,436.22	23.8%	180,355.48
<b>E16</b>	Sanitation	1,655.35	2,200.00	544.65	24.8%	17,233.80	17,600.00	366.20	2.1%	26,400.00
<b>E17</b>	Security Services	7,519.76	6,905.55	(614.21)	-8.9%	63,898.74	75,594.39	11,695.65	15.5%	109,999.92
<b>E18</b>	Permit/Violation Management	11,036.76	10,416.65	(620.11)	-6.0%	79,160.35	83,333.20	4,172.85	5.0%	124,999.80
<b>E19</b>	Utilities Expense	13,537.37	7,193.38	(6,343.99)	-88.2%	43,267.39	55,507.04	12,239.65	22.1%	82,954.56
<b>E20</b>	Vehicle Expense	1,827.00	3,333.34	1,506.34	45.2%	29,224.04	26,666.72	(2,557.32)	-9.6%	40,000.08
<b>E21</b>	Telephone	8,983.96	8,750.00	(233.96)	-2.7%	68,308.57	70,000.00	1,691.43	2.4%	105,000.00
<b>E22</b>	Equipment Expense	0.00	13,333.33	13,333.33	100.0%	1,691.63	106,666.64	104,975.01	98.4%	159,999.96
<b>E23</b>	Bank and Credit Card Fees	26,047.42	28,731.68	2,684.26	9.3%	227,566.37	242,087.02	14,520.65	6.0%	364,579.47
<b>E24</b>	Liability Insurance	12,399.16	14,337.21	1,938.05	13.5%	109,975.92	120,262.82	10,286.90	8.6%	181,709.37
<b>E25</b>	Parking Program	0.00	8,333.35	8,333.35	100.0%	18,718.11	66,666.80	47,948.69	71.9%	100,000.20
<b>E26</b>	Marketing and Communication	260.79	4,166.66	3,905.87	93.7%	21,471.74	33,333.28	11,861.54	35.6%	49,999.92
<b>TOTAL OPERATING EXPENSES</b>		<b>460,357.82</b>	<b>371,363.16</b>	<b>(88,994.66)</b>	<b>-24.0%</b>	<b>2,778,966.39</b>	<b>2,986,615.33</b>	<b>207,648.94</b>	<b>7.0%</b>	<b>4,550,299.58</b>
<b>CITY ADMINISTERED EXPENSES</b>										
<b>CE1</b>	Other City Payroll Expenses	36,959.33	36,959.33	0.00	0.0%	295,674.64	295,674.64	0.00	0.0%	443,511.96
<b>CE2</b>	Electric	19,642.10	19,642.10	0.00	0.0%	157,136.80	157,136.80	0.00	0.0%	235,705.20
<b>CE3</b>	Sewer	968.26	968.26	0.00	0.0%	7,746.08	7,746.08	0.00	0.0%	11,619.12
<b>CE4</b>	Professional Services	3,750.01	3,750.01	0.00	0.0%	30,000.08	30,000.08	0.00	0.0%	45,000.12
<b>CE5</b>	Legal Service Retainer	416.65	416.65	0.00	0.0%	3,333.20	3,333.20	0.00	0.0%	4,999.80
<b>CE6</b>	Business Expense	265.27	265.27	0.00	0.0%	2,122.16	2,122.16	0.00	0.0%	3,183.24
<b>TOTAL CITY ADMINISTERED EXPENSES</b>		<b>62,001.62</b>	<b>62,001.62</b>	<b>0.00</b>	<b>0.0%</b>	<b>496,012.96</b>	<b>496,012.96</b>	<b>0.00</b>	<b>0.0%</b>	<b>744,019.44</b>
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>522,359.44</b>	<b>433,364.78</b>	<b>(88,994.66)</b>	<b>-20.5%</b>	<b>3,274,979.35</b>	<b>3,482,628.29</b>	<b>207,648.94</b>	<b>6.0%</b>	<b>5,294,319.02</b>
<b>DE1</b>	Debt Service Interest	18,084.49	18,084.49	0.00	0.0%	144,675.92	144,675.92	0.00	0.0%	217,013.88
<b>DE2</b>	Debt Service Principle	87,432.38	87,432.38	0.00	0.0%	699,459.04	699,459.04	0.00	0.0%	1,049,188.56
<b>SUBTOTAL DEBT SERVICES</b>		<b>105,516.87</b>	<b>105,516.87</b>	<b>0.00</b>	<b>0.0%</b>	<b>844,134.96</b>	<b>844,134.96</b>	<b>0.00</b>	<b>0.0%</b>	<b>1,266,202.44</b>
<b>DE3</b>	Capital Reserve and Replacement	0.00	11,250.01	11,250.01	100.0%	78,750.07	90,000.08	11,250.01	12.5%	135,000.12
<b>TOTAL EXPENSES</b>		<b>627,876.31</b>	<b>550,131.66</b>	<b>(77,744.65)</b>	<b>-14.1%</b>	<b>4,197,864.38</b>	<b>4,416,763.33</b>	<b>218,898.95</b>	<b>5.0%</b>	<b>6,695,521.58</b>
<b>NI1</b>	Fund Balance	(112,434.88)	26,974.14	(139,409.02)	-516.8%	391,949.39	423,167.93	(31,218.54)	-7.4%	619,479.62

# February 2026 and YTD Actual vs Budget.

Date (bins)	February 2026			Total		
Location	Actual	Budget	AvB	Actual	Budget	AvB
☒ M04118-Norwalk YMCA Lot	(\$12,738.19)	(\$724.17)	(\$12,014.02)	<b>\$15,227.20</b>	<b>\$1,106.64</b>	<b>\$14,120.56</b>
☒ M04220-Belden Avenue Library	\$0.00		\$0.00	<b>\$0.00</b>		<b>\$0.00</b>
☒ M04225-Liberty Square Lot	(\$5,772.49)	(\$2,490.93)	(\$3,281.56)	<b>(\$16,848.38)</b>	<b>(\$10,541.43)</b>	<b>(\$6,306.95)</b>
☒ M04301-Norwalk Parking Enforcement	\$13,239.25	\$49,865.81	(\$36,626.56)	<b>\$399,208.76</b>	<b>\$433,258.08</b>	<b>(\$34,049.32)</b>
☒ M04305-South Norwalk Railroad Station Garage - west bound	\$22,068.14	\$11,285.95	\$10,782.19	<b>\$303,693.10</b>	<b>\$185,764.49</b>	<b>\$117,928.61</b>
☒ M04306-South Norwalk Railroad Station Garage - east bound	(\$27,254.42)	(\$9,245.17)	(\$18,009.25)	<b>\$11,379.59</b>	<b>(\$4,276.29)</b>	<b>\$15,655.88</b>
☒ M04307-Norwalk - Maritime Garage	(\$61,226.69)	(\$23,161.84)	(\$38,064.85)	<b>(\$507,218.24)</b>	<b>(\$254,106.45)</b>	<b>(\$253,111.79)</b>
☒ M04308-Haviland Deck	(\$2,566.43)	\$8,471.77	(\$11,038.20)	<b>\$19,989.87</b>	<b>\$28,221.82</b>	<b>(\$8,231.95)</b>
☒ M04309-Yankee Doodle Garage	\$2,148.09	(\$8,332.03)	\$10,480.12	<b>(\$20,503.32)</b>	<b>(\$60,365.46)</b>	<b>\$39,862.14</b>
☒ M04310-Webster Street Lot	\$4,967.97	\$6,760.96	(\$1,792.99)	<b>\$221,683.54</b>	<b>\$122,896.61</b>	<b>\$98,786.93</b>
☒ M04311-North Water Street Lot	\$3,607.98	(\$1,568.67)	\$5,176.65	<b>\$2,190.41</b>	<b>(\$15,387.51)</b>	<b>\$17,577.92</b>
☒ M04313-Wall Street Lot	(\$5,080.86)	(\$4,485.96)	(\$594.90)	<b>(\$12,254.26)</b>	<b>(\$29,540.58)</b>	<b>\$17,286.32</b>
☒ M04314-Main Street Lot	(\$2,069.52)	(\$1,771.64)	(\$297.88)	<b>\$7,233.67</b>	<b>(\$7,155.53)</b>	<b>\$14,389.20</b>
☒ M04316-East Norwalk Railroad Lot	(\$41,757.71)	\$2,370.06	(\$44,127.77)	<b>(\$31,832.55)</b>	<b>\$33,293.54</b>	<b>(\$65,126.09)</b>
<b>Total</b>	<b>(\$112,434.88)</b>	<b>\$26,974.14</b>	<b>(\$139,409.02)</b>	<b>\$391,949.39</b>	<b>\$423,167.93</b>	<b>(\$31,218.54)</b>

Permit Revenue by Month YOY

Year ● FY 25 ● FY 26 ● APV





**LAZ**  
PARKING

**Date Slider**

7/1/2024    2/28/2026

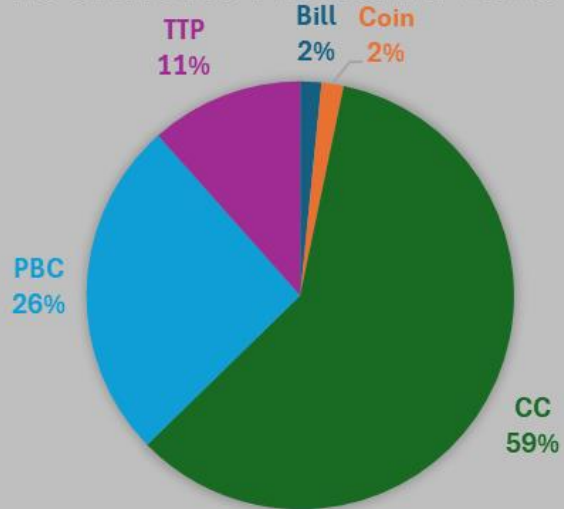


< Back to report

PERMIT REVENUE BY LOCATION

Year	FY 25		FY 26	
Location Name	Permit Revenue	Permit Sales	Permit Revenue	Permit Sales
East Norwalk Railroad Lot	\$128,952.89	1,887	\$74,609.60	1,084
Haviland Deck	\$400,884.56	5,029	\$250,130.96	3,137
Liberty Square Lot	\$14,225.65	535	\$10,370.10	390
Main Street Lot	\$51,194.35	1,313	\$40,333.75	1,033
Norwalk - Maritime Garage	\$315,518.87	6,259	\$214,289.00	4,494
Norwalk YMCA Lot	\$12,656.84	238	\$7,870.64	148
South Norwalk Railroad Station Garage - west bound	\$759,877.93	8,080	\$514,974.46	5,562
Wall Street Lot	\$29,709.25	767	\$21,445.75	553
Webster Street Lot	\$548,132.40	8,272	\$373,494.44	5,597
Yankee Doodle Garage	\$168,576.25	4,293	\$128,009.78	3,115
<b>Total</b>	<b>\$2,429,728.99</b>	<b>36,673</b>	<b>\$1,635,528.48</b>	<b>25,113</b>

## TRANSIENT REVENUE BREAKDOWN - ALL LOCATIONS FEBRUARY 2026

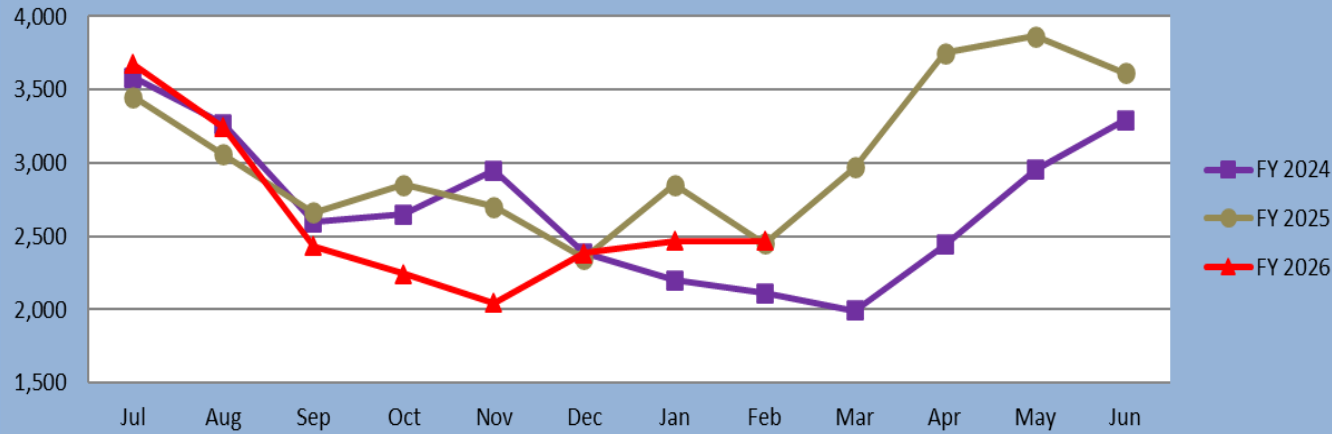


## Revenue and Transactions Combined.

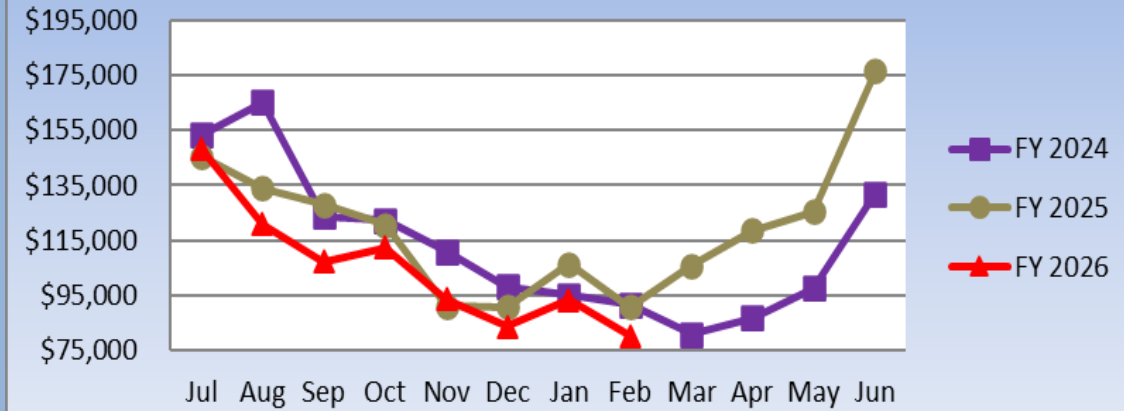


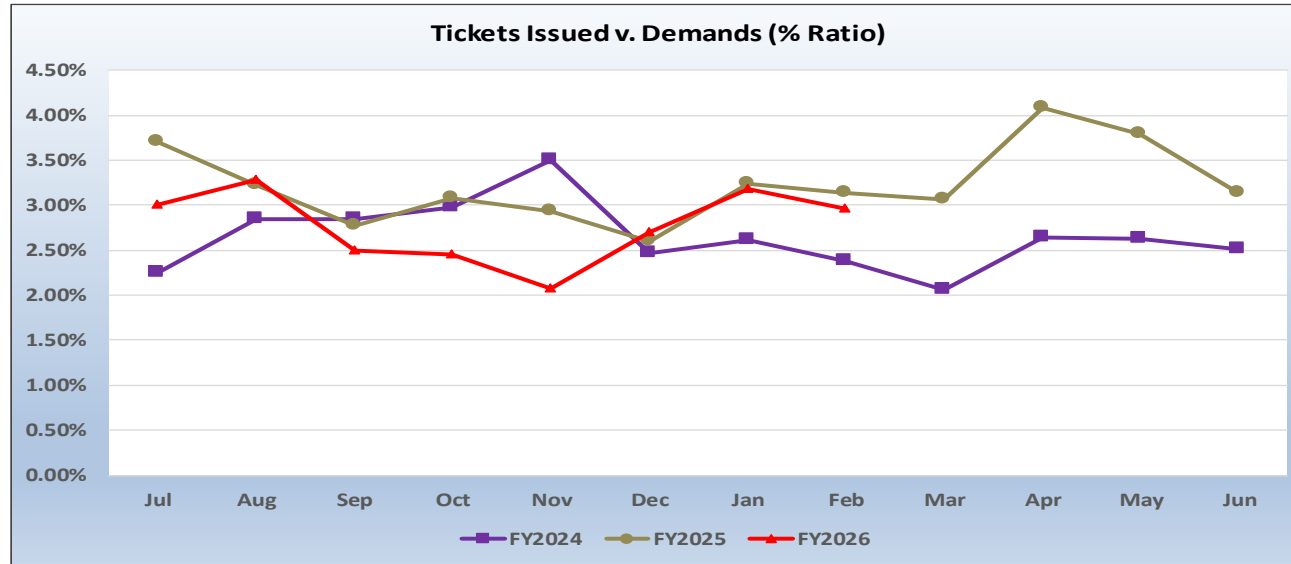
# Citation issuance and revenue update.

### Citation Issuance



### Citation Revenue





**Tickets Issued (NOT including Beaches & Police issued tickets)**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL	AVG.
<b>FY2024</b>	2,540	3,146	2,482	2,534	2,838	2,266	2,047	1,984	1,909	2,307	2,271	2,230	28,554	2,480
<b>FY2025</b>	3,452	3,058	2,119	2,504	2,539	2,250	2,692	2,451	2,867	3,621	3,487	2,712	33,752	2,633
<b>FY2026</b>	2,670	2,894	1,943	1,960	1,941	2,259	2371	2307					18,345	2,293

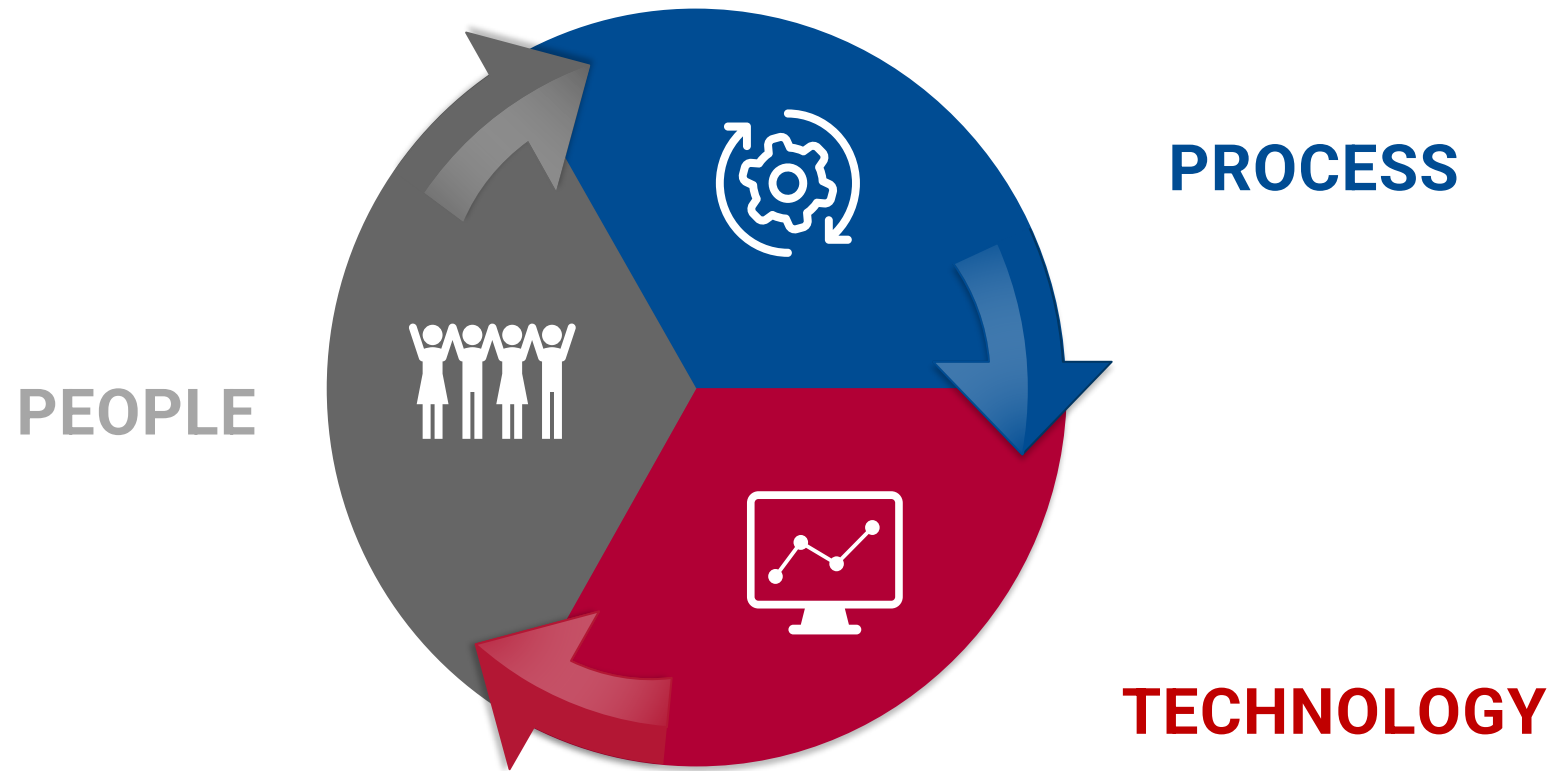
**Transient Demands (NOT including Beaches)**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL	AVG.
<b>FY2024</b>	112,565	110,796	87,317	85,255	81,074	91,771	78,338	83,167	92,950	87,443	86,570	88,859	1,086,105	91,285
<b>FY2025</b>	92,995	94,839	76,405	81,209	86,488	86,748	83,130	78,111	93,471	88,595	91,859	86,619	1,040,470	84,991
<b>FY2026</b>	88,840	88,268	77,825	79,975	93,521.25	83,779	74,528	77,858					664,594	83,074

