

ALL CITY COUNCIL ACTIONS TAKEN AT THIS MEETING TO APPROVE EXPENDITURES AND CONTRACTS OR TO ACCEPT BIDS AND OTHER PROPOSALS REQUIRING THE EXPENDITURE OF CITY FUNDS ARE SUBJECT TO THE AVAILABILITY OF FUNDS

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.



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 Marsha Elbourne at melbourne@norwalkct.gov with the subject line "Public Comment" to provide written public comment prior to the meeting.

I. ROLL CALL

II. ACCEPTANCE OF MINUTES

A. Special Meeting: January 24, 2026

B. Regular Meeting: January 27, 2026

III. PUBLIC PARTICIPATION

IV. MAYOR

A. RESIGNATIONS AND APPOINTMENTS

1. APPOINTMENTS

a. Appointment of Robert Stowers, Director of Recreation and Parks.

b. Peter Frank Viteretto, Urban Forestry Commission, Chair

c. Gay E. Mac Leod, Urban Forestry Commission

- d. Sonja E Oliver, Urban Forestry Commission
- e. Amy Verel, Urban Forestry Commission
- f. David McGoldrick, Urban Forestry Commission

2. REAPPOINTMENTS

- a. Kristina Testa-Buzzee, Commission on Gender Equity
- b. Jazmine Prezzie, Commission on Gender Equity
- c. Chantal Coffy, Commission on Gender Equity

B. MAYOR'S REMARKS

C. Presentation on progress regarding the Efficiency Study.

V. COUNCIL PRESIDENT

A. RESIGNATIONS AND APPOINTMENTS

B. CONSENT CALENDAR

VI. REPORTS: DEPARTMENTS, BOARDS AND COMMISSIONS

A. CORPORATION COUNSEL

VII. CITY COUNCIL COMMITTEES

A. PUBLIC SAFETY AND GENERAL GOVERNMENT

- 1. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents, applications, or amendments as may be necessary with the Connecticut Department of Emergency Services/Public Protection, Division of Emergency Management and Homeland Security (DESPP/DEMHS) for participation in the Emergency Management Grant Program (EMPG) and Regional Homeland Security planning and funding activities.
- 2.
 - a. Authorize Mayor, Barbara Smyth, to execute a third amendment to the Memorandum of Agreement by and between Recovery Network of Programs, Inc. and City of Norwalk commencing on July 1, 2025 and ending June 30, 2026 in the amount of \$300,528.00 to be paid from account #013026-5258.
 - b. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to the Recovery Network Program utilizing NPD account #013026-5258 based on the availability of funds not to exceed \$300,528.00.

3. a. Authorize the Norwalk Police Department to utilize a Noncompetitive Procurement Justification Form with Lexipol for payment of Cordico mobile application software. This payment is for a one-year agreement for services commencing February 1, 2026 and ending January 31, 2027.

b. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to Lexipol LLC. utilizing NPD account #09213610-5777-C0638 based on the availability of funds not to exceed \$21,600.00.
4. a. Authorize Mayor Barbara Smyth to execute an extension Agreement with Fleet Auto Supply, under RFP project number 4123 for the upfit of police vehicles until February 28, 2027, in the amount not to exceed \$290,000.00 per year.

b. Authorize the City of Norwalk Purchasing Agent to execute the purchase orders on behalf of the Norwalk Police Department to Fleet Auto Supply under RFP project number 4123 for the upfit of police vehicles based on unit pricing and the availability of funds not to exceed \$290,000.00.

B. LAND USE AND BUILDING MANAGEMENT

1. Authorize the Mayor, Barbara C. Smyth, to execute a Land Use Restriction Agreement and Negative Pledge Agreement in favor of the State of Connecticut, Department of Economic and Community Development in connection with 7 Academy Street (site of Carver Center), Norwalk, Connecticut.
2. a. Authorize the Mayor, Barbara C. Smyth, to execute an agreement with ETT Environmental Services Inc. for the Police HQ. Fuel Island Pump Replacement Project for a total not to exceed \$128,000.00 Acct # 09263010 5777 C0727, 09247100 5777 C0137

b. Authorize a contingency allowance for a total not to exceed \$12,800.00 Acct # 09247100 5777 C0137
3. Approve the naming of the South Norwalk Elementary School as Dr. Ruby Shaw Elementary School.
4. Authorize to increase design contingency with Tecton Architects' design services contract for South Norwalk School for an additional amount of \$56,147.72 for additional design services. Acct #09225010 5777 C0808
5. **TECHNICAL CORRECTION:** of City Council action on **November 17, 2025, Item VI, D, 6a & 6b** for Calf Pasture Beach Project by correcting the typo in the account number to properly reflect the actual account. New action to read as follows:

"Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with O'Riordan Migani Architects LLC for architectural services for the Calf Pasture Beach Camp

renovation project for a total not to exceed \$119,480.00. **Acct. #09266030 5777 C0365.**

Authorize a contingency allowance for a total not to exceed \$11,948.00. **Acct. #09266030 5777 C0365."**

C. PUBLIC WORKS

1. Authorize the Mayor, Barbara C. Smyth to enter into a Subordination Agreement and such other instruments incidental thereto with the Housing Authority ("NHA") for the city of Norwalk with respect to the City's easements at 20 Day Street in connection with NHA's ELUR Application to DEEP.

2. Approve the Honorary Naming of Lincoln Avenue Extension to Master Chief Alexander Restrepo Way.

3. a. Authorize the Mayor, Barbara C. Smyth, to execute the 4th Amendment to the December 12, 2023 agreement between the City of Norwalk and M. Rondano Inc. for Purchasing Project 4322, DRG 2023-3 On Call Drainage at Various Locations for a sum not to exceed \$1,124,616.15.

09 20 4062 5777 C0361
09 24 4062 5777 C0361
09 24 4021 5777 C0302
09 25 4021 5777 C0302
09 26 4021 5777 C0302
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 21 4021 5777 C0440
09 22 4021 5777 C0440
09 24 4021 5777 C0440
09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 20 4027 5777 C0643
09 21 4021 5777 C0643
09 22 4021 5777 C0643
09 25 4021 5777 C0643
09 26 4021 5777 C0643
09 25 4021 5777 C0715
09 26 4021 5777 C0715

- b. Authorize the Chief of Operations and Public Works to execute orders on the contract with M. Rondano, Inc. for project DRG2023-3 On-Call Drainage Improvements at Various Locations for a sum not to exceed \$112,461.62.

Account No.

09 20 4062 5777 C0361
09 24 4062 5777 C0361
09 24 4021 5777 C0302
09 25 4021 5777 C0302
09 26 4021 5777 C0302
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 21 4021 5777 C0440
09 22 4021 5777 C0440
09 24 4021 5777 C0440
09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 20 4027 5777 C0643
09 21 4021 5777 C0643
09 22 4021 5777 C0643
09 25 4021 5777 C0643
09 26 4021 5777 C0643
09 25 4021 5777 C0715
09 26 4021 5777 C0715

D. ECONOMIC AND COMMUNITY DEVELOPMENT

1. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Berry, Dunn McNeil & Parker, LLC, for Project #4435 – Community Development Software & Services, for an amount not to exceed \$204,000.00 for implementation oversight services for a new online permitting and licensing system.

ACCT: 0926 3710 5777 C0731

2. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for an amount not to exceed \$849,497.00.

ACCTS: 0924-3750-5777-C0835, 580000-5796-AID07

3. Authorize the Director of Transportation, Mobility, and Parking to execute orders on the contract between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for a sum not to exceed \$84,949.70.

ACCTS: 0924-3750-5777-C0835, 580000-5796-AID07

4. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to adopt the City of Norwalk Arts and Cultural Plan (2025, as amended) as the official guiding document for advancing arts and culture initiatives in the City, consistent with the

City's designation as a State-recognized Arts and Cultural District.

5. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to ratify the amendment to the Citywide Plan (Plan of Conservation and Development) to incorporate by reference the Arts and Cultural Plan within Chapter 6, Preserving & Promoting Our Historic Heritage, Arts & Culture, including the directive to evaluate, modify as necessary, and implement the plan's recommendations during the 2025–2029 planning period.