**Ratio (%) - Tickets v. Demands**

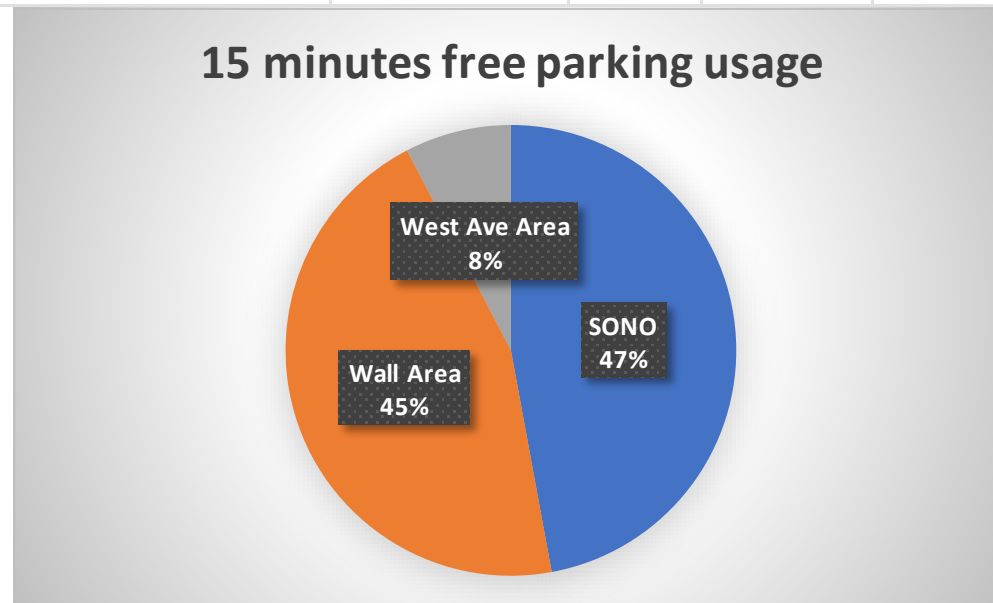
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	AVG.
<b>FY2024</b>	2.26%	2.84%	2.84%	2.97%	3.50%	2.47%	2.61%	2.39%	2.05%	2.64%	2.62%	2.51%	2.73%
<b>FY2025</b>	3.71%	3.22%	2.77%	3.08%	2.94%	2.59%	3.24%	3.14%	3.07%	4.09%	3.80%	3.13%	3.09%
<b>FY2026</b>	3.01%	3.28%	2.50%	2.45%	2.08%	2.70%	3.18%	2.96%					2.77%

# OPERATIONS

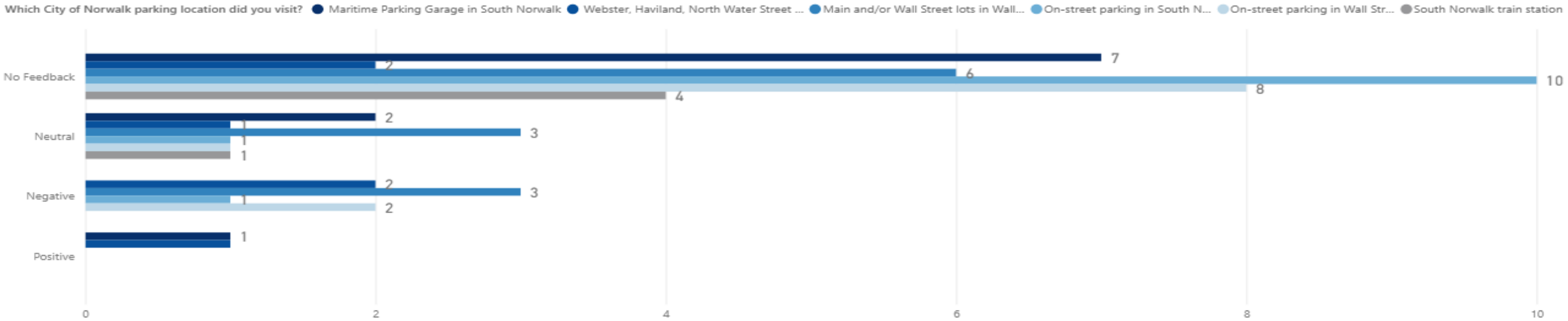


# 15 Minutes free parking usage update.

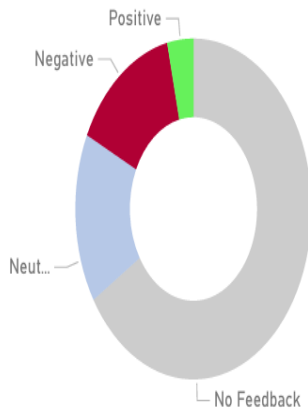
15 Minutes Usage update					
	Feb-26			Jan-26	
	# of Transactions	Area		# of Trans	Area
<b>Total for the month</b>	<b>3227</b>			<b>3591</b>	
Change in usage from Prior month	↓ -10%				
Sub Area	# of Transactions		Sub Area	# of Transactions	
SONO	1520	47%	SONO	1653	46%
Wall Area	1461	45%	Wall Area	1526	42%
West Ave Area	246	8%	West Ave	412	11%
<b>Grand Total</b>	<b>3227</b>		<b>Grand Total</b>	<b>3591</b>	



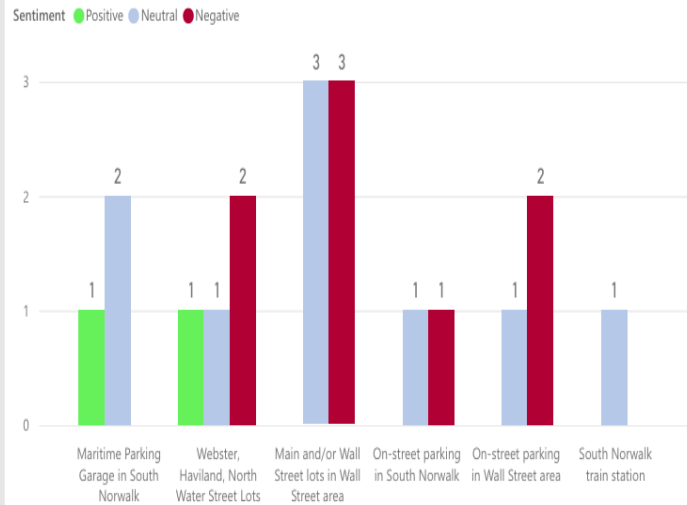
Surveys by Sentiments



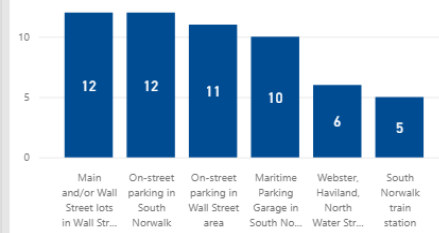
Sentiment Breakdown



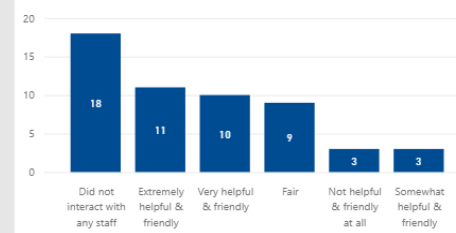
Number of Responses by Sentiment



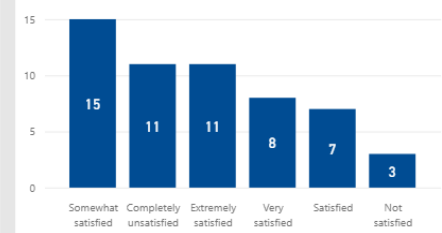
Which City of Norwalk parking location did you visit?



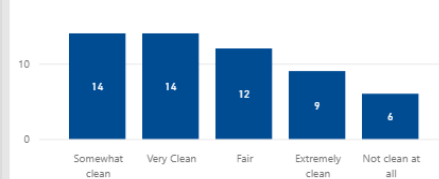
How attentive and courteous were the parking staff you interacted with?



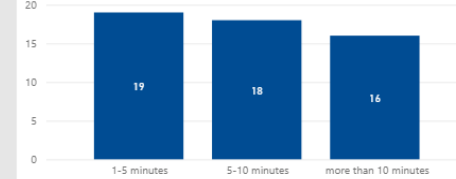
How was your experience using the payment methods?



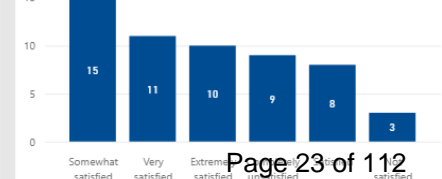
How would you rate the cleanliness and overall appearance of the facility and equipment you interacted with?



On average, how long would you say it typically takes you to find a place to park?



How satisfied were you with your overall experience?





Date Slider

2/1/2026

2/28/2026

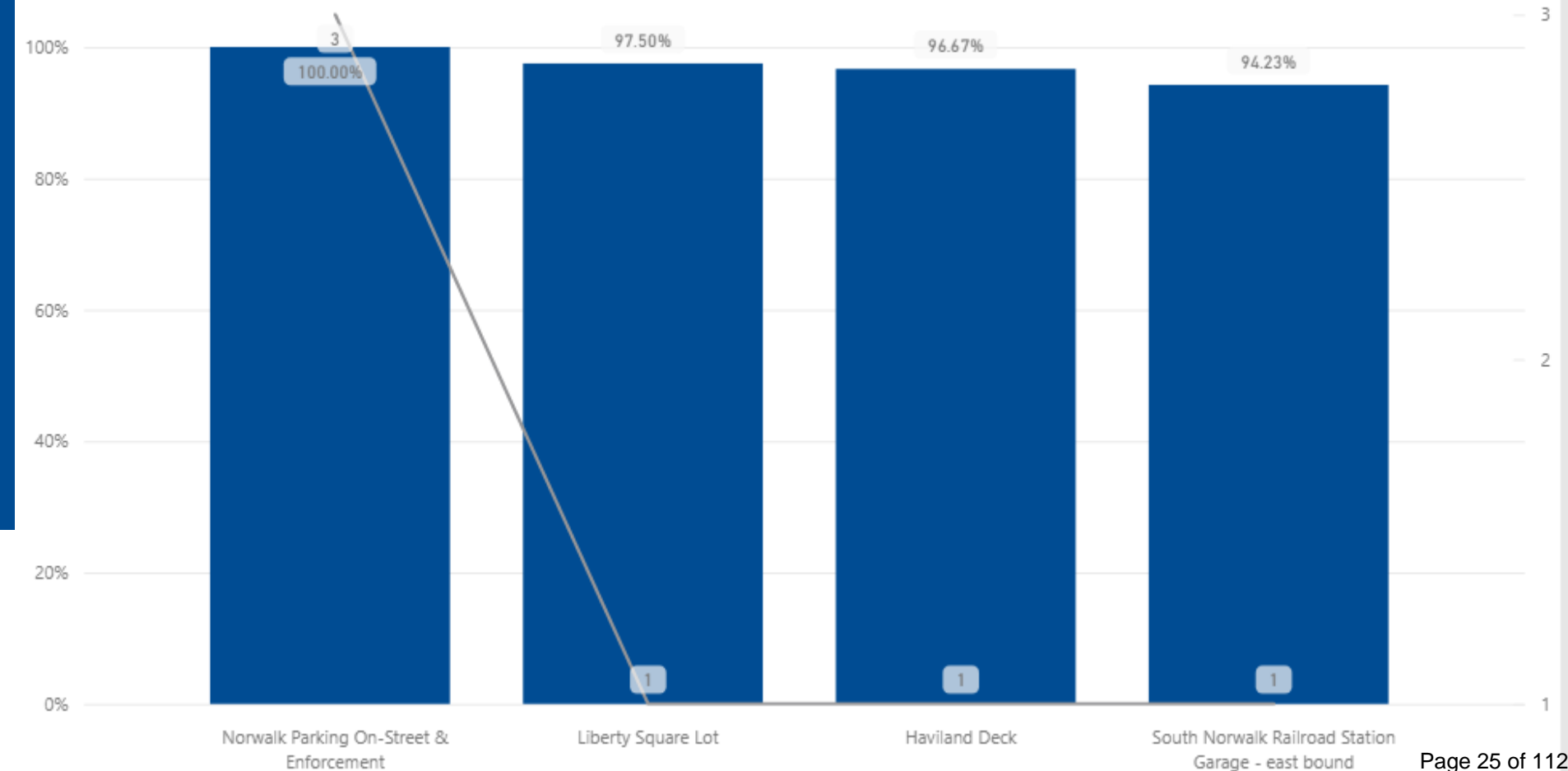



### Average Score & # of Audits

Location Name	Audits	Points Awarded Total	Points Available Total	Average Score
<input type="checkbox"/> <b>Haviland Deck</b>				
Friday, February 27, 2026	1	29	30	96.67%
<input type="checkbox"/> <b>Liberty Square Lot</b>				
Friday, February 27, 2026	1	39	40	97.50%
<input type="checkbox"/> <b>Norwalk Parking On-Street &amp; Enforcement</b>				
Friday, February 27, 2026	3	68	68	100.00%
<input type="checkbox"/> <b>South Norwalk Railroad Station Garage - east bound</b>				
Friday, February 27, 2026	1	49	52	94.23%

Average Score & # of Audits (Drill Down for Location)

● Average Score ● Audits

**LAZ**  
PARKING

Date Slider

2/1/2026 2/28/2026

# February 2026 Enforcement Mystery Shop

Norwalk  
M04301 - Norwalk Parking - Enforcement, Norwalk - Wall Street and South, ...  
2026 - 02



SERVICE  
EXCELLENCE  
REPORT

100.0%



YOUR PERFORMANCE:  
EXCEPTIONAL

© COPYRIGHT 2026

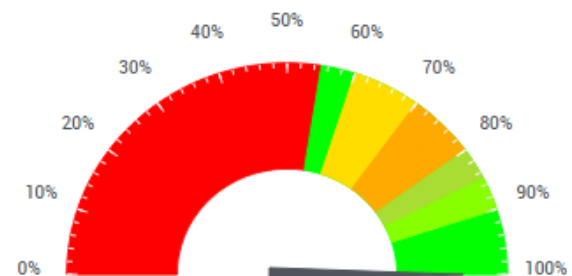
REPORT GENERATED: 2026-03-23 10:26

LAZ Norwalk Parking Enforcement

M04301 - Norwalk Parking - Enforcement, Norwalk - Wall Street and South, ...  
2026 - 02



## SURVEY SCORE



100.0%


## SECTION SUMMARY

	CURRENT	PREVIOUS	DIFF.
Street Enforcement -	100.0%	100.0%	-
TOTAL	100.0%	100.0%	-

SCORED MISSING

CURRENT: 2026-02  
PREVIOUS: PREVIOUS SURVEY (2025-03)

# February 2026 Enforcement Mystery Shop

GENERAL INFORMATION
<b>This shop was for:</b> On Street - Expired Parking
<b>Where did you park?</b> Comment: Washington St.
<b>Time When You Parked</b> 18:58:00
<b>Departure Time</b> 19:15:00
<b>Photo of your vehicle taken immediately after you parked, clearly showing the setting of where you parked.</b>

<b>Observational Narrative:</b> I parked my vehicle. I went to get a smoothie across the street and watched my vehicle through the window. I saw the enforcement officer approached my vehicle on the curb. I walked outside. She asked if I knew there was 15 minutes free at the kiosk. She said I could enter my license plate number and have free parking for 15 minutes. She said it would be fine for right now and she'll be walking by later and if I wasn't gone, I would receive a citation. She said if I plan to stay longer or wanted to enter my license plate number into the kiosk to not receive a citation I should do that. She was friendly and thanked me. She wished me a good day.

Street Enforcement - Expired Parking/Citation Scenario	100.00% (8 / 8)
<b>19. How long was your vehicle parked with expired or no payment for parking?</b> Comment: 00:10	
<b>20. Were you able to observe your vehicle throughout the time that it was parked with expired or no paid parking?</b> Yes	
<b>21. Did an associate arrive during this time?</b> Yes	3/3
<b>What time did you observe the representative arrive?</b> 19:10:00	
<b>Description of the representative that you observed:</b> Comment: Alex: Female, tan skin, 5'4"	
<b>22. Did the representative check the surrounding area before beginning to write a citation?</b> Yes	5/5
<b>23. Was a citation issued?</b> N/A Comment: No citation was issued, but she did explain that I needed to enter my license plate in order to park for 15 minutes. She also very politely stated that a citation would have to be issued when enforcement next went by if my plate was not entered.	
Subjective Comments	
<b>Please include any additional observations or impressions that you feel it would be important to share based on your experience at this location.</b>	
Comment: None	
<b>This report has been certified by the shopper prior to submittal.</b> Yes	

# MAINTENANCE

- Overhead Gate Replacement – South Norwalk Train Station Garage - Completed.
- Maritime Garage Lighting upgrade completed. Doing final walk through.
- Yankee Doodle Garage Lighting upgrade - in progress.
- Snow Relocations – Maritime Garage, Haviland Deck and South Norwalk Railroad Garages. - Completed





Staff cleaning snow.



Request for Proposal  
NPA 2026-1  
Citywide Wayfinding Program  
Norwalk, CT

January 27, 2026

merJe

ENVIRONMENTS & EXPERIENCES

Found Design LLC (d.b.a. MERJE)  
5 W. Gay Street  
West Chester, PA 19380

T. 484.266.0648  
jbosio@merjedesign.com  
www.merjedesign.com

January 23, 2026

City of Norwalk  
Purchasing Department  
125 East Avenue  
Norwalk, CT 06851

RE: RFP: NPA2026-1 NORWALK CITYWIDE WAYFINDING PROGRAM

To Whom It May Concern,

Thank you for the opportunity to be considered for City of Norwalk Citywide Wayfinding Program.

MERJE focuses exclusively on wayfinding and signage projects, with a specific expertise in community wayfinding programs, including experience in Connecticut and with CDOT.

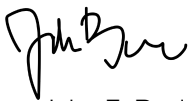
Importantly, we are already familiar with Norwalk: in 2016, we worked with Norwalk Redevelopment Agency to design and plan a comprehensive citywide wayfinding program, identifying destinations and downtown districts, defining sign types, creating sign location plans and message sequencing, developing budgets and a phasing strategy for implementation. That foundation gives us a clear understanding of Norwalk's assets, circulation patterns, and the opportunities to strengthen connections between destinations and districts.

We believe a unique and functional wayfinding system can market Norwalk's assets, present a friendly image and communicate that the City is efficient, organized and caring. Helping a visitor "find their way" is an important part of their experience and time spent in Norwalk.

Through our work across the U.S., MERJE has developed strategies and processes that provide our clients with the tools to implement wayfinding programs for cities, towns and communities of all sizes, design aesthetics and aspirations. Our wayfinding projects in Connecticut have included comprehensive vehicular and pedestrian program for **New Haven**, as well as **Mansfield / Downtown Storrs**, a wayfinding master plan for **Westport**, and recently we completed the design and planning of a new wayfinding program for **West Hartford**.

If you have any questions or require additional information you may contact me directly. We appreciate this opportunity and look forward to presenting our experience and capabilities to you

Best Regards,



John F. Bosio  
Principal  
jbosio@merjedesign.com

# CONTENTS

EXECUTIVE SUMMARY	1
PROJECT TEAM ORGANIZATION & STAFFING	2
PROJECT APPROACH	3
REFERENCES / STATEMENT OF QUALIFICATIONS	4
OTHER INFORMATION	5
FORMS	6

EXECUTIVE SUMMARY





# COMMUNITY WAYFINDING EXPERIENCE

MERJE is a nationally recognized environmental graphic design firm, with a specific expertise in Community Wayfinding. MERJE has planned and designed more than 90 community wayfinding programs for regions, cities and towns of all sizes. We have worked in more than 26 states, Canada and the Middle East.

Our national experience has provided us the knowledge to address many common wayfinding problems, as well as the creative solutions that have been developed to solve such issues as obtaining funding, building consensus with the region, integration of technology and the long-term maintenance of a wayfinding program.

Our approach to wayfinding is holistic and considers all the tools a visitor encounters during their exploration and discovery of a community. We have specific experience with municipalities that rely on tourism as an economic engine. We can work with the community to further enhance your brand and market the experience.

Our wayfinding programs are “of their place”, we offer no formulas or pre-conceived ideas. Our solutions balance the creative aspect of the design process with standard engineering criteria for legibility, reflectivity, typeface selection and contrast. We have experience with FHWA, DOT and many other approving agencies.



As a natural extension of community wayfinding, MERJE has additional experience with trails, parks and public transit programs. Understanding all of the needs of visitors and residents is a key element to identifying the appropriate tools one may use to find their way, and provide a comprehensive strategy to the wayfinding program.

## COMMUNITY WAYFINDING PROJECTS

### ALASKA

Anchorage Trails  
Univ. of Alaska

### ARIZONA

Lake Havasu City  
Valley Trail (MAG)  
Phoenix

### ARKANSAS

Bentonville  
Conway  
Helena  
Hot Springs  
Little Rock  
Mountain Home  
Northwest Arkansas\*

### CALIFORNIA

Butte County  
Coronado  
Cotati  
Elk Grove  
Fair Oaks / Parks  
Huntington Beach  
Mission Oaks  
Mammoth Lakes  
Novato  
Oxnard  
Petaluma  
San Diego  
Santa Cruz

### COLORADO

Nederland  
Parker

### CONNECTICUT

Mansfield / Storrs  
New Haven  
Norwalk  
Westport  
West Hartford

### DELAWARE

Brandywine Valley  
Lewes  
Rehoboth Beach

### FLORIDA

Clearwater / U.S. 19  
Downtown Miami  
Downtown Tampa  
Miami Beach  
Ocala  
Sarasota  
St. Petersburg  
Tampa Riverwalk

### GEORGIA

Atlanta Beltline  
Augusta  
Callaway Gardens  
Columbia County  
Savannah  
Sandy Springs

### ILLINOIS

Evanston  
Mt. Vernon

### KENTUCKY

Murray

### LOUISIANA

Cajun Bayou  
Louisiana Byways  
Monroe-West Monroe  
New Orleans

### MARYLAND

Annapolis  
Frederick  
Towson

### MASSACHUSETTS

Amesbury  
Boston Blue Bikes

### MONTANA

Hamilton  
Missoula

### NEBRASKA

Norfolk

### NEW HAMPSHIRE

Concord  
Portsmouth

### NEW JERSEY

Bayonne  
Camden  
Englewood  
Jersey City  
Madison  
Morris County\*  
Newark  
Plainsboro  
South Orange

### NEW MEXICO

Los Alamos

### NEW YORK

Black Creek Trail  
Ellenville / Wawarsing  
Kingston  
Village of Mamaroneck

### NORTH CAROLINA

Asheville\*  
Cabarrus County  
Cary  
Dunn  
Downtown Durham  
Fayetteville\*  
Greenville  
Hendersonville\*  
Toe River Arts  
Wake Forest  
Yadkin Valley\*

### OHIO

Butler County\*  
Union County

### OKLAHOMA

Edmond  
INCOG / Tulsa Trails  
Tahlequa

### OREGON

Eugene  
Hillsboro  
Hermiston  
Medford  
Umatilla

### PENNSYLVANIA

Brandywine Valley  
Chester  
Easton  
Friends of Wissahickon  
Landsdale  
Media

### SOUTH CAROLINA

Anderson  
Summerville

### SOUTH DAKOTA

Spearfish

### TENNESSEE

Johnson City  
Knoxville

### TEXAS

Anna  
Austin Heritage  
Downtown Austin  
Dallas  
Denton  
Fredericksburg  
Garland  
Georgetown  
LBJ/TEXpress  
Mansfield  
Montgomery

### VIRGINIA

Charlottesville  
Fredericksburg  
Richmond Highway  
Southern Fairfax City  
Springfield  
Virginia Blue Ridge  
Williamsburg

### WASHINGTON

Spokane\*  
Tri-Cities  
Walla Walla Valley\*  
Whatcom County\*

### WASHINGTON D.C

Capital Riverfront Dist

### WYOMING

Buffalo  
Rawlins

### INTERNATIONAL

Canada  
Whistler, B.C

United Arab Emirates  
Abu Dhabi

## MERJE INTRODUCTION

FULL LEGAL NAME: Found Design LLC (d.b.a. MERJE)

PHYSICAL ADDRESS

5 W. Gay Street  
West Chester, PA 19380

MAILING / PAYMENTS

PO Box 3307  
West Chester, PA 19380

PHONE NUMBER 484.266.0648

WEBSITE [www.merjedesign.com](http://www.merjedesign.com)

PRIMARY EMAIL CONTACTS [jbosio@merjedesign.com](mailto:jbosio@merjedesign.com) [gswantak@merjedesign.com](mailto:gswantak@merjedesign.com)

BUSINESS ORGANIZATION: Limited Liability Corporation (LLC) / Partnership

STATE ORGANIZED: Pennsylvania

FOREIGN QUALIFICATIONS: AR, CA, CO, FL, GA, LA, NC, NJ, TN, TX, VT, WA

YEAR BUSINESS EST.: 1993 Hillier Graphic Design Studio  
2007 Found Design LLC (d.b.a. MERJE)

PROJECT OFFICE: MERJE has a single office located in Pennsylvania. All work completed by MERJE will be done out of this office.

PARTNER INFORMATION:

John Bosio  
202 Conard Mill Rd  
Lincoln University, PA 19352  
[jbosio@merjedesign.com](mailto:jbosio@merjedesign.com)  
215.801.5722  
Ownership: 50%

Glen Swantak  
806 Walnut Place  
Havertown, PA 19083  
[gswantak@merjedesign.com](mailto:gswantak@merjedesign.com)  
610.331.7516  
Ownership: 50%

GEOGRAPHIC REACH: National and International

SERVICES: Wayfinding, Signage Design, Branding, Landmarks and Exhibits

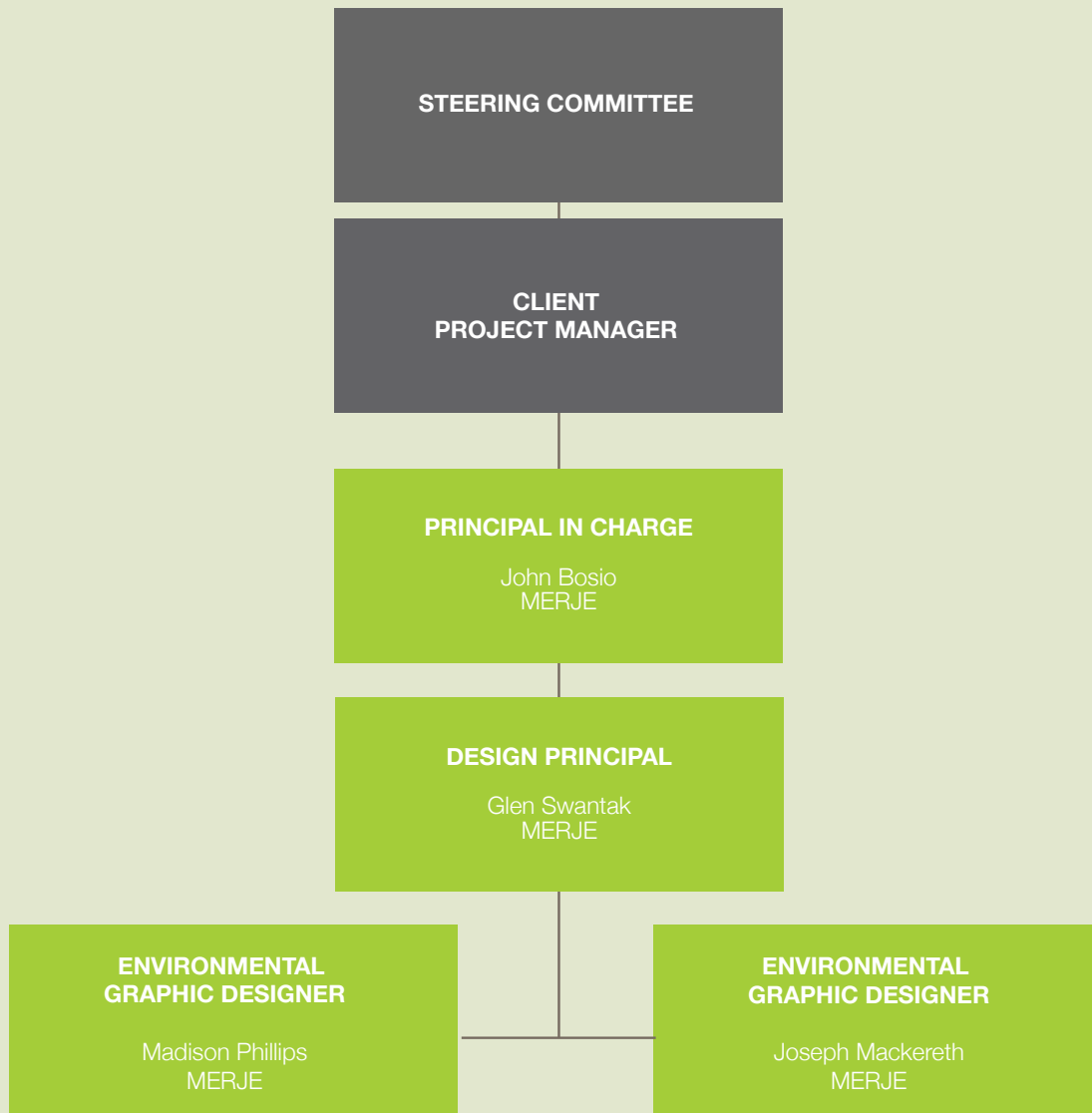
SECTORS: Communities, Parks & Trails, Transit, Education / Campuses,

WAYFINDING EXPERIENCE: (2) Principals 25+ years  
(2) Designers 10 - 15 years  
(2) Designers 2 - 5 years

PROJECT TEAM  
ORGANIZATION & STAFFING



# Project Team Organization Chart



**MERJE** is a nationally recognized design firm, specializing in wayfinding and signage. Our role in the project will include the Wayfinding Analysis, Design, Planning, Documentation and Construction Administration. MERJE will also assist with administrative strategies, related to destination inclusion, funding / phasing strategies and the development of a long-term maintenance plan for the wayfinding program.

# JOHN F. BOSIO

PARTNER

## PROJECT ROLE

Project Manager / Wayfinding

## EDUCATION

University of the Arts, Philadelphia, PA  
Bachelor of Fine Arts, Graphic Design

## PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

For more than 25 years, John has been leading design teams, as well as cities and organizations of all sizes, through the process of implementing wayfinding programs. Problem solving is at the core of John's approach. His experiences across a wide variety of projects, including, communities, parks & trails, public transit and campuses provides him with a detailed understanding of both how a user experiences an environment and the wayfinding tools that may be necessary.

## RELEVANT EXPERIENCE

Town of Mansfield, CT  
Wayfinding Program

City of New Haven, CT  
Wayfinding Program

Town of West Hartford, CT  
Wayfinding Program

Asheville, NC Regional  
Wayfinding Program

Atlanta BeltLine  
Wayfinding Program (GA)

Downtown Austin  
Wayfinding Program

Downtown New Orleans  
Wayfinding Program

Downtown San Diego  
Wayfinding Program

City of Fredericksburg, TX  
Wayfinding Program

City of Huntington Beach, CA  
Wayfinding Program

City of Missoula, MT  
Wayfinding Program

Savannah Historic District  
Wayfinding Program

Resort Municipality of Whistler  
Wayfinding Program

Downtown Phoenix  
Wayfinding Program

Northwest Arkansas  
Wayfinding Program

City of Novato, CA  
Wayfinding Program

City of Ocala, FL  
Wayfinding Program

Town of Parker, CO  
Wayfinding Program

City of Bentonville, AR  
Wayfinding Program

Cabarrus County, NC  
Wayfinding Program



John will be the Project Manager. He will have the responsibility of managing the design team and facilitating stakeholder meetings and public input sessions. He will be available for all Steering Committee and key presentations, as well as coordination efforts with local approving agencies.



John will also lead the wayfinding assessment and outline the proposed strategies and recommendations.

He is experienced and comfortable presenting to City Councils, Historic Commissions, Planning Boards, the Department of Transportation and local community groups.

John F. Bosio, Partner

# GLEN SWANTAK

PARTNER

## PROJECT ROLE

Design Principal

## EDUCATION

University of the Arts, Philadelphia, PA  
Bachelor of Science, Industrial Design

## PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

As Design Principal, Glen is charged with understanding the mission and goals of the program and translating them into beautifully conceived design solutions. Glen's work combines; industrial design, architecture, interior design, lighting, graphic design, and of course, wayfinding. His design solutions address both the functionality required by the user, as well as the visual communication of the client's brand.

## RELEVANT EXPERIENCE

Town of Mansfield, CT  
Wayfinding Program

City of New Haven, CT  
Wayfinding Program

Town of Westport, CT  
Wayfinding Program

Town of West Hartford, CT  
Wayfinding Program

City of Oxnard, CA  
Wayfinding Program

Bellingham / Whatcom County, WA  
Wayfinding Program

Downtown Austin  
Wayfinding Program

Downtown New Orleans  
Wayfinding Program

Downtown Phoenix  
Wayfinding Program

City of Garland, TX  
Wayfinding Program

City of Hot Springs, AR  
Wayfinding Program

City of Portsmouth, NH  
Wayfinding Program

City of Denton  
Wayfinding Program

Downtown Durham  
Wayfinding Program

City of Fredericksburg, TX  
Wayfinding Program

Savannah Historic District  
Wayfinding Program

Tri-Cities, WA  
Regional Wayfinding Program

Downtown Tampa  
Wayfinding Program

City of Miami Beach, FL  
Wayfinding Program

City of Missoula, MT  
Wayfinding Program



Glen will be the design lead on the project. He will have the responsibility of understanding the project issues and translating them into visual solutions and physical elements. He will be available for Steering Committee and key presentations, as well as coordination efforts with local approving agencies.



Having worked on a variety of project types, Glen brings a deep knowledge of design and technical expertise.

With more than 25 years experience, he has lead project efforts, presented to City Councils, Board of Directors and approving agencies across the country.

Glen Swantak, Partner

# JOSEPH MACKERETH

ENVIRONMENTAL DESIGNER /  
WAYFINDING SPECIALIST

## PROJECT ROLE

Senior Designer / 3D Specialist

## EDUCATION

Hollins University,  
Masters of Arts in Liberal Studies,  
Interdisciplinary Visual Studies  
Tyler School of Art,  
Bachelor of Fine Arts, Painting and Drawing

## PROFESSIONAL AFFILIATION

Cognitive Navigation (CogNav)  
Data Visualization Society (DVS)  
Society for Environmental Graphic Design (SEGD)

Joseph is an innovative, creative designer with a passion for problem-solving. He is proficient in developing realistic 3D renderings and has a keen eye for detail and aesthetics. Joseph excels in incorporating effective wayfinding signs into diverse environments, leveraging his expertise to enhance user experience.

## RELEVANT EXPERIENCE

Anna, TX  
Gateway & Park Signage

Bucks County Parks & Recreation  
Wayfinding Program

Summerville, SC  
Gateway Signs

Philadelphia Zoo, PA  
Wayfinding Program

Downtown Mobile, AL  
Wayfinding Program

Downtown Newark, NJ  
Landmark Sign

Winter Park, CO  
Wayfinding Program

Kingston, NY  
Gateway / Landmark

Frederick, CO  
Wayfinding Program

Aurora Military Housing, AK  
Wayfinding Program

New Haven Union Station  
Wayfinding Program

Westminster, CO  
Wayfinding Program

Norfolk, NE  
Gateway

Stonecrest, GA  
Wayfinding Program

Virginia's Blue Ridge, VA  
Gateway & Signs

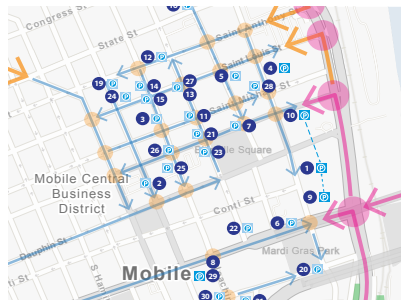
Callaway Gardens, GA  
Environmental Design

El Dorado, CA  
Environmental Design

Westfield, NJ  
Wayfinding Program



With experience as a Wayfinding Designer/Documentation Specialist and as a Wayfinding Operations Manager, Joseph has the skills to effectively oversee projects from analysis to documentation. His attention to detail and proficiency in client management enable him to consistently deliver exceptional results within project timelines.



JOSEPH MACKERETH, ENVIRONMENTAL DESIGNER /  
WAYFINDING SPECIALIST

# MADISON PHILLIPS

JUNIOR DESIGNER

## PROJECT ROLE

Design Support & Production

## EDUCATION

Moore College of Art & Design,  
Bachelor of Fine Arts, Graphic Design

## PROFESSIONAL AFFILIATION

Society for Experiential Graphic Design (SEGD)

Madison is a multifaceted graphic designer. Her work is diverse in style and always best suited to fit the clients needs. She emphasizes the clients story through creative interpretation and unique solutions. Madison has worked on a variety of projects, including communities, parks, and water trails.

## RELEVANT EXPERIENCE

Callaway Gardens  
Pine Mountain, GA  
Wayfinding Program

City of Amesbury, MA  
Wayfinding Master Plan

Frisco Trails Network, TX  
Identity & Wayfinding Program

Breckinridge, CO  
Trails Wayfinding Program

Town of Nederland, CO  
Wayfinding Program

Mountain Home, AR  
Wayfinding Program

Union County, OH  
Regional Wayfinding Program

Williamsburg, VA  
Wayfinding Program

City of Dunn, NC  
Wayfinding Program

Louisiana's Cajun Bayou  
Regional Wayfinding Program

Media Borough, PA  
Wayfinding Program

Madison, NJ  
Wayfinding Program

Town of Wake Forest, NC  
Wayfinding Program

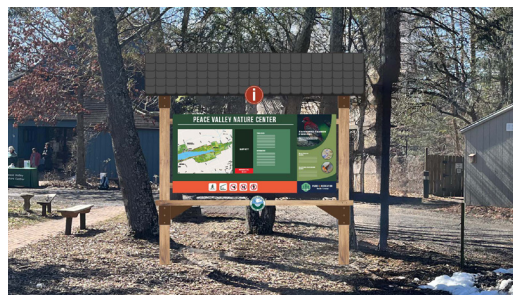
City of Montgomery, TX  
Wayfinding Program

Bryn Mawr College, PA  
ADA Wayfinding Program

Garden Spot Village, PA  
Wayfinding Program

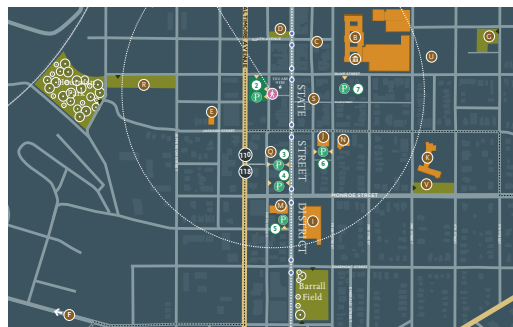
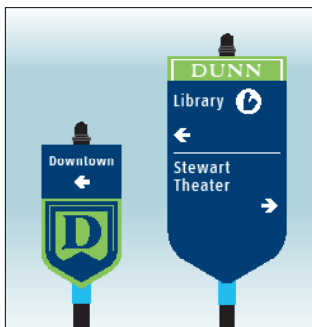
City of Oxnard, CA  
Wayfinding Program

Brandywine Creek Greenway, PA  
Water trail Wayfinding Program



Madison is a Junior Designer, her background includes wayfinding and map design.

Madison supports the team on various projects, including map design, branding, interpretive signage, and community wayfinding systems. Her well-rounded past experience lends itself to building strong client relationships, eagerness to take on projects, and aiding in developing creative solutions.



Madison Phillips, Junior Designer

PROJECT APPROACH



# NORWALK WAYFINDING PROJECT UNDERSTANDING



Norwalk's distinct districts each need clear identification, while a coordinated wayfinding system helps visitors understand how SoNo, Wall Street, West Avenue, and Mathews Park



Consideration must be given to how the bold Norwalk identity fits into the wayfinding program design and the recognition of individual districts.



Norwalk's waterfront, rail corridors, and multiple activity hubs create complex circulation, yet offer strong opportunities for district-based wayfinding that connects destinations and clarifies routes citywide.

Cities, towns and communities of all sizes and aspirations understand that the reality of today's economy and the high level of competition for the public's attention demand a clear and distinctive identity. Wayfinding programs designed by MERJE promote a city's identity, make it easier for visitors to find their way and enhance the visitor's experience.

Norwalk presents a distinct challenge: it is organized around multiple commercial hubs and districts rather than a single center, each with different access points and circulation patterns. Visitors often move directly between destinations without understanding how the areas connect, and the City's roadway, rail, waterfront, and district networks require a coordinated system that clarifies routes and builds confidence across modes of travel.