VIII. RESOLUTIONS FROM CITY COUNCIL

IX. MOTIONS POSTPONED TO A SPECIFIC DATE

X. SUSPENSION OF RULES

XI. ADJOURNMENT

APPOINTMENTS

URBAN FORESTRY COMMISSION	M/C	City Code 112-4
PETER FRANK VITERETTO (R) 119 Comstock Hill Avenue Norwalk, CT 06850		Term Expires - 07/01/2029 Chair
GAY E. MACLEOD (D) 6 Old Rock Lane Norwalk, CT 06850		Term Expires - 07/01/2029
SONJA OLIVER (D) 15 Madison Street, Unit H3 Norwalk, CT 06854		Term Expires - 07/01/2029
AMY C. VEREL (D) 1 Geneva Road Norwalk, CT 06850		Term Expires - 07/01/2029
DAVID MCGOLDRICK (D) 59 Cove Avenue Norwalk, CT 06855		Term Expires - 07/01/2029

REAPPOINTMENTS

COMMISSION ON GENDER EQUITY	M/C	Code 115
KRISTINA TESTA-BUZZEE (U) 170 West Rocks Road Norwalk, CT 06851		Term Expires - 09/01/2028

**CITY COUNCIL
NORWALK, CONNECTICUT**

**AGENDA
7:30 PM**

**FEBRUARY 10, 2026
COUNCIL CHAMBERS**

JASMINE PREZZIE (D)
8 Union Avenue
Norwalk, CT 06851

Term Expires - 09/01/2028

CHANTAL COFFY (U)
9 Michael Street
Norwalk, CT 06850

Term Expires - 09/01/2028

Council at Large:

Mr. Joshua Goldstein
Mr. Johan Lopez
Ms. Nicol Ayers

Mr. Jesse Buccolo
Mr. Colin Hosten

District A:

Mr. Jalin Sead

Mr. Broderick Sawyer

District B:

Mr. Dajuan Wiggins

Ms. Darlene Young

District C:

Ms. Nicolé Eaddy

Ms. Anne Wennerstrand

District D:

Mr. Jan Degenshein

Mr. Richard Dellinger

District E:

Mr. James Frayer

Mr. Brian Bailey

I. ROLL CALL

Mr. Goldstein called the special meeting of the Norwalk City Council to order. Roll call was taken and a quorum was present.

II. MAYOR SMYTH WELCOME

Mayor Smyth welcomed all council members to the orientation meeting. She expressed her pleasure at continuing to work with the council in her new role as mayor and emphasized the importance of collaboration among all Democratic council members, noting that agreement on every issue is not required. She highlighted the opportunity to discuss processes, conflicts of interest, roles and responsibilities, and legislative priorities for the term.

She also provided an update on the impending snowstorm, announcing that a snow emergency had been declared effective at 2:00 PM that day. She urged residents to remove vehicles from city streets, utilize available parking at the Yankee Doodle Garage and Maritime Garage, and use warming centers as needed. She specifically reminded residents not to park at City Hall or schools to facilitate Department of Public Works operations.

III. PUBLIC PARTICIPATION

Ms. Diane Lauricella 21 Little Fox Lane addressed the council. She thanked the council for allowing public attendance and participation in the orientation session. She advocated for council members, boards, commissions, and the mayor's office to lead by example, including promptly responding to constituent communications. She encouraged creative public outreach beyond social media, including use of the press, and suggested improvements to Zoom meeting permissions such as enabling video and chat features.

She listed several legislative priorities, including stronger enforcement of all city laws, a holistic approach to waste management, energy policy, coastal resilience and flooding, increased council capacity for due diligence and oversight, and additional focus on these issues based on her professional background in energy, waste management, and hazardous materials. She indicated she would submit her comments in writing.

No other members of the public wished to speak. Public participation was closed.