Norwalk understands that a consistent identity and wayfinding message, across signs, maps, and digital touchpoints, is key to achieving cultural, economic, and marketing goals. Our approach to this project is wholistic and will include signage, technology, and support materials. We will pursue creative solutions while staying grounded in fiscal realities, practical implementation, and long-term maintenance so the program can be phased and sustained over time. We believe the project will rely on the following;

- Build Consensus through public input and agency review
- Focus on Parking and Pedestrian travel in the commercial districts
- Establish a strong identity at the gateways into the city
- Gateways should consider landscaping, lighting and public art
- Design philosophy that seamlessly integrates a variety of tools and opportunities
- The design shall be unique to Norwalk
- Identification of funding sources and a realistic Phasing Strategy
- Develop a plan for long-term Management and Maintenance plan

The MERJE TEAM approach will consider all wayfinding tools and technologies;

- PRE-ARRIVAL TECHNOLOGY / TRIP PLANNING
- IN-PLACE TECHNOLOGY
- ENVIRONMENT / SPACE
- SIGNAGE (static and electronic)

Each of these elements will be addressed by our individual experts and then funneled through a single design intent, offering multiple wayfinding tools for end users but presented through a single voice and graphic language.



## PARKING ... PARKING ... PARKING !



New Haven, Connecticut



Frederick, Maryland



Garland, Texas

Parking in downtown environments can always be a challenge and it is important to note that signage alone will not solve larger parking issues. Our project philosophy focuses on a holistic approach to parking wayfinding, by establishing a consistent “Parking” identity across diverse touchpoints throughout a visitor’s journey. A range of communication tools, including online information, digital tools, print materials, and signage, will be employed to build awareness and guide users to available parking opportunities.

### **Integrated Strategy and Pedestrian Wayfinding**

By integrating a comprehensive parking strategy with a robust pedestrian wayfinding system, we aim to cultivate a “PARK-ONCE” mindset. Visitors will locate a primary parking facility and then walk to multiple destinations, aligning with sustainable goals by efficiently moving cars to available parking and encouraging longer parking durations.

### **Common Parking Wayfinding Challenges**

- Lack of a consistent Parking icon and signage for guidance
- Sign clutter in and around parking lots
- Confusion between private and public parking, leading to fear of towing
- Inconsistent or ineffective terminology for parking facilities
- Poor identification of parking lot entrances from a distance
- Lack of information at the pedestrian exit of parking facilities

### **Recommendations**

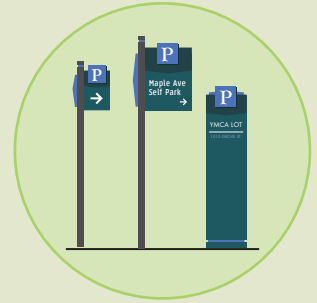
- Implement and reinforce a consistent Parking “P” icon across communication tools
- Clearly indicate “PUBLIC” Parking at facility entrances
- Centralize rules and information signage within each parking lot
- Develop user-friendly nomenclature for lot identification (e.g., Main St. Lot)
- Design distinctive and memorable entrance identifiers
- Explore Real-Time info technology for high-capacity facilities
- Provide orientation maps at the transition from vehicular to pedestrian mode.

Addressing parking challenges requires a multifaceted approach encompassing consistent signage, user-friendly communication tools, and integration with pedestrian wayfinding. By implementing the outlined recommendations, we aim to enhance the overall parking experience, promoting sustainable practices and efficient use of available spaces.

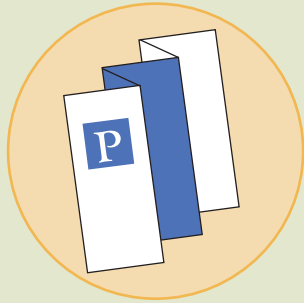
**MARKETING MATERIAL**



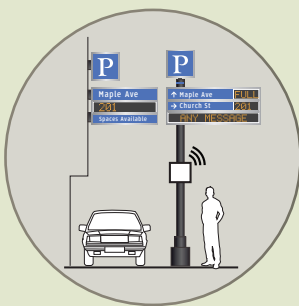
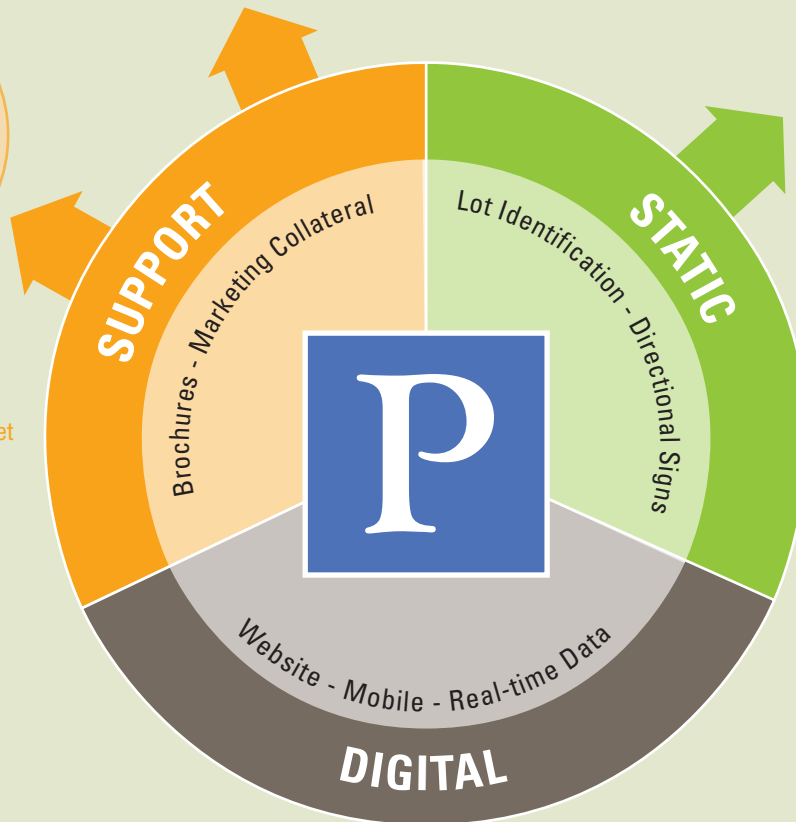
Create a parking logo and color palette that creates a recognizable identity across a variety of communication tools.



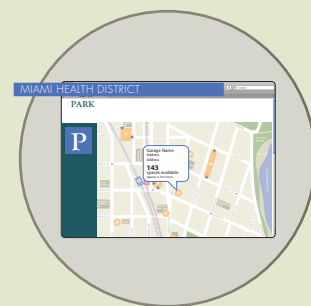
**STATIC PARKING SIGNS**  
 DIRECTIONAL + PARKING LOT ID  
 Traditional static signage shall supplement the electronic sign program.



**PARKING BROCHURE**  
 Design a parking brochure that can be printed or downloaded from the internet or onto a smart phone.



**ELECTRONIC PARKING SIGN**  
 DYNAMIC + VARIABLE MESSAGE DISPLAY  
 Utilize Electronic Guidance System with real-time parking vacancy information.

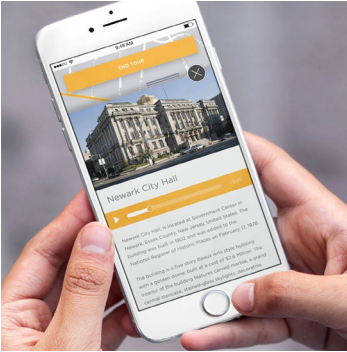


**PARKING WEBSITE**



**MOBILE APP**

## DIGITAL STRATEGY



Physical signage anticipates user needs, while digital tools let individuals curate information to match their personal interests.

*The digital strategy integrates mobile tools, interactive experiences, and real-time data with physical signage to create a more intuitive, multimodal, and playful wayfinding system.*



MERJE-designed digital e-paper kiosk in historic Williamsburg, VA blends timeless streetscape character with flexible, updatable community information.

Our approach to wayfinding is holistic, using digital tools to complement physical signs and support connectivity, build awareness of destinations, encourage different modes of travel and promote upcoming events.. The goal is a more welcoming, intuitive experience that supports climate goals, encourages multimodal choices, and deepens exploration.

While static signage organizes core information, digital wayfinding is more dynamic and user-centric. We will document how existing and third-party tools support wayfinding, identify gaps in parking and destination information, and consider how open data, APIs, and shared content management can keep information consistent across platforms.

### Placemaking, District Gateways & Portals

We will identify locations where digital and interactive elements, such as programmable LED features, small-scale projections, or sensor-activated displays could strengthen the sense of arrival awareness to key parking assets. These opportunities will be framed as concepts and implementation options, not detailed designs, that can be prioritize in phases and future capital projects.

### Mobile Information

We will explore how QR codes, mobile web content, and app-based tools can extend the reach of the physical system, allowing people to “take information with them,” drill down to transit, parking, or trail details, and receive targeted alerts about events, construction, or detours. Specific attention will be paid to how digital tools, integrated trip-planning, live transit arrival information, and real-time parking feeds, can highlight non-auto options and encourage mode shift from single-occupant vehicles to walking, biking, and transit.

### Promote Play & Discovery

We will consider playful technologies, such as augmented reality trails, digital scavenger hunts, interactive story maps, and location-based prompts, that invite people to discover local history, public art, small businesses, while reinforcing the city's identity.

Through our discovery and analysis, each technology element will be evaluated for equity, accessibility (including low-tech alternatives), cost, data needs, and implementation complexity over the next 5–10 years, then organized into a phased digital strategy that is fully integrated with the overall wayfinding program.



## BENEFITS OF MULTI-MODAL WAYFINDING



Cotati Pathways Bicycle Signage



Downtown Austin Pedestrian Signage



St. Louis METRO  
Bus Stop Sign Standards

Wayfinding programs play a crucial role in promoting a multi-modal transportation strategy by enhancing accessibility and connectivity for pedestrians, cyclists, and users of public transit systems. These programs address various issues such as first and last-mile connections, health benefits, and sustainability initiatives.

### Reinforce First & Last Mile Connections

A well-implemented wayfinding program aids in creating seamless first and last-mile connections. Pedestrians and cyclists often face challenges in navigating through urban environments, especially when accessing public transit. Wayfinding signage, digital maps, and other tools can guide them efficiently, reducing the barriers in reaching transit hubs. This encourages individuals to choose sustainable modes of transportation for shorter distances, contributing to the overall effectiveness of a multi-modal strategy.

### Encourage Healthy Lifestyles

The promotion of pedestrian and bicycle-friendly wayfinding supports health benefits. Encouraging walking and cycling as viable transportation options fosters an active lifestyle, reducing sedentary behavior. Integrating health-focused messaging into wayfinding programs can further emphasize the positive impact on physical well-being, creating a holistic approach to urban mobility.

### Support Sustainability

Wayfinding programs contribute to sustainability initiatives by encouraging the use of public transit. Clear signage and information on transit routes and schedules make it easier for individuals to choose and navigate public transportation options. This reduces reliance on personal vehicles, decreasing traffic congestion and lowering carbon emissions. In this way, wayfinding becomes a tool not only for navigation but also for promoting eco-friendly transportation choices.

MERJE believes wayfinding programs are instrumental in fostering a multi-modal transportation strategies. By addressing first and last-mile connections, promoting health benefits, and supporting sustainability initiatives, such programs enhance the overall efficiency and appeal of pedestrian, bicycle, and public transit options in urban environments.

# METHODOLOGY

MERJE will utilize a 5- step approach for the strategy, planning, design and implementation of the project. This design process provides a basic structure for to our methodology, while identifying milestones and opportunities to address individual issues that are unique to this project.

## Task 1A | Discovery

Kick Off meeting with Steering Committee and Stakeholder Group. This may include client representatives, major attractions, business leaders and approving agencies.

Tour / photograph project area and conduct stakeholder interviews

GATEWAYS: The design team will identify 2 -3 typical gateway locations and through the use of case study images, present potential approaches, materials and overall design intent. This will include a plan view, photographs of existing conditions and visual example of solutions from other places with similar situations. Note these are not formal concepts, simply examples that show design intent to help build consensus for placement and overall aesthetic direction.

WAYFINDING: Discussion shall center around primary and secondary routes, circulation, State roadways, assigned speed limits, parking, pedestrian requirements, districts/zones, transition points, decision points, information hierarchy, create a general menu of sign types, terminology, audience considerations, daytime vs. evening travel, flexibility, vandal resistance and maintenance.

Develop criteria for destination inclusion and list of destinations. Determine terminology (or abbreviations) necessary for each destination/attraction.

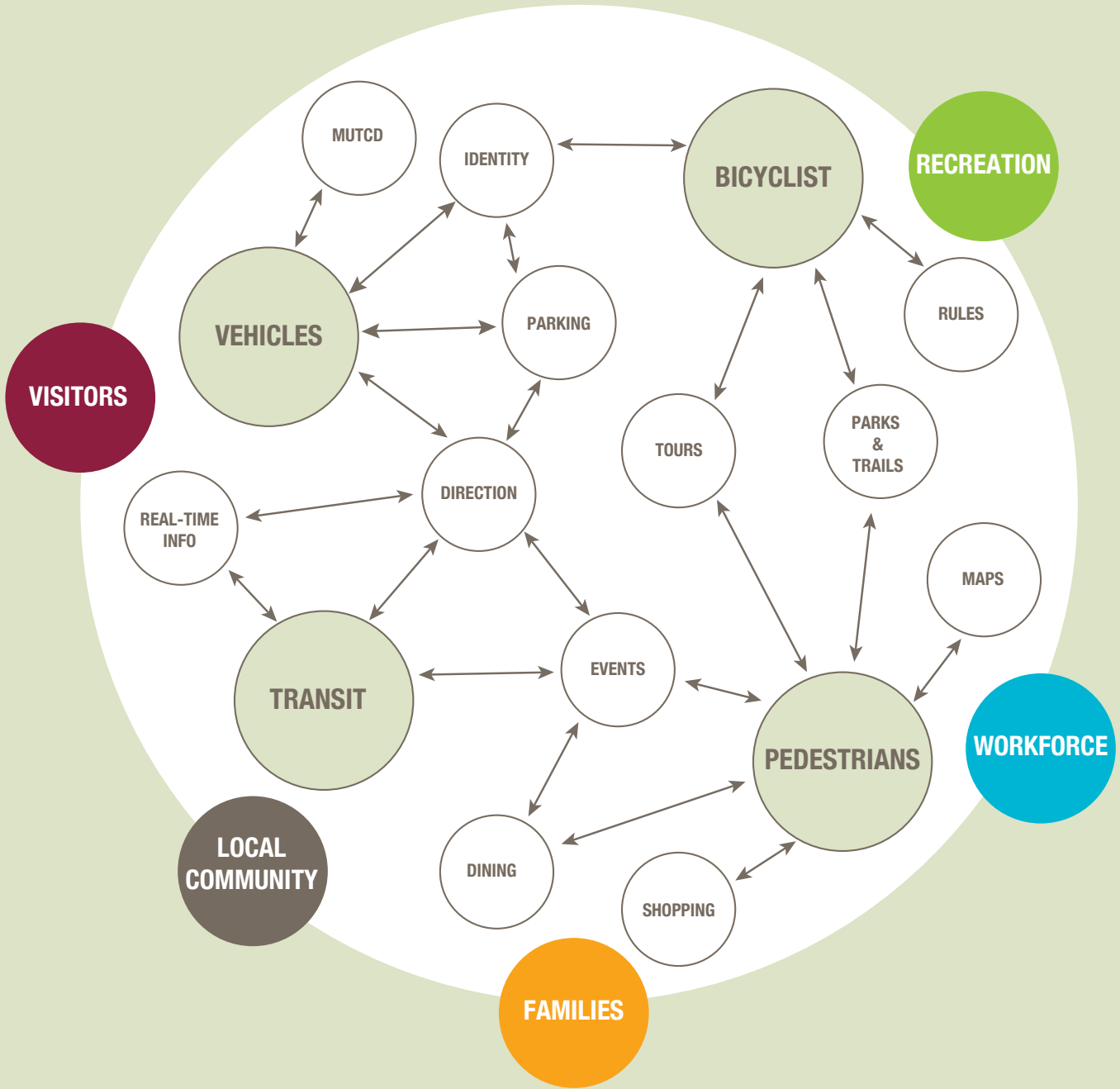
Develop a project budget and outline potential Phasing Strategy.

Design Brief: Upon completion of the Discovery Kick-Off and Stakeholders/User Group interviews, MERJE will provide a Design Brief. This will act as a form of meeting minutes as well as provide a beginning list of branding issues and design intent.

*The intent of the Discovery phase is to gain an understanding of the destination, understand current conditions, identify wayfinding issues and build consensus that will support the upcoming design and planning efforts..*

**TASK 1 DELIVERABLE: Present preliminary findings based on the information gathered during the on-site assessment and stakeholder interviews. This will result in a series of recommendations, and structure for the design and planning process to be based upon.**

# WAYFINDING ANALYSIS



## Task 1A | Concept Development

Prepare preliminary gateway and wayfinding sign design based on a limited number of sign types. (3 options)

GATEWAYS: based on the preferences identified during the Discovery Phase, concepts will be developed for 2 -3 gateway locations. This may include site plans, photo-renderings and/or illustrations. Design elements may include: signage, lighting, landscaping, architectural structures, public art, landscaping, etc.

Meet with DOT, approving agencies and commissions to review concepts and wayfinding approach.

Develop a preliminary budget for fabrication and installation of the signage system.  
Develop Phasing Plan for priority sign types

Presentation of proposed gateways and wayfinding sign designs. This would include typical sign types, location, size, shape and colors. (Includes Community Review #1)

**TASK 2 DELIVERABLE: Presentation of 3 design options that establish the overall design direction of the gateway and wayfinding program. In addition an Order of Magnitude Budget shall be provided.**

## Task 2A | Design Development: Sign Locations and Messages

Prepare preliminary sign location plans, typical messages and general sign types.

Site check locations for appropriateness, available space, and general environment conditions. Note: this is a general review only (no field mark-outs). Update plans.

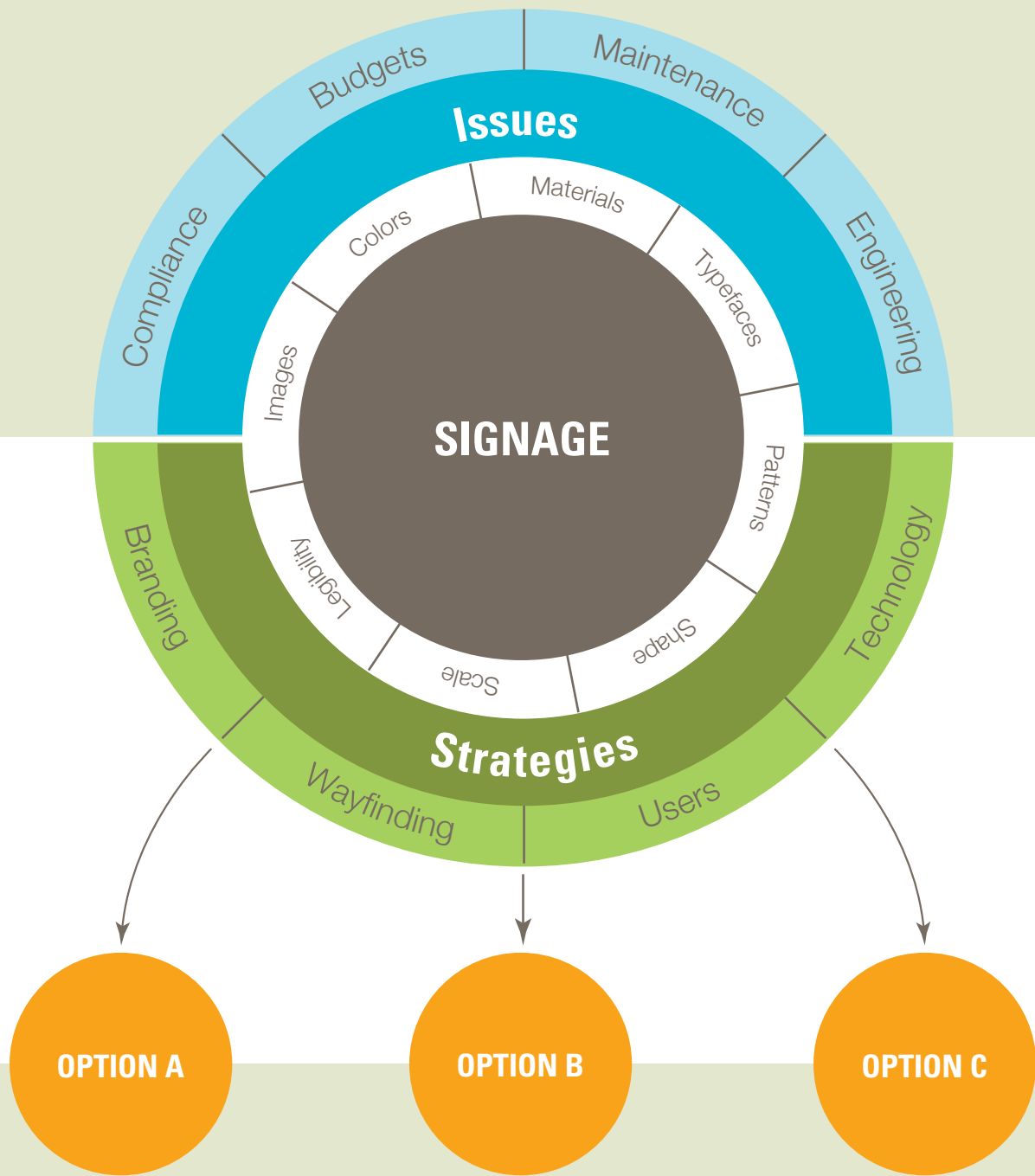
Submittal of a message schedule and sign location plans for review and approval by city representatives and destinations. Update as required (2 Submittals)

Upon general agreement of sign locations and messages, Submit a draft Sign Location Plan and Message Schedule to approving agencies / commissions for review and preliminary approvals.

**TASK 3 DELIVERABLE: Approved Sign Location Plans and Message Schedule. These are general plans only, detailed site plans and individual placement drawings are provided as part of Task 5 deliverables.**

*Schematic Design offers the opportunity to investigate big picture concepts, brand integration and the overall design intent of the sign program.*

*Programming is the detailed planning of each sign location and the associated message. This task takes into consideration the sequential flow and hierarchy of information presented to the user.*



# DESIGN

## Task 2B | Design Development

*Design Development acts a bridge between the conceptual schematic designs and a fully documented program.*

Refine selected design options for each of the Gateway and Wayfinding elements.

Finalize functional aspects of gateways and sign program, size, materials, contrasts, nomenclature, typography, symbols, hardware and placement.

Submit “design development” drawings to fabricators for preliminary pricing and constructability reviews. Value engineer if necessary. Receive cost estimates.

Meet with DOT to finalize gateways / signage design and locations.

Present to client for final review and approval, including Community Review #2

**TASK 4 DELIVERABLE: Design Development presentation to Steering Committee, Stakeholders and Council, this shall include a fully developed Sign Family Menu,**

## Task 3 | Construction Documents & Bid Package

*The Documentation phase finalizes all the necessary graphic standards, technical drawings and specifications, into a single package that allows for competitive bidding, as well as guidelines for long term maintenance of the program.*

### WAYFINDING SIGNAGE MANUAL

Design intent drawings indicating, material specifications for all sign types, illustrating size, typefaces, graphic elements, pictograms, letter spacing, materials, finishes, construction details, installation methods, colors and locations. .

### GATEWAYS: DESIGN INTENT DRAWINGS

A menu of 2 – 3 standard gateway signage elements is included in the Scope of Work. This is based on the design of a consistent gateway/sign design throughout the project area, with minor adjustments based on specific placement and location requirements. Custom designs for each gateway location is not included.

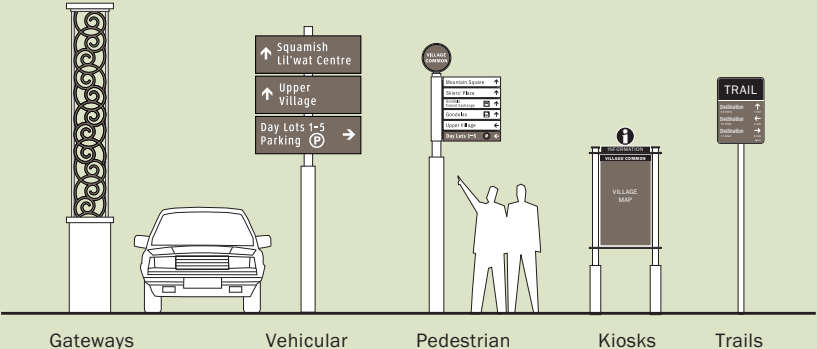
Elements such as landscaping, lighting, public art, over-pass enhancements or architectural elements are not included until a better understanding of the design can be determined. These elements will be completed only to a Design Development level. Greater design investigation, engineering and documentation of these types of elements may require additional fees, based on the level of simplicity or complexity required at each location.

**TASK 5 DELIVERABLE: Sign Standards Manual, Sign Location Plans and Message Schedules necessary to receive competitive bids.**

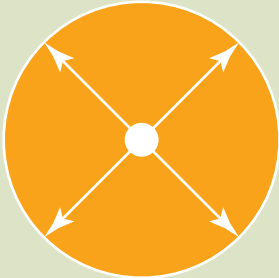
# PHASING STRATEGY

PROJECT TYPE	COST	PRIORITIES	SIMPLE VS COMPLEX
Gateways Vehicular Pedestrians Kiosks Parking Trails Parks Interpretive Transit Banners	\$ ↓ \$ \$ \$ \$	HIGH ↓ LOW	<ul style="list-style-type: none"> <li>• Available Funding</li> <li>• Future Funding</li> <li>• Approvals</li> <li>• Installation</li> <li>• Time of Year</li> <li>• Design</li> </ul>

## IMPLEMENTATION



BY SIGN TYPE



INSIDE-OUT

*Bid Review and Construction Administration ensures that the original design intent is maintained through the construction process.*

#### **Task 4: Implementation Support**

MERJE will provide the following services during the implementation phase;

##### Bid Assistance and Review

- Attend Pre-Bid Meeting (via teleconference)
- Respond to Requests For Information (RFI's)
- Provide information necessary for client to release Addendums to Bid
- Review Bids, confirm compliance w/ drawings and unit cost appropriateness

*Note: The client shall coordinate all bid process tasks, including; advertising, administration, receiving of bids and bid results tabulation.*

##### Construction Administration

- Field verify final sign placement with the contractor prior to installation
- Attend Construction Meetings (via teleconference)
- Review and approve submittals: shop drawings, material samples, etc.
- Review and assist with graphic layouts
- Provide information during the fabrication and installation process.

**TASK 6 DELIVERABLE: Upon substantial completion of the signage, punch-list (on-site) all items that must be completed and/or corrected prior to final acceptance by the client.**

## PUBLIC OUTREACH & BUILDING CONSENSUS

The wayfinding program and its components will be crafted by the design team, but this marks the culmination of a process driven by the collective understanding and values cultivated among the consultant team, the client, and project stakeholders. Our role involves attentive listening and offering recommendations and solutions to facilitate the consensus-building process. We adhere to three consensus-building principles:

- 1) The design shall align with the criteria set by the client and project stakeholders.
- 2) Solutions should be readily comprehensible to someone visiting for the first time.
- 3) The design team will consistently take into account the culture and character of the local community when formulating design suggestions.

### Methods Of Public Outreach

- Strategic placement of newspaper and magazine articles
- Social Media and Networking Outreach
- Open House Presentations
- Pre-Recorded Virtual Presentations
- Project Websites
- On-line Surveys
- Mock-ups and Prototypes

### Building Consensus Best Practices

- Take tiny steps
- Understand the approval process and protocol
- Conduct small workshops w/ stakeholders
- Decisions are made for the betterment of all
- Craft a list of design criteria
- Provide options within options

### Promotional Outreach

For this type of project a highly organized public relations initiative is strongly suggested. Not much different than an advertising campaign, getting the word out, across a variety of media will help increase the programs success.



# PUBLIC INPUT STRATEGY

## DISCOVERY

Information Gathering



### Public Meeting #1

This session will focus on gathering input from the community. MERJE will provide an introduction to wayfinding, distribute surveys, facilitate conversations, and guide participants through mapping and design exercises.

## SCHEMATIC DESIGN

Feedback & Consensus

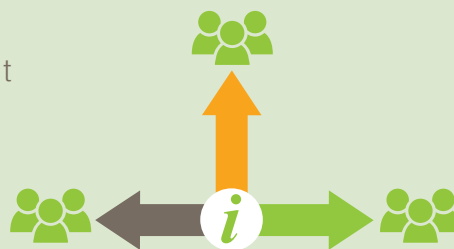


### Public Meeting #2

The goal of this phase is to present a range of design options, solicit feedback from stakeholders, and work toward building consensus on the preferred direction.

## DESIGN DEVELOPMENT

Refinement & Encouragement



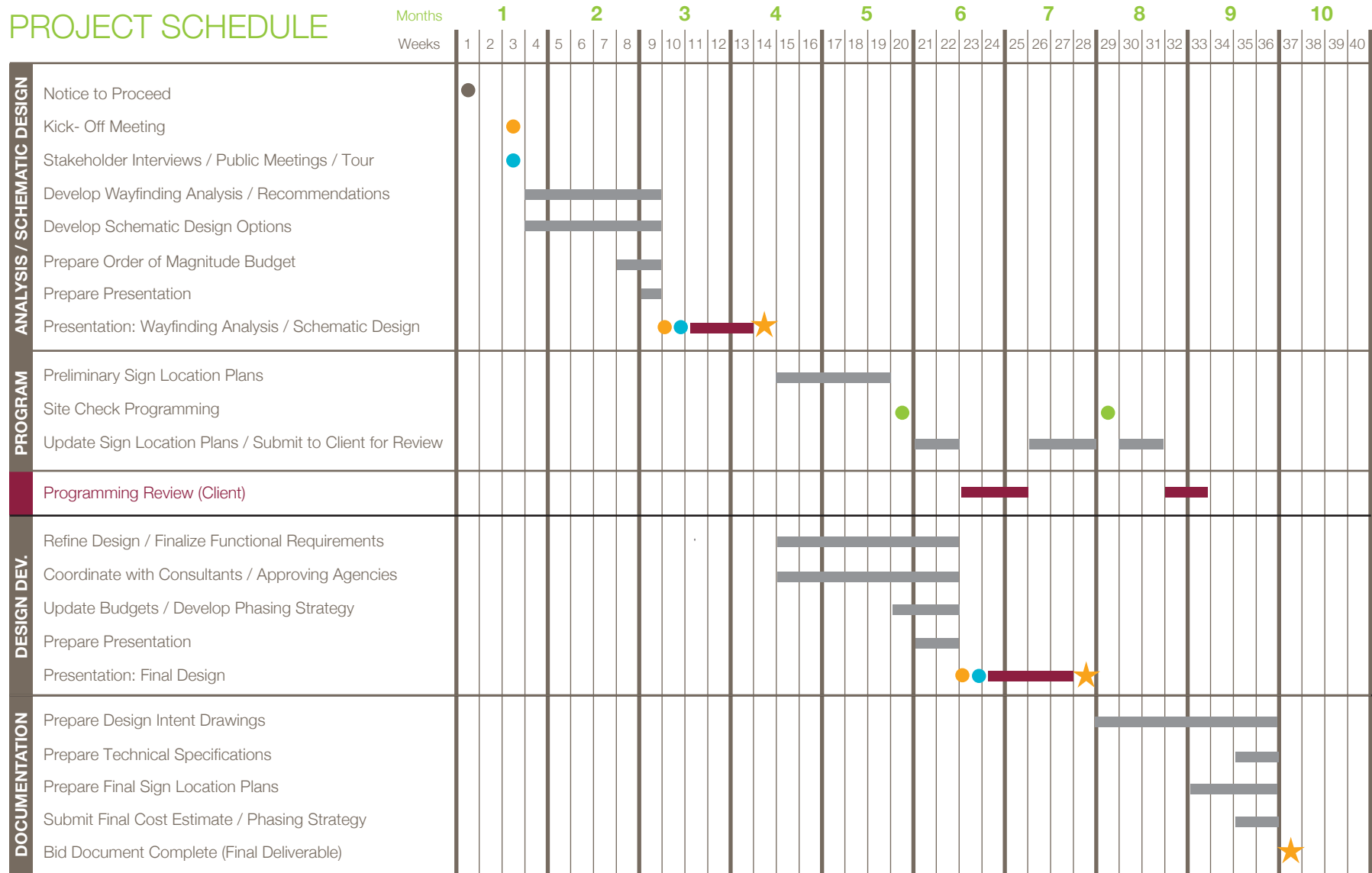
### Public Meeting #3

As the design evolves, this stage offers the public another chance to provide feedback, helping to shape and fine-tune the final design in a way that reflects community priorities.



Publicity • Stakeholder Interviews • Public Meetings • Design Feedback • Marketing  
E-Blasts • Virtual Meetings • Online Surveys • Webinars • Social Media  
Multi-lingual Material & Translations •

# PROJECT SCHEDULE



**Key**

- Steering Committee ●
- Stakeholders / Public ●
- Site Checks ●
- MERJE Tasks
- Client Review / Approvals
- Stage Complete ★

**Design and Planning Schedule:**

Schedule shown illustrates typical time frames for tasks provide by MERJE. Client reviews and approvals, including State, County and City are difficult to predict and generally have a effect on the final completion date

We will work with you to develop a revised project schedule once we have a better understanding of the project and your internal approval requirements and protocols.

**Fabrication and Installation Schedule:**

The time-frame for the implementation phase will depend on the quantity of signs and final scope of work. Typical lead times for this stage can range between 4 and 9 months.

REFERENCES /  
STATEMENT OF QUALIFICATIONS



## REFERENCES

### **CITY OF NEW HAVEN WAYFINDING PROGRAM**

Anne Hartjen, ASLA, PLA  
Senior Project Manager  
**New Haven City Plan**  
1 Temple Street,  
New Haven, CT 06510  
T. 203.946.6383  
AHartjen@newhavenct.gov

### **TOWN OF WEST HARTFORD WAYFINDING PROGRAM**

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Economic Development Coordinator  
**Town of West Hartford**  
50 South Main Street  
West Hartford, CT 06107  
T. 860.561.7500  
Kristen.Gorski@WestHartfordCT.gov

### **TOWN OF MANSFIELD, CT WAYFINDING PROGRAM**

Cynthia van Zelm  
Executive Director  
**Previous: Mansfield Downtown Partnership**  
**Current: State of CT Department of Economic & Community Development**  
505 Hudson Street  
Hartford, CT 06106  
T. 860.258.4200  
Cynthia.vanZelm@CT.gov

### **NEW HAVEN UNION STATION WAYFINDING PROGRAM**

James M. Staniewicz, P.E.  
Chief Engineer  
**Park New Haven**  
165 Church Street, Fifth Floor  
New Haven, CT, 06510  
T. 203-946-7526  
jstaniewicz@nhparking.com

### **CITY OF PORTSMOUTH, NH WAYFINDING PROGRAM**

Jillian M. Harris, AICP  
City Planner  
**City of Portsmouth**  
1 Junkins Avenue  
Portsmouth, NH 03801  
T. (603) 610-7296  
jharris@cityofportsmouth.com

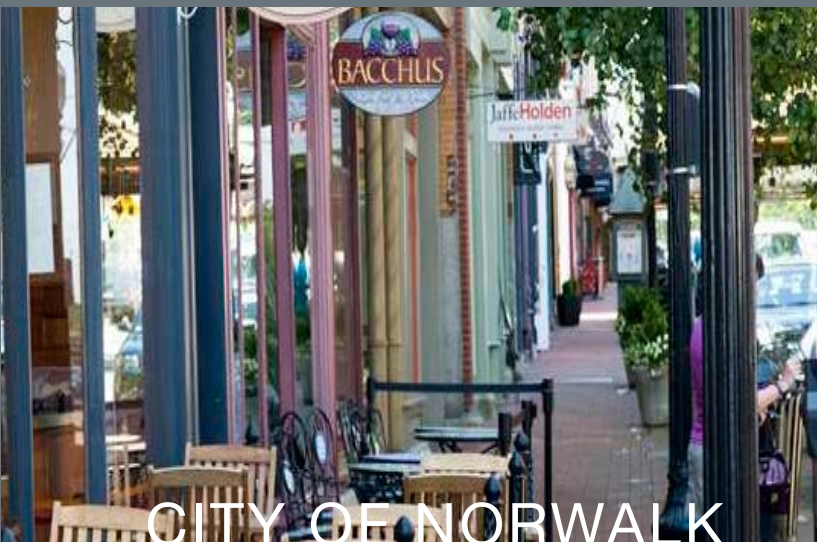
### **WILLIAMSBURG, VA WAYFINDING PROGRAM**

Michele Mixner DeWitt  
Assistant City Manager  
**City of Williamsburg**  
401 Lafayette Street,  
Williamsburg, VA 23185  
T. (757)220-6120  
MDeWitt@williamsburgva.gov

### **OXNARD WAYFINDING & GATEWAY PROGRAM**

Samantha Shapiro  
Project Manager / City Manager's Office  
**City of Oxnard**  
300 W. Third Street, 4th Floor  
Oxnard, CA 93030  
Phone: 805.385.7447  
samantha.shapiro@oxnard.org

*\* References for all other projects are available upon request*



# CITY OF NORWALK

SCOPE: Analysis, Design, Planning & Digital Strategy

SCALE: Citywide

STAKEHOLDERS: 75+

CONSTRUCTION BUDGET: \$241,900 Phase 1 (Pilot)  
\$750,000 Future Phases

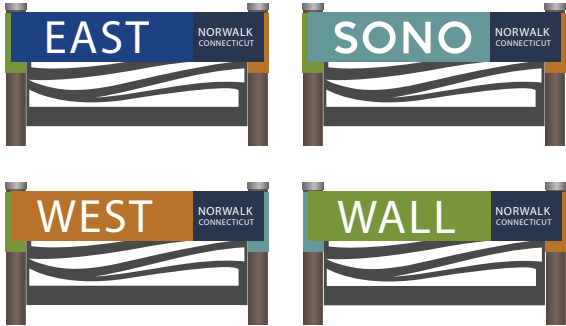
FUNDING: Norwalk Redevelopment Agency

APPROVAL: City Departments, Norwalk Redevelopment Agency and CDOT (Review)

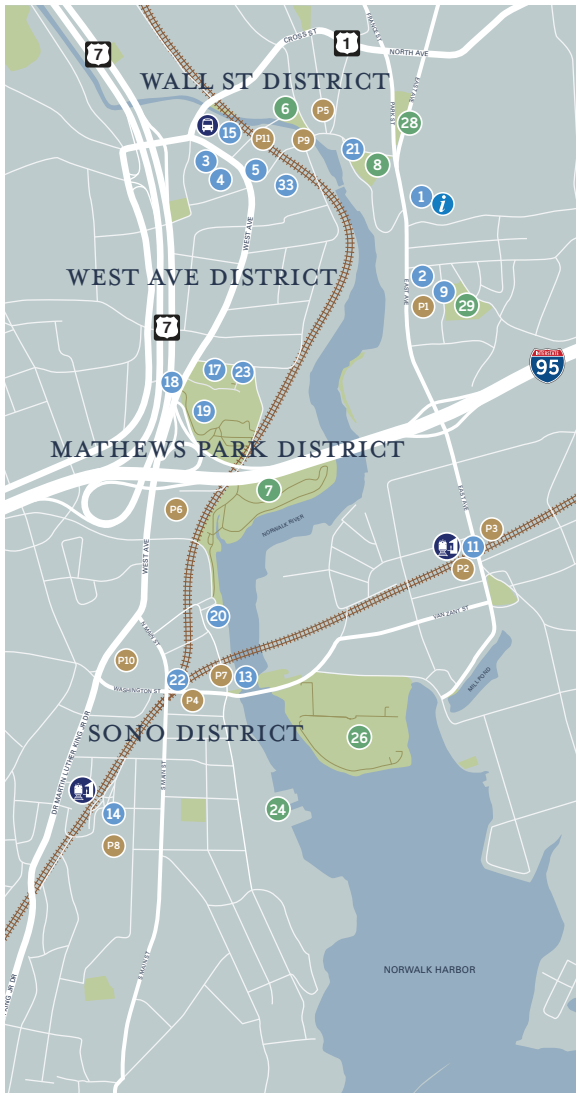
# CITY OF NORWALK

## Wayfinding Master Plan

Norwalk, CT



In 2016, MERJE partnered with the Norwalk Redevelopment Agency to develop an integrated wayfinding program that helped visitors and residents understand Norwalk as a connected place, not just a series of standalone destinations. The City recognized that many visitors traveled directly from one attraction to the next without building a clear sense of the City's districts, assets, and overall structure, and that existing wayfinding, regulatory, and identity signs needed to be unified into one consistent system.