**IV. GENERAL DISCUSSION OF THE ROLE AND RESPONSIBILITIES OF
MEMBERS OF THE NORWALK CITY COUNCIL**

Mr. Goldstein thanked Ms. Murillo, Assistant City Clerk, for her extensive work updating the council handbook to reflect current organizational structure, district maps, and charter changes. He also acknowledged Ms. Young's prior contributions to the handbook. He encouraged all members to review the handbook thoroughly, noting it includes the organizational chart, council roles, contact information, department descriptions, committee assignments, council rules adopted January 5, 2026, and ethics rules. He announced that Freedom of Information training would be scheduled with Corporation Counsel Mario Coppola and that Mr. Coppola would join the meeting shortly to discuss conflicts of interest.

Ms. Ayers raised concerns about inconsistencies in email distribution of agendas and materials due to the recent transition to new city email addresses. Mr. Goldstein acknowledged the issue and committed to working with the IT department to resolve it.

V. DISCUSSION OF LEGISLATIVE PRIORITIES

Mr. Goldstein opened a discussion of legislative priorities for the term. He emphasized the importance of working through the committee process, collaborating with committee chairs and city staff, and maintaining respectful communication with staff. He invited each council member to share their priorities without immediate debate.

Mr. Degenshein expressed concern about potential changes to privacy protections following the recent election cycle. He prioritized greater equity and funding in education, increased affordable housing (including for those who are housing challenged or homeless), and stronger environmental sustainability and resilience, particularly in renewable energy.

Ms. Ayers identified housing (for all income levels and generations) as her top priority. She stressed the need for comprehensive council training and professional development. She also advocated for a holistic focus on the needs and aspirations of young people across all city departments and committees, and better promotion and management of city-owned amenities and properties.

Mr. Bucculo emphasized aggressive pursuit of grants and the establishment of a Children's Cabinet to better coordinate city, school, and community efforts supporting children, youth, and families.

Ms. Wennerstrand prioritized strengthening mental health and well-being supports for children, teens, and caregivers, including partnerships with the new community center. She also supported implementation of a stormwater utility program to fund climate-resilient infrastructure and a vacant storefront fee to promote fiscal equity and neighborhood vitality.

Ms. Young highlighted the ongoing need for progress on housing, the creation of a dedicated grants coordination function, improved coordination between blight and zoning enforcement, enhanced parking enforcement, and renewed attention to recommendations from prior efficiency studies and the Plan of Conservation and Development.

Ms. Ayers asked how the council would organize and track progress on the discussed priorities. Mr. Goldstein agreed that housing emerged as the clear top priority mentioned by multiple members. He committed to compiling and distributing a summary of priorities, distilling common themes, and ensuring regular updates during caucus meetings. He noted that many initiatives would proceed through relevant committees and emphasized the value of small groups taking the lead on specific issues.

Additional topics raised included the need for stronger state-level advocacy on issues such as bait-and-switch practices and traffic safety, the potential value of Connecticut Conference of Municipalities training resources, council safety concerns (including threats to members' homes and improvements to City Hall security), the possibility of city-provided Google Voice numbers or alternative contact methods, legislative budget reform, and accommodations for council parking during major city events.

Mr. Goldstein indicated he would compile the priorities into a document for review and future reference, with the expectation that progress would be tracked and reported regularly.

Mr. Goldstein resumed the round-robin discussion of legislative priorities, inviting remaining members to share their top items.

Mr. Frayer emphasized the creation of a Stormwater Authority, which would identify sources of stormwater runoff, allocate costs more equitably (potentially shifting approximately 17% of the burden from residential to commercial properties, representing several million dollars), and support conservation efforts. He advocated for increasing city revenue through review of city-owned properties to identify excess or idle parcels (such as the property on Phillow Street) that could be repurposed for affordable or cluster housing. He proposed forming a Finance Committee subcommittee to examine these properties, review annual departmental performance reports more regularly (including inviting departments such as Public Works and the Board of Education to present during the year), and monitor spending to prevent end-of-year rushes. He also supported expanding Section 8/202 housing opportunities, noting pending federal legislation that may increase HUD funding.

Mr. Lopez agreed with many priorities already raised and added the importance of greater public engagement and education to reduce misunderstandings, improve transparency, and inform residents about city initiatives and processes.