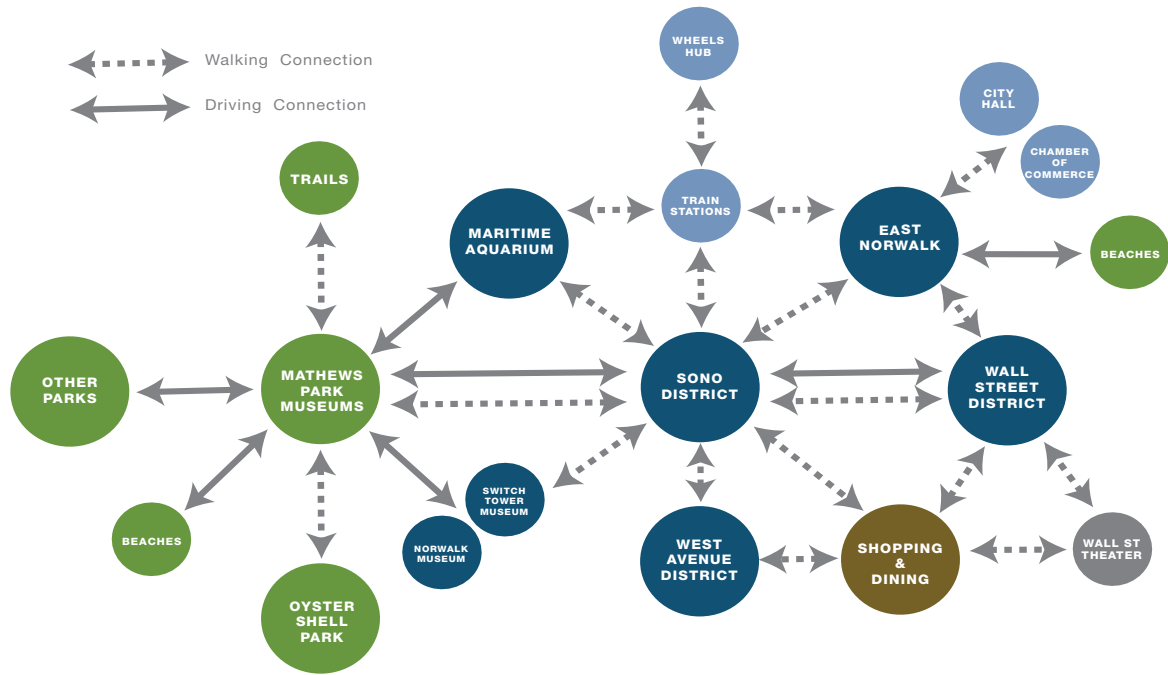


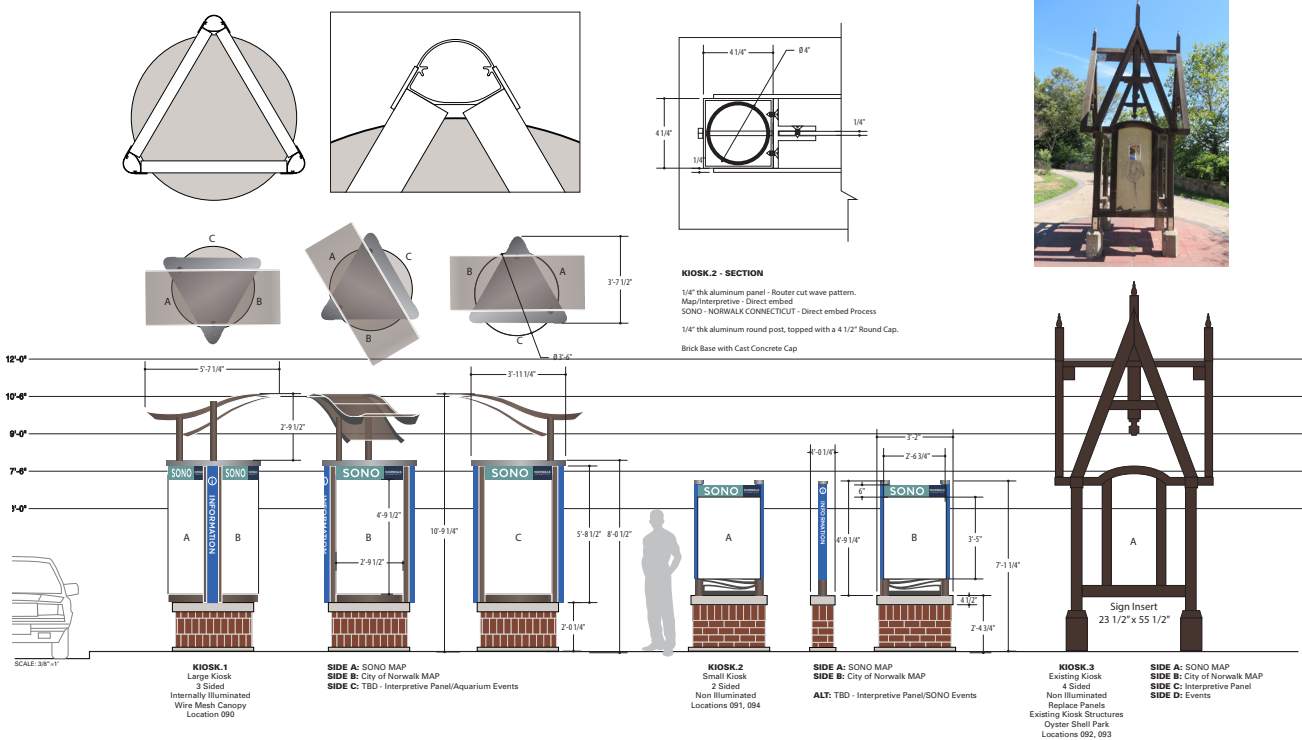
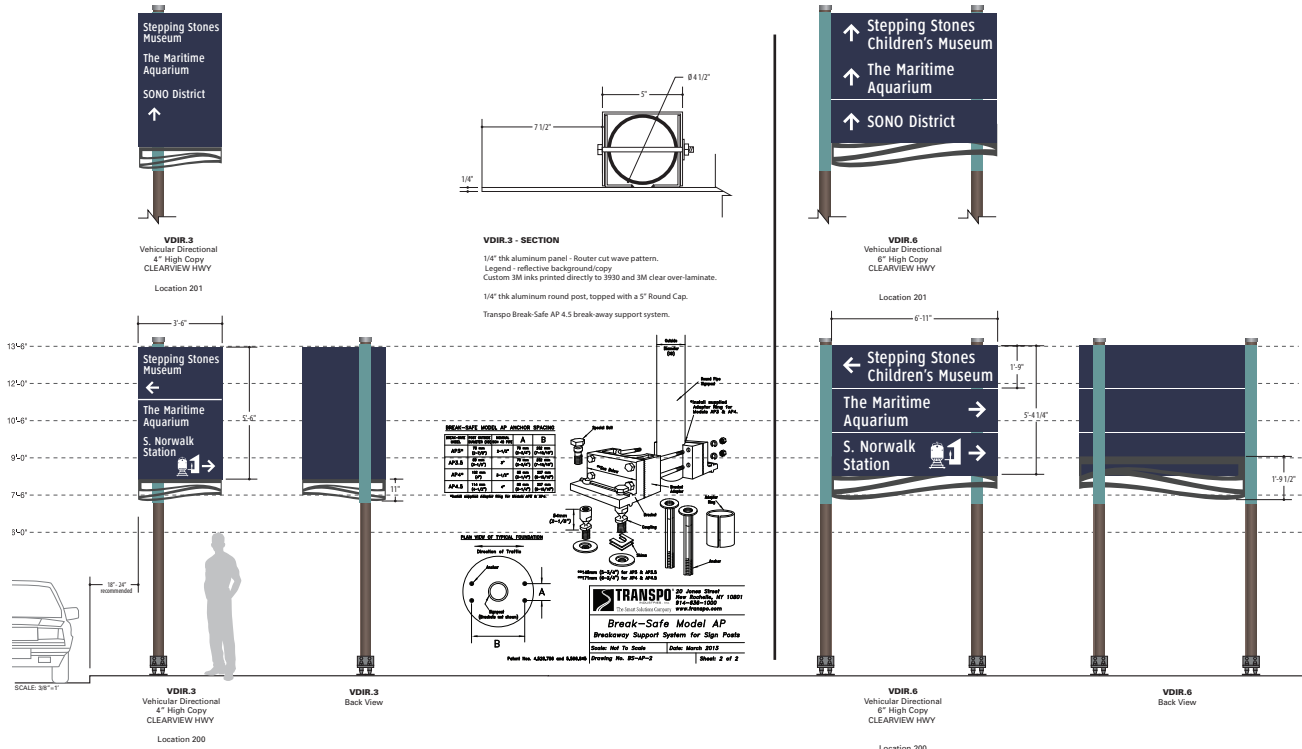
The program framework organized downtown around four primary districts, SoNo, West Avenue, Wall Street, and Mathews Park/Museums, and used gateways, directional signs, and landmark elements to reinforce each area's character while presenting a single, cohesive civic graphic language.

Recommendations emphasized a phased rollout, reduced sign clutter, and strengthened multimodal navigation, including vehicular, pedestrian, and rail connections, while supporting a "park-once" visitor experience. The master plan, also considered a technology strategy that was developed based on user journeys, content recommendations and a variety of digital tools based on user experiences and needs.

Early implementation planning included landmark kiosks with maps, updatable content, and space for print materials, paired with gateway and route-based vehicular wayfinding.

A pilot program was focused on SoNo, Mathews Park, West Avenue, and I-95 exits, guiding users to destinations such as the Maritime Aquarium, South Norwalk Station, and Oyster Shell Park.









# CITY OF NEW HAVEN

SCOPE: Gateways and Signage project

SCALE: City-wide

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET: Phase 1: \$300,000 / Gateways: \$100,000

FUNDING: Federal Transportation Grant

APPROVAL: City of New Haven, ConnDOT, Federal Highway Administration (FHWA)

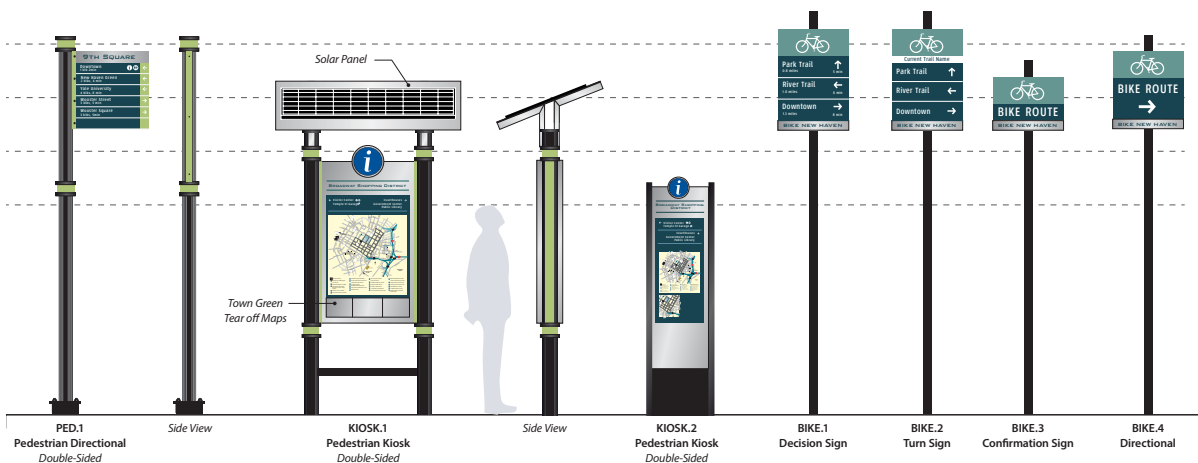
CITY OF NEW HAVEN, CT  
Wayfinding Program  
New Haven, CT



New Haven, Connecticut may be home to a historic and prestigious university, but it is also a vibrant urban downtown of retail, dining and neighborhoods. New Haven is not characterized by Yale University alone. The wayfinding program creates its own unique visual identity while promoting the variety of destinations located throughout the city.

MERJE was given the task of designing a flexible and modular system. The design for both the pedestrian and vehicular signs use the same standardized Holophane poles and hardware. This product standardization of extrusions, lock-nuts and panel sizes minimizes parts and makes for easy updating and flexibility.

The sign panels are clean and simple, but the bright colors on the pole collars create a visible beacon from a distance to assure that the signs pop-out in this dense urban environment. Pedestrian signage included distances in minutes and heads-up mapping.





→ City Hall

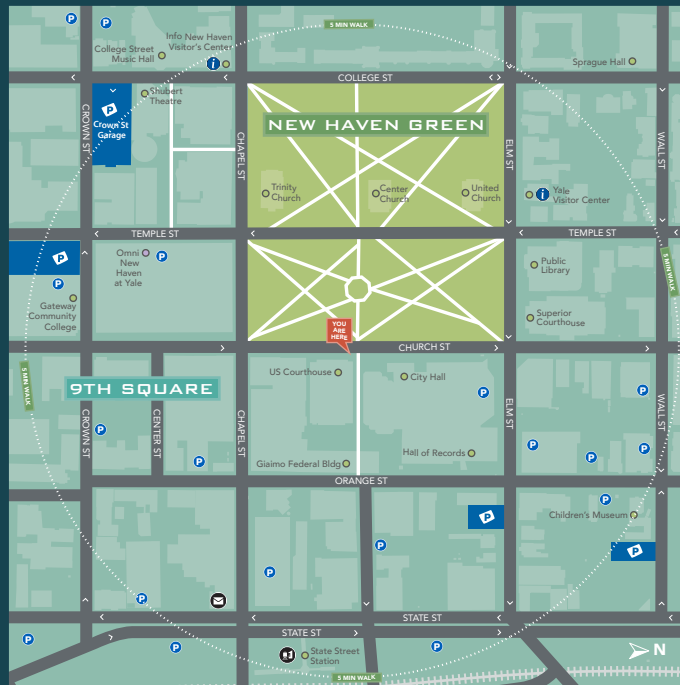
→ Superior Courthouse

→ Ives Main Library

→ County Courthouse

← 9th Square

← Gateway Community College



**ATTRACTIONS**

- Children's Museum
- City Hall
- New Haven County Courthouse
- Federal Building
- Gateway Community College
- Grove Street Cemetery
- Hall of Records
- Knights of Columbus Museum
- Payne Whitney Gymnasium
- Police Station
- Public Library
- Shubert Theatre
- Sprague Hall
- Superior Courthouse
- US Courthouse
- Woolsey Hall
- Yale Art Gallery
- Yale Center for British Art
- Yale Repertory Theatre
- Yale Visitor Center

**HOTELS**

- Courtyard Marriott
- Hotel Duncan
- New Haven Hotel
- Omni New Haven at Yale
- Study at Yale
- Suites at Yale-New Haven

**LEGEND**

- Visitor Information
- Train Station
- Bus Station
- Hospital
- Public Parking: Park New Haven
- Public Parking
- Trails
- Trail Tunnel

CITY OF NEW HAVEN • VEHICULAR SIGNAGE 2022  
96 Signs / Citywide • Connecticut DOT Funded, Approved and Project Managed





## TOWN OF MANSFIELD, CT

SCOPE: Wayfinding, Master Plan, Design, Planning, Documentation and Construction Administration

SCALE: Town of Mansfield (45 square miles)

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: \$350,000

FUNDING: Town of Mansfield

APPROVAL: Town of Mansfield, Connecticut Department of Transportation



## MANSFIELD CONNECTICUT

### Wayfinding Project

MANSFIELD, CT

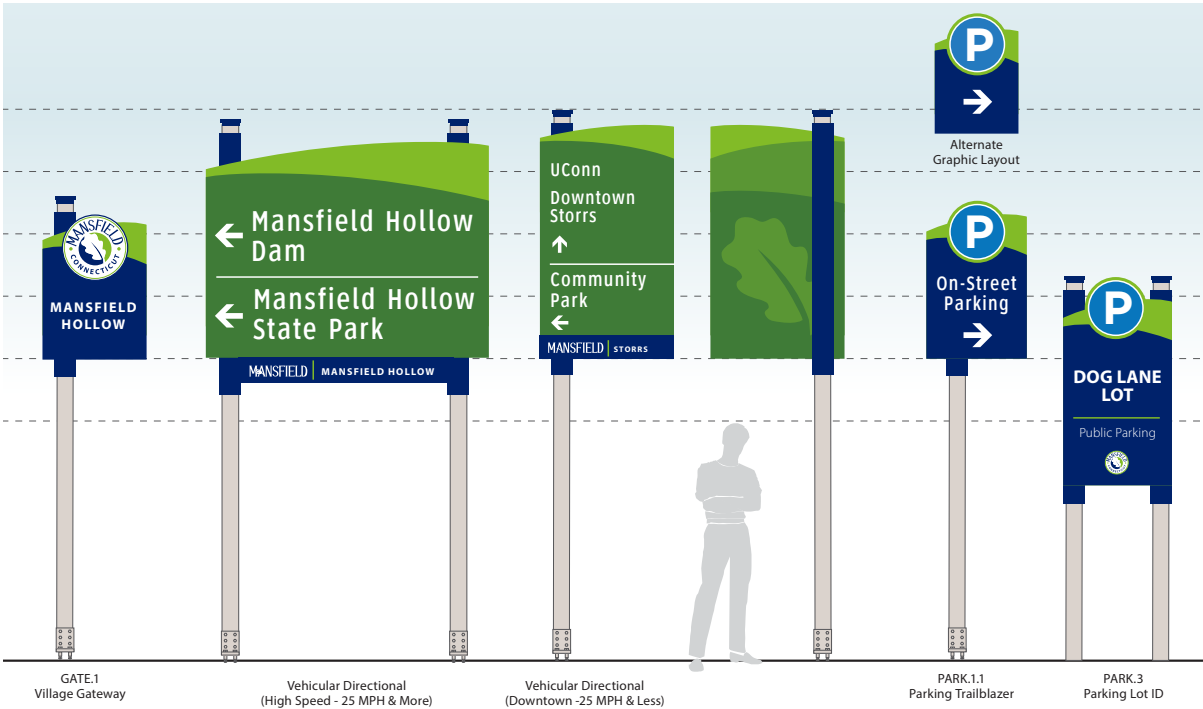
Home to the University of Connecticut's main campus, the Town of Mansfield is often mistaken for "Storrs," one of several villages within the community. To strengthen Mansfield's identity and create a unified presence across its distinct places, MERJE developed a townwide wayfinding program designed as a coordinated family of sign components.

The system establishes a clear information hierarchy, Town identity, village/place names, and destinations, helping visitors understand both where they are and how Mansfield is organized. A consistent visual language spans vehicular and pedestrian directionals, parking guidance, kiosks, and park identification, all reinforcing Mansfield's brand through the Town logo and signature colors.

For everyday town assets, the palette remains bright, civic, and highly legible, while Nature Preserve signs shift to earth tones that better suit natural settings yet retain shared typography and layout for system-wide cohesion.

Implementation involved coordination with Connecticut DOT, Town committees, the Town Council, and UConn staff to align campus messaging and sign placement for a seamless visitor experience.









# WEST HARTFORD

SCOPE: Analysis, Design, Planning, and Documentation

SCALE: Townwide

STAKEHOLDERS: 50+

CONSTRUCTION BUDGET: \$1,000,000

FUNDING: Town of West Hartford

APPROVAL: Town of West Hartford and Connecticut DOT



## WEST HARTFORD

### Wayfinding Program

West Hartford, CT

MERJE was commissioned to spearhead a comprehensive wayfinding project for the Town of West Hartford, CT, addressing critical issues of navigation and connectivity. The primary objectives centered on seamlessly directing visitors to parking facilities, fostering pedestrian flow between the Town Center and the neighboring Blue Back Square shopping district, and infusing the design with elements reflective of the town's identity and local architecture.

To achieve these goals, MERJE embarked on a detailed process that integrated functional design solutions with a deep understanding of West Hartford's unique character. Through stakeholder consultations and site analyses, the team identified strategic locations for signage and navigational aids, ensuring clear and intuitive pathways for both vehicular and pedestrian traffic.

The design approach emphasized a harmonious blend of functionality and aesthetics, with signage elements carefully curated to resonate with the town's architectural heritage. Utilizing materials, colors, and typography inspired by West Hartford's historic charm, the wayfinding system not only facilitates navigation but also enhances the overall visual appeal of the urban landscape.

By seamlessly integrating parking guidance, pedestrian connectivity, and cultural identity into its design, MERJE Design's wayfinding project promises to enhance the visitor experience, promote economic vitality, and reinforce the sense of community pride in the Town of West Hartford.









# PORTSMOUTH, NH



SCOPE: Gateways, Vehicular, Parking and Pedestrian Wayfinding

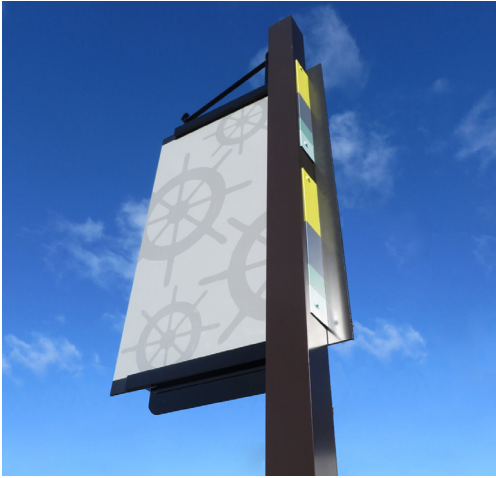
SCALE: Citywide

STAKEHOLDERS: 35+

CONSTRUCTION BUDGET: \$722,000 (3 Phases)

FUNDING: City of Portsmouth

APPROVAL: City of Portsmouth and New Hampshire Department of Transportation



## CITY OF PORTSMOUTH

### Wayfinding Program

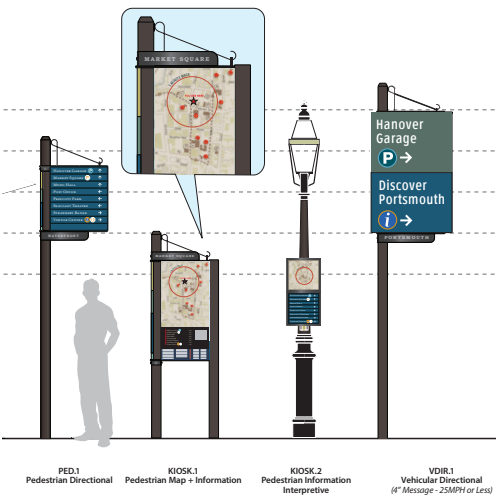
Portsmouth, NH

Portsmouth's scenic waterfront setting and rich maritime and architectural history make its compact downtown a year-round draw for visitors, shoppers, and residents. To help people navigate this vibrant environment, MERJE partnered with the City to develop a Citywide Wayfinding Plan and a flexible "design menu", a standardized toolkit defining sign types, messaging, locations, and a uniform look that is recognizable and uniquely Portsmouth.