Mr. Sawyer focused on distinguishing and addressing illegal versus non-permitted housing, increasing public transparency on the issue, reducing light pollution and light trespass (citing examples such as volleyball tournament lighting), continuing affordable housing efforts including conversion of vacant office space (noting ongoing work on Route 7), improving traffic

flow at Exit 14 off I-95 (including exploring block-the-box striping and police enforcement), and reinstating a multi-department “Fly Squad” involving Police, Fire, Planning and Zoning, and Health departments to tackle non-permitted apartments.

Mr. Hosten expressed concern for vulnerable residents’ ability to afford living and thriving in Norwalk. He supported microgrants for housing and groceries modeled on successful programs elsewhere and emphasized generating additional revenue through state-level advocacy, including exploring a quarter-percent municipal sales tax retained locally. He advocated for targeted tax relief for vulnerable residents rather than uniform standards and highlighted the opportunity to leverage strong relationships with state and federal partners following Mayor Smyth’s inauguration.

Mr. Sead stressed overall affordability, noting that many council priorities require funding ultimately derived from taxpayers. He supported examining the financial impact of proposed ordinances and initiatives to avoid pricing out residents. He endorsed council training for greater effectiveness.

Mr. Bailey highlighted education budgeting and financing, noting ongoing parental concerns from prior teacher layoff threats and the need to advocate for increased Education Cost Sharing (ECS) funding from the state. He proposed developing a citywide AI strategy to improve efficiency (such as in grant writing) and suggested creating a monthly City Council newsletter (potentially customizable by district) to enhance communication with constituents, with AI assistance possible.

Mr. Dellinger prioritized fiscal responsibility and grant writing to save money, sustainability (including expanding solar and alternative energy), improved communication with constituents (including a proactive newsletter similar to Parks and Recreation’s and better recruitment for boards and commissions to attract high-quality applicants), and housing (acknowledging it as an area needing development).

Ms. Eaddy prioritized advancing the affordable housing ordinance to establish and fund an affordable housing account through the relevant committee. She advocated for creative housing solutions for middle-income residents, downsizers, elders, and seniors, recognizing housing’s intersection with mental health, traffic, and overall well-being. She supported expanding microforests and greenhouse gardening for fresh produce access in food deserts, improving public safety (citing an incident at the Conservatory School), addressing parking challenges for visitors in developments, and ensuring robust public involvement in development projects from early stages.

Mr. Goldstein added public safety concerns related to high-speed electric scooters and motorized vehicles, supported exploring a vacant storefront fee to address rent increases, suggested reviewing the efficiency study through an AI lens for clerical task reduction, endorsed implementing the Affordable Housing Plan recommendation for a program to preserve and upgrade naturally affordable (market-rate) units, advocated aggressive business development and retention efforts (including addressing recent closures such as Sedona, Yard House, and

Pinstripe), and emphasized implementing the Tree Master Plan by prioritizing tree planting in the urban core (particularly South Norwalk) as part of permitting and development requirements.

Mr. Sawyer added concerns about aftermarket scooter batteries (citing a recent fire) and electric vehicle chargers in residential buildings (noting ordinances in other municipalities and a prior incident), and proposed apartment inspection fees to generate revenue for affordable housing or tax relief.

Ms. Ayers asked how the council would organize, prioritize, and track progress on the many ideas raised. Mr. Goldstein responded that housing emerged as the clear top shared priority. He committed to compiling and distributing a summarized list of priorities, distilling common themes, and ensuring regular progress updates during caucus meetings. He emphasized working through committees, assigning leads or small groups to initiatives, maintaining accountability, and incorporating brief priority updates into caucus agendas. He noted many items would proceed via committee process and highlighted the value of strategic focus amid day-to-day demands. He also supported stronger, unified lobbying of the state delegation on council priorities.

Additional discussion occurred regarding state-controlled elements (e.g., major traffic thoroughfares), leveraging Connecticut Conference of Municipalities (CCM) and other training resources, potential council parking accommodations for special events, council safety concerns (including threats to members' homes, council chamber security, use of Google Voice numbers, and removal of personal contact information from public listings), and possible reform of the legislative budget.

Mr. Goldstein indicated he would prepare and circulate a priorities document for review and revision.

VI. CONFLICTS OF INTEREST

Corporation Counsel Mario Coppola addressed the council regarding conflicts of interest and the appearance of conflicts. He explained that each council member must independently determine whether they have a conflict of interest or an appearance of conflict that would disqualify them from participating in consideration of a matter. A conflict exists when a member would consider an application or matter differently than they would for someone else due to personal or financial reasons, including family members, in-laws, business partners, individuals with whom the member has business interests, or those with whom the member has an ongoing significant personal or business relationship.

Mr. Coppola emphasized that knowing someone or having minor past involvement with an organization does not automatically create a conflict. He noted that the determination becomes more nuanced with personal relationships and advised using the "birthday party test": if the individual would be invited to a birthday party for the member or their spouse/partner, a conflict likely exists. He stressed that the appearance of a conflict is often more significant than an actual

conflict, as it can undermine public confidence in the council. Case law and the city's Code of Ethics require recusal in cases of appearance of impropriety.

Mr. Coppola advised a conservative approach, particularly given the council's 15-0 majority composition, which may attract heightened scrutiny. He recommended erring on the side of recusal when a situation is a close call.

He provided examples of when recusal is appropriate (e.g., relatives by marriage even if not well-known) and when it is generally not required (e.g., casual neighborhood acquaintances or former youth sports connections). He encouraged members to contact him directly for confidential guidance on potential conflicts, offering his direct office number (203-571-1707) and stating that Mr. Goldstein would distribute his cell phone number privately. Mr. Coppola stated he is available at any time, including weekends, to discuss potential conflicts via email, text, or call.

Ms. Young asked about the consequences of failing to recuse oneself or violating the Code of Ethics. Mr. Coppola explained that the city has a Code of Ethics and an Ethics Commission. Anyone may file a complaint alleging a violation, such as participating in a matter with a conflict of interest. Complaints remain confidential unless an investigating committee determines there is sufficient basis to proceed to a hearing. The Ethics Commission has broad authority to address violations, which could include removal from the council. He recommended that all members read the Code of Ethics and the accompanying guidebook.

Mr. Goldstein thanked Mr. Coppola and reiterated that Mr. Coppola serves as counsel to the council for all council-related matters. He encouraged members to reach out to Mr. Coppola with any ethical questions and noted that the Code of Ethics is included in the council handbook. He added that if a member is questioning whether to recuse themselves, they should likely do so, but discussion with Mr. Coppola is always advisable.

Mr. Coppola commended the council, stating it is one of the strongest groups he has worked with and expressing confidence in their ability to accomplish great things. He wished the members well and exited the meeting.

No further questions were raised.

VII. ADJOURNMENT

****MS. AYERS MOVED TO ADJOURN THE MEETING.**

****THE MOTION PASSED UNANIMOUSLY.**

The meeting was adjourned at approximately 12:00 PM.

**Respectfully submitted,
Courtney Baldwin,**

**CITY COUNCIL
NORWALK,
CONNECTICUT**

**SPECIAL MEETING
7:30 PM**

**JANUARY 24, 2026
HYBRID VIA ZOOM**

Recording Secretary

Council at Large:

Mr. Joshua Goldstein
Mr. Johan Lopez
Ms. Nicol Ayers

Mr. Jesse Buccolo
Mr. Colin Hosten

District A:

Mr. Jalin Sead

Mr. Broderick Sawyer

District B:

Mr. Dajuan Wiggins

Ms. Darlene Young

District C:

Ms. Nicolé Eaddy

Ms. Anne Wennerstrand

District D:

Mr. Jan Degenshein

Mr. Richard Dellinger

District E:

Mr. James Frayer

Mr. Brian Bailey

I. ROLL CALL

The meeting was called to order at 7:32 p.m. Ms. Elbourne, City Clerk, conducted roll call and a quorum was present.

II. ACCEPTANCE OF MINUTES

A. Regular Meeting: January 13, 2026

Ms. Eaddy noted a correction on page 14 of the minutes, changing “Ms. Winistran” to “Ms. Eaddy” in the last paragraph. No further corrections were offered.

****MR. DEGENSHEIN MOVED TO APPROVE THE MINUTES OF THE
REGULAR MEETING OF JANUARY 13, 2026, AS AMENDED.**

****THE MOTION PASSED WITH ONE ABSTENTION (MR. HOSTEN). THE
MINUTES WERE APPROVED AS AMENDED.**

III. PUBLIC PARTICIPATION

No public participation.