The plan was built to serve all modes; drivers, bicyclists, transit users, and pedestrians, while advancing core community wayfinding objectives: reinforcing a shared sense of place, providing a logical and intuitive navigation system, and improving access to key destinations and frequently used areas.

Implementation was structured for long-term success through a phased rollout. Early priorities focused on parking and driver decision-making, including consistent parking identification and directionals and enhancements to the parking garage experience. Later phases expanded vehicular guidance within the downtown core and to destinations outside it. The final phase extended the system into the pedestrian realm, placing roughly 40 signs (including mapping) at key downtown intersections and on existing lampposts to support walkability and local access.



[Click here to learn more about the City of Portsmouth Wayfinding Program and the multi-phased implementation](#)







## WILLIAMSBURG, VIRGINIA

SCOPE: Gateways, Parking, Pedestrian Wayfinding, Downtown Map, and Digital Kiosks

SCALE: Downtown Williamsburg

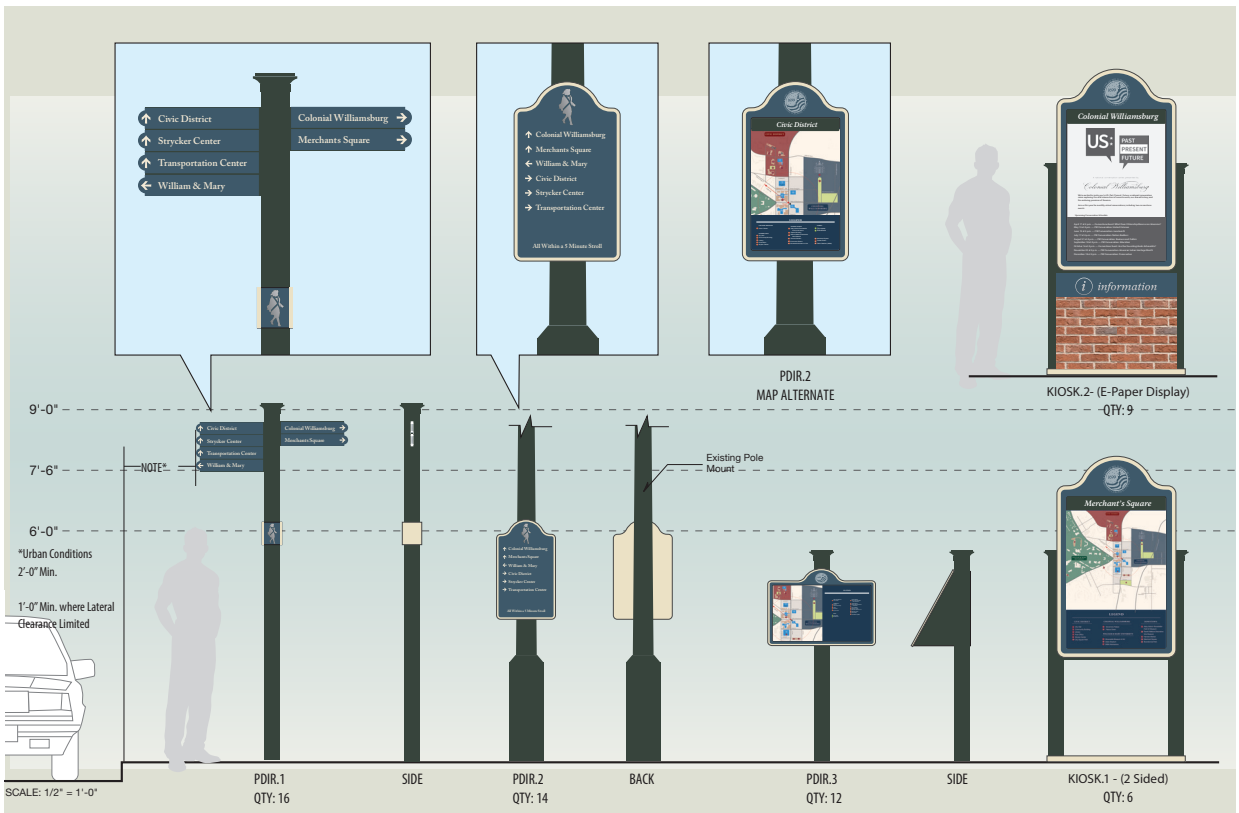
STAKEHOLDERS: 25+

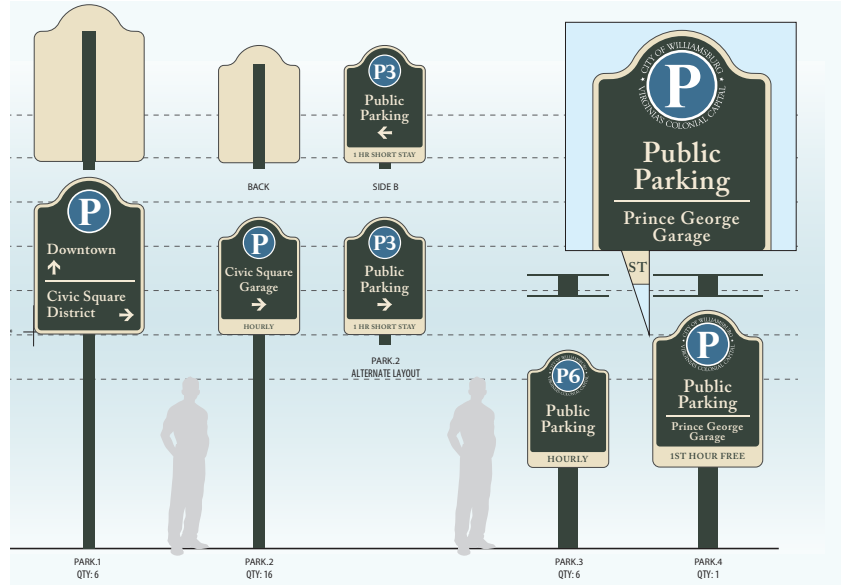
CONSTRUCTION BUDGET: \$485,000

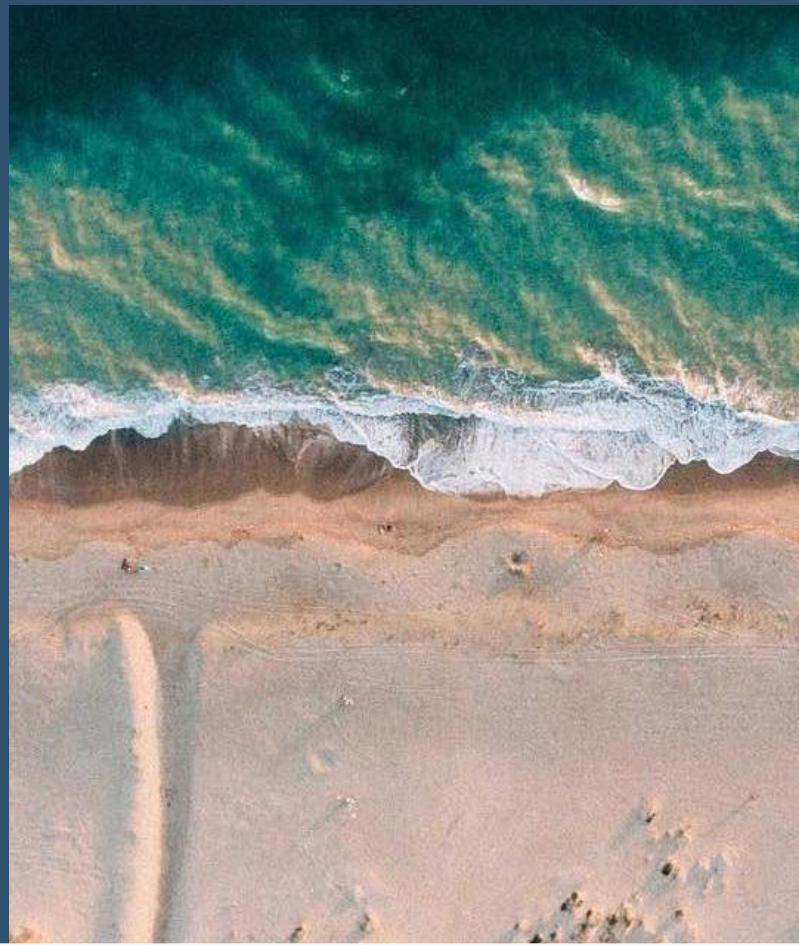
FUNDING: City of Williamsburg

APPROVAL: City of Williamsburg









## OXNARD, CALIFORNIA

SCOPE: Analysis, Design, Planning, Documentation and Construction Administration

SCALE: Citywide Wayfinding and Landmark Gateways

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET / PHASE 1: \$ 950,000

FUNDING: American Rescue Plan Act (ARPA)

APPROVAL: City of Oxnard, Visit Oxnard and Cal Trans



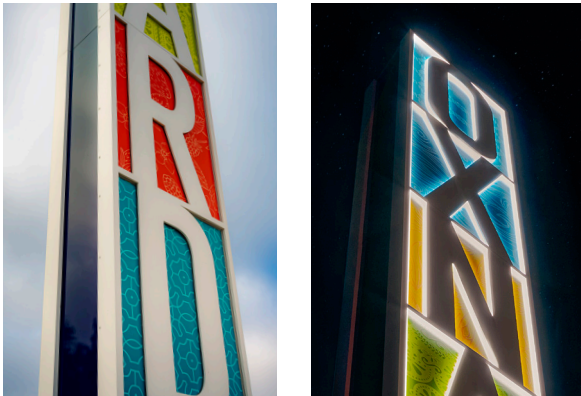
## CITY OF OXNARD GATEWAY & WAYFINDING PROGRAM

Oxnard, CA

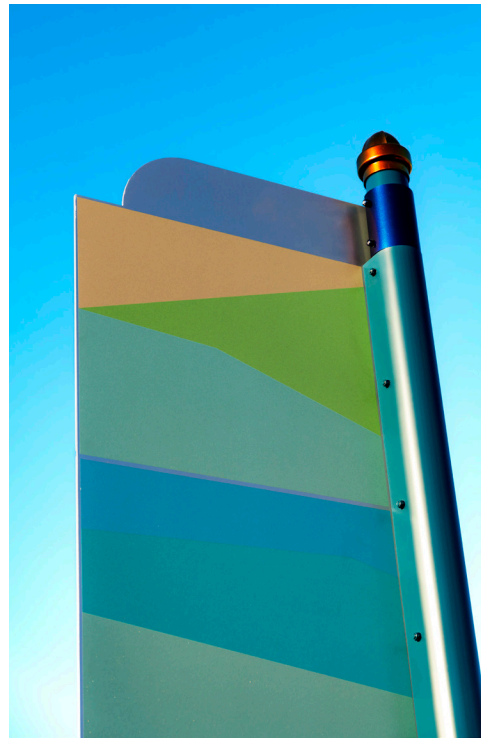
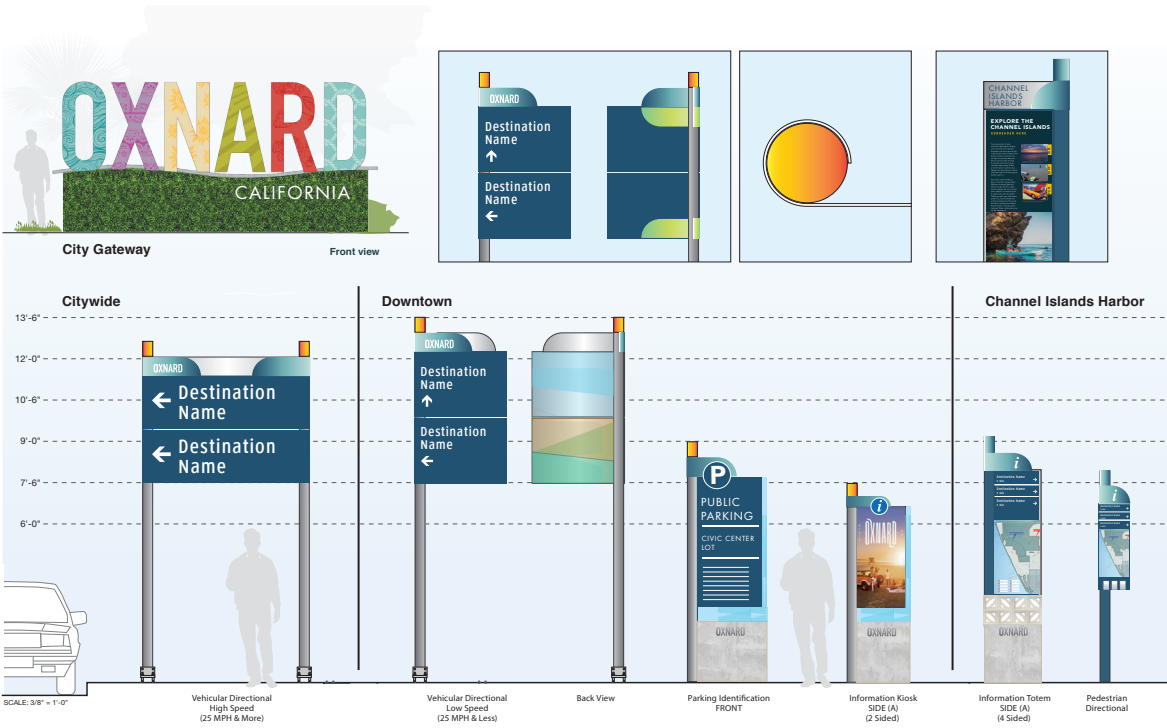
Oxnard, California, a city known for its stunning marina and breathtaking beaches, hired MERJE to design a new gateway and wayfinding program. This innovative initiative promises to elevate the Oxnard experience for visitors while promoting the city's vibrant destinations and outdoor festivals.

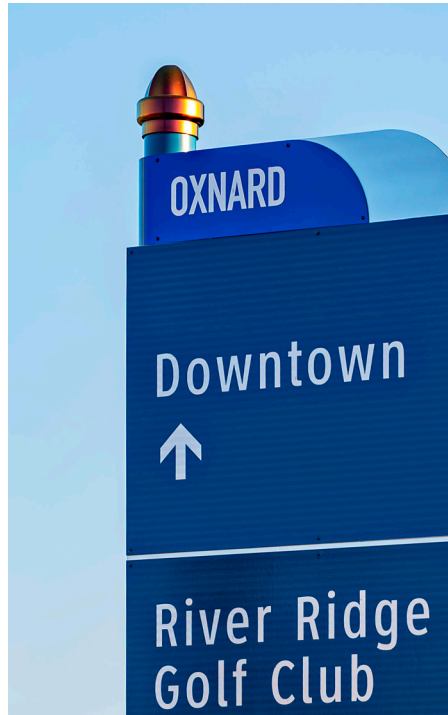
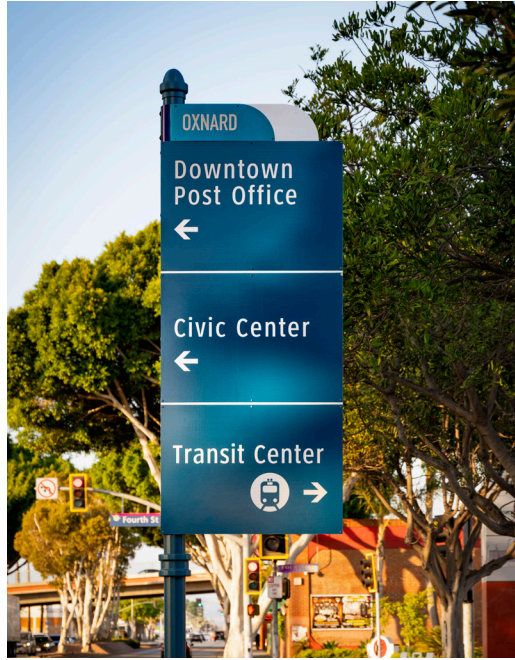
MERJE's collaboration with the Mayor's Gateway Task Force and various stakeholders has been instrumental in shaping the project. By engaging with the community, the design firm ensured that the wayfinding program accurately reflected the desires and needs of Oxnard's residents and visitors.

The sign design, characterized by its clean and timeless aesthetic, perfectly captures the essence of the Oxnard visitor experience. Seamlessly integrated throughout the city, the wayfinding program provides clear navigation but also showcases the depth of destinations, inviting exploration of the marina, beaches, and other hidden gems.



This gateway and wayfinding program has received high praise for its elegance and functionality. MERJE's contribution has undoubtedly elevated Oxnard's identity, ensuring that visitors are captivated by its beauty and allure from the moment they arrive.







## ASHEVILLE REGION

**SCOPE:** Design, Planning, Documentation and Construction Administration

**SCALE:** Buncombe County, including; Cities of Asheville, Black Mountain, Montreat, Weaverville and Woodfin (660 sq. mi)

**STAKEHOLDERS:** 50+

**CONSTRUCTION BUDGET:** 1.4 Million

**FUNDING:** Buncombe County Tourism Development Fund

**APPROVAL:** Asheville Convention & Visitors Bureau, Municipalities of Asheville, Black Mountain, Montreat, Weaverville and Woodfin, and NCDOT



## ASHEVILLE, NC

### Regional Wayfinding Program

Buncombe County, NC

Vibrant, eclectic, colorful, artistic, natural, funky, sophisticated and folky only begin to describe the Asheville region of western North Carolina. Marketing (and wayfinding) for such a diverse area requires the communication of a consistent brand, while allowing for the individuality of each district, town and place to present its own unique character.

The Asheville Convention & Visitors Bureau hired MERJE to develop a comprehensive regional wayfinding program for the City of Asheville, Buncombe County and the individual towns of Black Mountain, Montreat, Weaverville and Woodfin. This is a benchmark project for regional wayfinding, as it also includes an analysis into the resulting economic return on investment; including before and after evaluations of annual destination visitation, effects on overnight hotel stays and overall customer satisfaction.

Gateways incorporate sculptural elements and create landmarks. Kiosks and post details provide opportunities for the inclusion of local artist in the design, capturing the funkiness of downtown Asheville. In addition to the planning and design of the system, MERJE's responsibilities consist of developing the strategy for coordinating the program, creating a criteria for destination inclusion, assistance with obtaining funding and building consensus among the variety of stakeholders and municipalities.









# ASHEVILLE RIVER ARTS DISTRICT

**SCOPE:** Design, Planning, Documentation and Construction Administration

**SCALE:** River Arts District

**STAKEHOLDERS:** 50+

**CONSTRUCTION BUDGET:** \$350,000

**FUNDING:** Buncombe County Tourism Development Fund

**APPROVAL:** River Arts District, Asheville CVB and the City of Asheville



## RIVER ARTS DISTRICT

### Wayfinding and Landmarks

Asheville, NC

The River Arts District in Asheville, North Carolina is an area of former industrial buildings located near the French Broad River. Visitors can experience working studios and galleries of hundreds of artists, showcasing painting, pottery, jewelry, glass, metal, wood and much more.

MERJE has been working with the Asheville Convention and Visitors Bureau for over 10 years on a variety of wayfinding programs. The CVB, along with the River Arts District (RAD), approached MERJE to help extend the Citywide program to a more detailed RAD wayfinding program.



Working with the existing RAD identity, MERJE designed wayfinding signs, kiosks and landmarks to help promote the district and make it easier for visitors to locate the various artist studios.

The design utilizes components of the citywide wayfinding program, also designed by MERJE, but incorporates unique elements that capture the eclectic and authentic environment of the creative district.







# TOWN OF WESTPORT

SCOPE: Gateways, Vehicular and Pedestrian Wayfinding

SCALE: Town-wide

STAKEHOLDERS: 25+

CONSTRUCTION BUDGET: \$735,550

FUNDING: Town of Westport

APPROVAL: CTDOT, Board of Selectmen, Board of Finance



BACK OF SIGN



Patagonia building



Bridge Light Globes



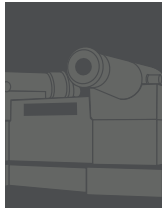
Minuteman



Schooner



Jesup Hall



Compo Beach Cannon

## TOWN OF WESTPORT, CT

### Wayfinding Program

### Westport, CT

Located along the Saugatuck River, the Town of Westport, CT boasts a walkable, upscale downtown packed with dining and shopping establishments. But there are also town parks a Riverwalk and river access points that attract outdoor enthusiasts.

The Town hired MERJE to create a Town Gateway & Downtown Wayfinding Program that utilized their newly established brand. Directing to free Town parking lots was an important part of the project, as well as promoting the walkability of the Downtown. The Town's history was brought into the system by creating clean, subtle graphics for the back of the vehicular signs that highlight the town's historic architecture and the importance of the town during the Revolutionary War.

Promoting the Downtown businesses was accomplished by designing a digital Kiosk placed in a central Downtown location to give shopping and dining information, as well an opportunity to include interpretive information.



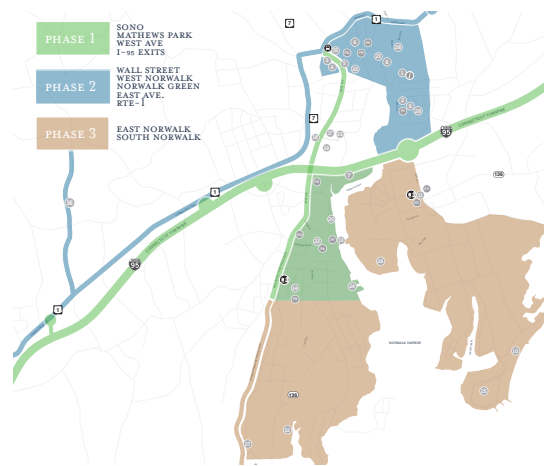
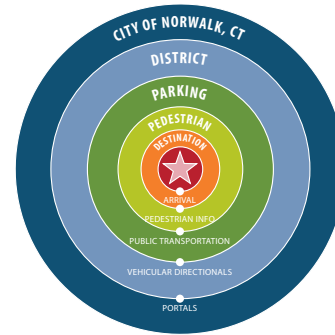




OTHER INFORMATION



# NORWALK WAYFINDING MASTER PLAN (2016 MERJE)



MERJE brings Norwalk an uncommon advantage for this wayfinding project: we helped the City establish the original program framework through the 2016 Wayfinding Master Plan, including analysis, sign design, detailed sign location plans, and message schedules.

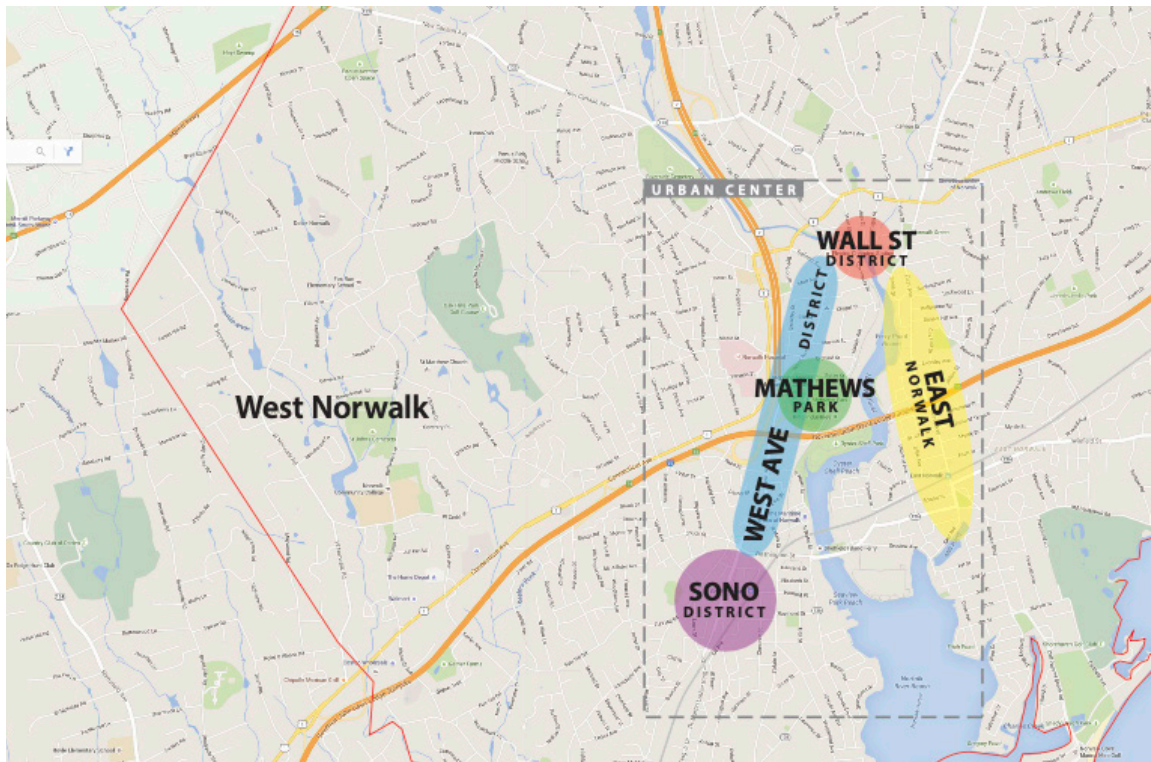
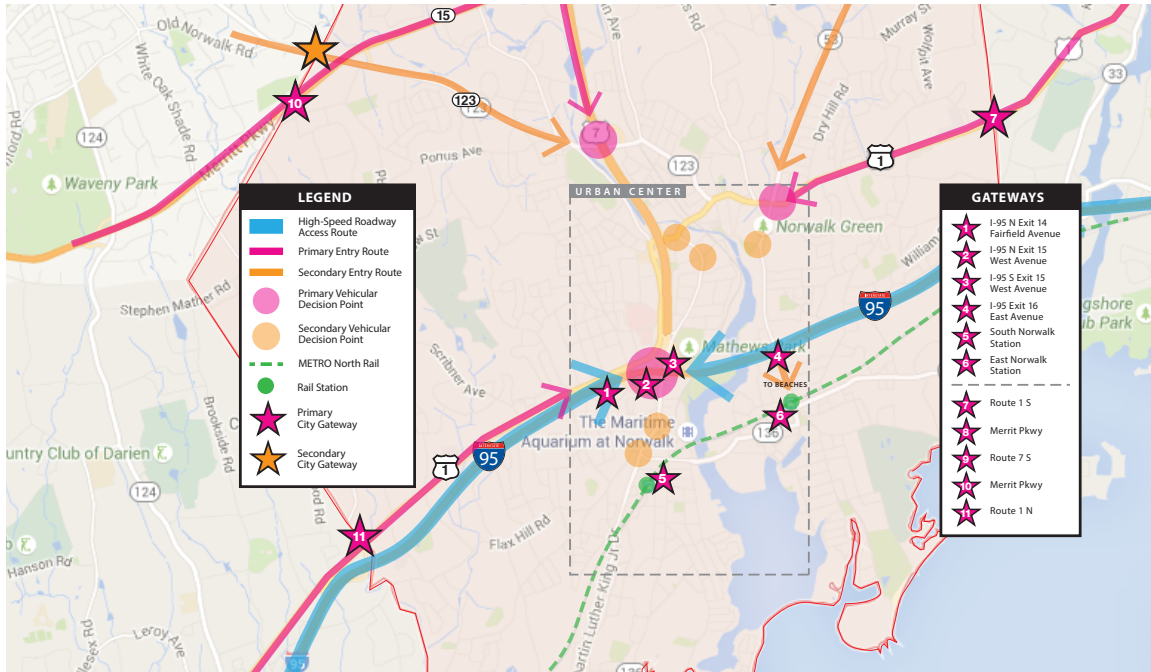
With the same firm principals engaged today, we bring a deep, working familiarity with Norwalk and the documents created to support implementation, allowing the team to move quickly and focus effort where it matters most: updated destination messaging, terminology, sequencing, and alignment with the City's newer identity goals.

It is also important to acknowledge why the earlier program (contracted through the Norwalk Redevelopment Agency) did not advance to implementation. After submissions and

reviews with City departments and committees, the initiative was not funded and did not move forward for capital approval. The pause reflected a prioritization and funding decision, not any shortfall in the quality or readiness of the work product.

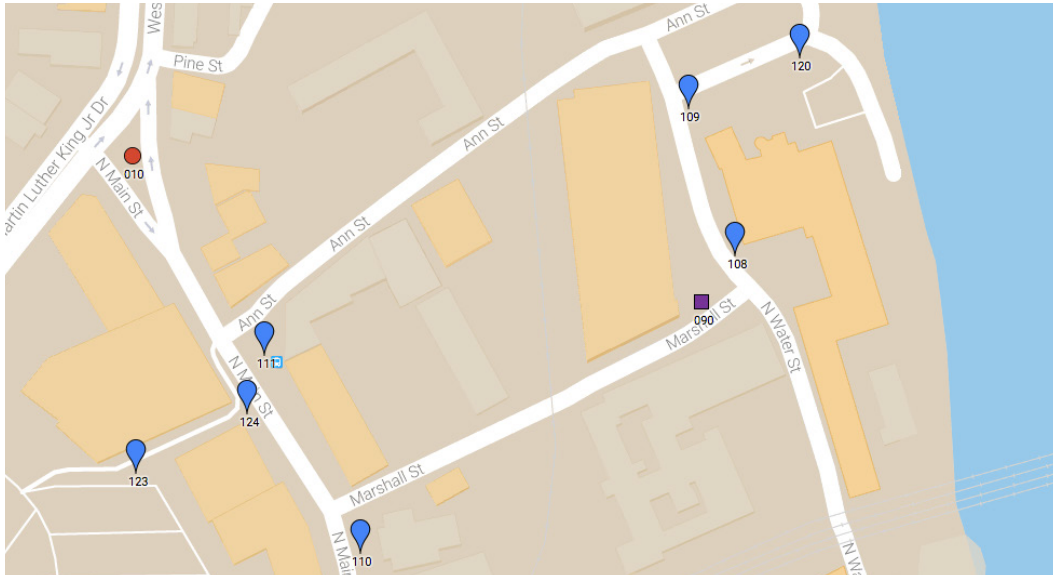
The original design approach was rooted in Norwalk as a place; its history, waterfront character, architecture, and environment, at a time when the City did not yet have a strong, unified graphic identity. As this new initiative moves ahead, MERJE can leverage the prior foundation while thoughtfully incorporating updated destinations and the City's new brand, balancing timeless "place" cues with the benefits of reinforcing a contemporary identity across the community.

# WAYFINDING ANALYSIS



The analysis established the foundational framework for the City's wayfinding system, identifying vehicular and pedestrian entry routes, high-priority destinations, and district relationships to support clear navigation, phased implementation, and a cohesive, place-based identity rooted in Norwalk's urban structure and waterfront context

# SIGN PLANNING

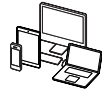
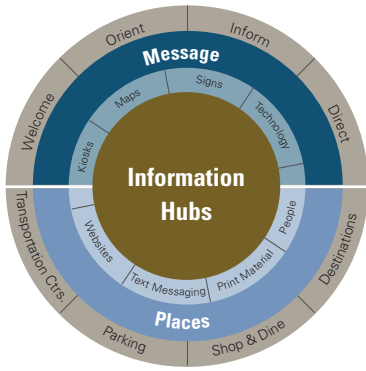


<p><small>3 of Wayfinding Panel West</small></p> <p><b>VISITOR SERVICES</b></p> <p><b>Chamber of Commerce</b></p>	<p><b>PARKS &amp; RECREATION</b></p> <p><b>Sheffield Island Lighthouse</b></p>	<p><b>TRANSPORTATION</b></p> <p><b>Sheffield Island Ferry</b></p>	<p><b>PUBLIC PARKING (CONTD)</b></p> <p><b>S Norwalk Station</b></p>	<p><b>FOR DISCUSSION:</b></p> <p>Woodward Avenue Park</p>
<p><b>GOVERNMENT</b></p> <p><b>City Hall</b></p> <p><b>Norwalk Courthouse</b></p> <p><b>Belden Post Office</b></p> <p><b>Norwalk Public Library</b></p>	<p><b>Mill Hill Historic Park</b></p> <p><b>Shady Beach Park</b></p> <p><b>Cranbury Park/Gallaher Estate</b></p> <p><b>Oyster Shell Park</b></p>	<p><b>Wheels Hub</b></p> <p><b>East Norwalk Station</b></p> <p><b>South Norwalk Station</b></p> <p><b>Merrit 7 Station</b></p>	<p><b>City Hall Lot</b></p>	<p>John H. Ryan Park</p> <p>Oak Hills Park</p> <p>Taylor Farm Park</p> <p>Flax Hill Park</p> <p>Mill Pond Park</p> <p>A. Santaniello Park</p> <p>Union Park</p> <p>Jennie Jenks Park</p> <p>North Avenue Park</p> <p>Constitution Park</p> <p>Ludlow Park</p> <p>Springwood Park</p> <p>Battle of the Rocks Monument</p> <p>Betts Brook Park</p> <p>East Norwalk Historical Cemetery</p>
<p><b>DISTRICTS</b></p> <p><b>SoNo District</b></p> <p><b>West Avenue District</b></p> <p><b>Wall Street District</b></p> <p><b>Mathews Park</b></p> <p><b>East Norwalk</b></p> <p><b>West Norwalk</b></p>	<p><b>Norwalk Green</b></p> <p><b>Veteran's Memorial Park</b></p> <p><b>Eric Malmquist Field</b></p> <p><b>Irving Freese Park</b></p> <p><b>Community Beach</b></p>	<p><b>PUBLIC PARKING</b></p> <p><b>Webster Lot</b></p> <p><b>North Water St Lot</b></p> <p><b>Maritime Garage</b></p> <p><b>Haviland Lot</b></p> <p><b>Main St Lot</b></p> <p><b>Wall St Lot</b></p> <p><b>Yankee Doodle Garage</b></p>	<p><b>MUSEUMS/CULTURAL</b></p> <p><b>Contemporary Printmaking Ctr</b></p> <p><b>Lockwood-Mathews Mansion</b></p> <p><b>Maritime Aquarium</b></p> <p><b>SoNo Switch Tower Museum</b></p> <p><b>Stepping Stones Museum</b></p> <p><b>Norwalk Museum</b></p> <p><b>Heritage Wall</b></p> <p><b>Stew Leonard's</b></p>	<p><b>ACCESS</b></p> <p><b>TRAILBLAZERS</b></p> <p><b>95</b></p> <p><b>H</b></p> <p><b>Norwalk Hospital</b></p>
<p><b>PERF. ARTS CENTERS</b></p> <p><b>Norwalk Concert Hall</b></p> <p><b>Wall Street Theater</b></p>	<p><b>SoNo Fieldhouse</b></p> <p><b>Ice Rink</b></p> <p><b>Calf Pasture Beach</b></p>	<p><b>E Norwalk South Lot</b></p> <p><b>E Norwalk North Lot</b></p>	<p><b>EDUCATION</b></p> <p><b>Norwalk Community College</b></p>	<p><b>NAME SHOULD FIT ON TWO LINES</b></p> <p><b>FUTURE DESTINATION</b></p>

Detailed sign planning translates the Wayfinding Master Plan framework into on-the-ground implementation, identifying precise sign locations, message hierarchy, and destination sequencing. This planning supports consistent navigation across districts, civic destinations, parking, transit, and cultural assets, ensuring clarity for pedestrians and drivers while reinforcing Norwalk's place-based identity. Prior to pausing the project, MERJE completed detailed in the field sign locations for Phase 1: Pilot Program.



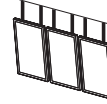
# DIGITAL STRATEGY



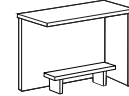
**RESPONSIVE WEBSITE**  
When beginning a journey, a website provides a meaningful planning tool. Often times accessed from the comfort of a stationary setting, like a home or an office, websites allow for a deep-dive of research and learning.



**MOBILE APP**  
Some pedestrians need a quick confirmation en route while others may need to be set on the right path if they find themselves disoriented. The mobile app is the one tool that spans the Planning, Doing, and Understanding of a User's Journey.



**DIGITAL SIGNS**  
 Oftentimes positioned at heavy trafficked areas or entrances that require changeable information, these typically non-interactive large digital signs can provide content at realtime directional information, identification or, alerts.



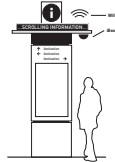
**DIGITAL SIGNS @ TRANSIT HUBS**  
With the utilization of GPS trackers on buses, digital signs integrated at bus shelters or train stations can tag site that information and display realtime arrivals of buses and trains.



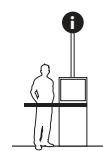
**LIGHTING**  
Not all technology requires a physical interaction. Some technology is reactive and/or passive and simply enhances a space through an emotion.



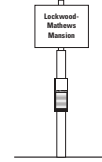
**INTERACTIVE INTERPRETIVE PANELS**  
These panels provide users focussed information about specific areas of ride.



**INTERACTIVE INFORMATION HUB**  
Depending on the environment, and often catering to those without phones, interactive information hubs provide similar information seen in a mobile app but fixed positioned at key



**MANDED KIOSK**  
Professional greeter provides personal contact and information, as well as printed literature.



**INFORMATION PANEL**  
Contains text messaging /data links, interpretive information.

## THE JOURNEY

### FINDING OUR WAY IS CONTEXTUAL

FRUSTRATION OCCURS WHEN THE CONTEXT DOESN'T ALIGN WITH OUR EXPECTATIONS

DIGITAL NAVIGATION BEGINS BY CREATING CONTEXT

The way that people orient themselves in digital spaces is not so different from how they find their way around in the real world. Our ability to focus shifts according to whether we're on the hunt for information or recreational browsing. We even experience the same emotion and sense of frustration when we're lost or struggling to reach our intended destination.

The City of Norwalk is vast and relies on all forms of navigation including driving, bicycling, walking and public transportation. Because of all these forms of travel there is increased number of questions that residents and visitors will ask because they are traveling the city differently. A pedestrian will ask different questions than a driver. And a cyclist will ask different questions than a bus passenger. As such, the user journey is varied and requires a greater range of tools. Predominantly there are three general questions that all users ask.

#### WHERE AM I?

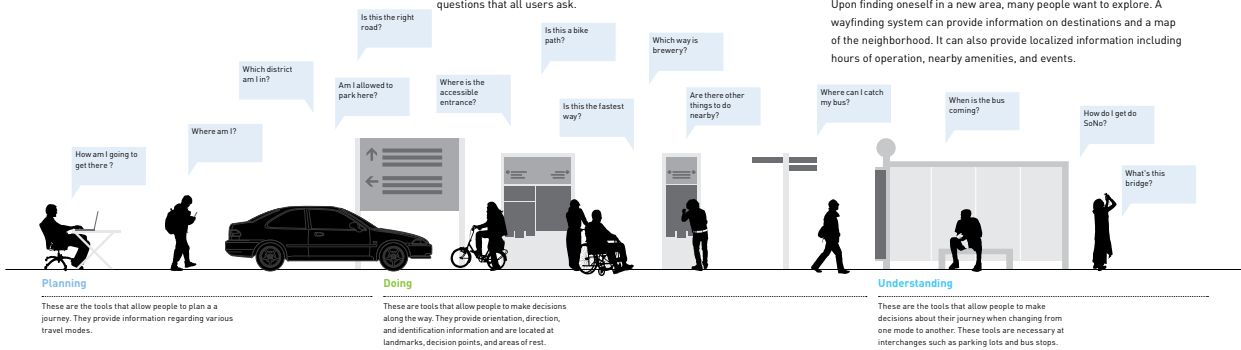
Some users need a quick confirmation en route while others may need to be set on the right path if they find themselves disoriented. The wayfinding information to serve this need must be readily visible and quickly comprehended.

#### HOW DO I GET THERE?

Finding the preferred route from A to B requires pedestrian information. The wayfinding system identifies connector streets, and provides route support signage and GPS-based digital apps that reference on-street information.

#### WHAT IS THERE TO SEE AND DO HERE?

Upon finding oneself in a new area, many people want to explore. A wayfinding system can provide information on destinations and a map of the neighborhood. It can also provide localized information including hours of operation, nearby amenities, and events.



A digital strategy, prepared by MERJE partner Winfield & CO., extended the Wayfinding Master Plan beyond physical signage, applying the same hierarchy, destination logic, and sequencing to digital tools and information hubs. By aligning online, mobile, and on-site experiences, the system creates clear context at every stage of the journey, supporting trip planning, real-time decision-making, and place-based exploration across Norwalk.



- Initial comment period closed on **March 13, 2026**
- Currently drafting Guidelines and Standards
- Next Steps: Submit draft for the first **30-day public comment period**
- For the latest information and updates:

Follow Park Norwalk on social media

Bookmark the RPP landing page:

<https://www.parknorwalk.org/residential-parking-program/>