IV. MAYOR

A. RESIGNATIONS AND APPOINTMENTS

1. RESIGNATIONS

a. Don Overton, Board of Assessment Appeals

****MR. GOLDSTEIN MOVED TO ACCEPT THE RESIGNATION OF DON
OVERTON FROM THE BOARD OF ASSESSMENT APPEALS.**

****THE MOTION CARRIED UNANIMOUSLY.**

2. REAPPOINTMENTS

a. Tamsen (Tammy) Langalis, Planning and Zoning Commission, Regular

Mr. Frayer spoke in support, noting Ms. Langalis's long record of service including as commissioner of the 6th Taxing District, on the Board of Assessment Appeals, and since 2017 on the Planning and Zoning Commission, as well as her professional experience as a realtor and community involvement. Mr. Buckalo and Ms. Young also spoke in strong support, highlighting her civic engagement, listening skills, and balanced perspective.

****MR. FRAYER MOVED TO APPROVE THE REAPPOINTMENT OF TAMSEN (TAMMY) LANGALIS TO THE PLANNING AND ZONING COMMISSION AS A REGULAR MEMBER, TERM EXPIRING JANUARY 1, 2029.**

****THE MOTION CARRIED UNANIMOUSLY.**

b. Diana Lenkowsky, Planning and Zoning Commission, Alternate

Mr. Frayer spoke in support, citing Ms. Lenkowsky's 38 years of residency, her career at Purdue Pharma managing facilities and real estate, her receipt of the Walter W. Wheeler Leadership Award, and her current work in economic development and land use. No further comments were offered.

****MR. FRAYER MOVED TO APPROVE THE REAPPOINTMENT OF DIANA LENKOWSKY TO THE PLANNING AND ZONING COMMISSION AS AN ALTERNATE MEMBER, TERM EXPIRING JANUARY 1, 2029.**

****THE MOTION CARRIED UNANIMOUSLY.**

B. MAYOR'S REMARKS

Mayor Smyth thanked the Public Works Department, Recreation and Parks staff, and other departments for their exceptional work clearing snow and preparing the city following a major storm. She reminded residents to clear sidewalks and walkways, especially near schools and bus stops. She recognized the successful Martin Luther King Jr. events organized by the IMF, NAACP, and Norwalk Public Schools. She noted the observance of Muslim Heritage Month and the contributions of Muslim residents. She reminded residents that the final day to pay the current tax bill is February 2, 2026. She announced upcoming Black History Month events, the Mayor's Ball on March 6, 2026 (with proceeds benefiting Triangle Community Center and Mid Fairfield Community Care Center), and the opening of registration for the Norwalk Recreation Parks Play and Learn series beginning March 23, 2026 (with payment plan registration from February 16–27, 2026).

V. COUNCIL PRESIDENT

A. CONSENT CALENDAR

Council President Goldstein noted that the Consent Calendar would be read by Mr. Buccolo.

A. FINANCE AND CLAIMS COMMITTEE

1. Narrative on Tax Collections dated January 2026

2. Monthly Tax Collector's Reports dated December 2025

3. Approve Claims Committee Report dated January 2026

5. Authorize the purchasing agent to issue a purchase order to GovConnection, Inc, in an amount not to exceed \$112,733.13 for Microsoft Office 365 Licenses Renewal.
Account Allocation: 011370-574C

6. Authorize the Mayor, Barbara C. Smyth, to execute a five (5) year agreement with Charles B. Feldman & Associates, LLC for project 4477 Personal Property Audits for a total not to exceed \$165,000 for the 5 year period. Funding Available from Account # 11320-5253

B. RECREATION, PARKS AND CULTURAL AFFAIRS

1. Authorize the Mayor, Barbara C. Smyth, to execute a second amendment to the 6/22/2021 agreement between the City of Norwalk and Kimley-Horn and Associates Inc. for assisting with the completion and submission of the 2027 Accreditation Rules to the National Recreation Park Association's (NRPA) Commission for Accreditation, in an amount not to exceed \$170,680, from account #400000 2652

2. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Calf Pasture Beach and Veteran's Park and the immediate surrounding grounds by the International Student Aid Association for their Walk-a-Thon to be held on Saturday, April 25th, 2026, from 9:00 A.M. to 1:00 P.M. Set-up at 7:00 A.M. with tear-down by 2:45 P.M. Approximately 70 people.

3. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Silvermine Elementary School and immediate surrounding grounds by Club Connecticut for their Boston Buildup 10k to be held on Sunday, March 1nd, 2026, from 8:00 A.M. to 11:00 A.M. Approximately 150 people.

4. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Calf Pasture and immediate surrounding grounds by Pet Animal Welfare Society (PAWS) for their Run with PAWS 5k to be held on Sunday, March 22nd, 2026, from 9:00 A.M. to 11:30 A.M. Set-up at 7:30 A.M. with tear-down by 1:30 P.M. Approximately 200 People.

5. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Taylor Farm and immediate surrounding grounds by Greenwich Kennel Club for their AKC Dog Show to be held on Friday June 5th and Saturday June 6th, 2026, from 7:00 A.M. to 4:00 P.M. Set-up on June 3rd and June 4th from 7:00 A.M. to 10:00 P.M. Approximately 500 people.

6. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Taylor Farm and immediate surrounding grounds by Longshore Southport Kennel

Club Dog Show for their AKC Dog Show to be held on Sunday, June 7th, 2026, from 7:00 A.M. to 7:00 P.M. and Monday, June 8th, 2026, from 7:00 A.M. to 5:00 P.M. Tear-down by 12:00 P.M Tuesday, June 9th. Approximately 250 people.

7. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Veteran's Park and immediate surrounding grounds by Norwalk Police and Fire Emerald Society for their St. Patrick's Day Parade to be held on Saturday, March 14th, 2026, from 12:00 P.M. to 2:00 P.M. Set-up at 10:30 A.M. with tear-down by 2:00 P.M. Approximately 100 people.

8. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Veteran's Park and immediate surrounding grounds by JS Endurance for their Garavel Sono Half Marathon, 5k and Kids Fun Run to be held Sunday, October 4th, 2026, from 8:30 A.M. to 12:00 P.M. Set-up on 8:30 A.M. Saturday, October 3rd with tear-down by 3:00 P.M. Sunday, October 5th. Approximately 1,200 people.

9. (Technical Correction) Authorize the Mayor, Barbara C. Smyth, to enter into a contract with Greenway Property Services, for grant project #4463R, Norwalk Urban Trails Projects, in an amount not to exceed \$724,828.50, from accounts 0924 6030 5799 C0846, 0926 6030 5777 C0588, and 0925 6030 5777 C0588, add account 09246030 5777 C0684.

C. COMMUNITY SERVICES

1. Authorize the Mayor, Barbara C. Smyth, to execute agreements and amendments with CT State Community College – Norwalk for Health Department staff and volunteers to use space on CT State Norwalk campus for the Know Your Numbers health screening program on various dates between February 1, 2026 and December 31, 2026.

2. Authorize the Mayor, Barbara C. Smyth, to execute agreements and amendments with POC Network Technologies LLC d.b.a. TransactRx to provide billing services on behalf of the Norwalk Health Department beginning on the date of signing of the agreement and continuing for a duration of one year after which the agreement will renew automatically.

****MR. GOLDSTEIN MOTIONED TO APPROVE THE CONSENT CALEDNAR AS READ.**

****THE MOTION PASSED UANNAIMOUSLY.**

VI. REPORTS: DEPARTMENTS, BOARDS AND COMMISSIONS

A. CORPORATION COUNSEL

No report was given.

VII. CITY COUNCIL COMMITTEES

A. FINANCE AND CLAIMS COMMITTEE

4. RESOLUTION: Authorize a Special Appropriation for Transportation, Mobility, & Parking department in the amount of \$500,000.00 for the Sono Roundabout project from the Municipal Grant-in-Aid Funding account 580000-5796-AID07.

Ben Yeung from TMP provided an overview of the Sono Roundabout project, explaining that the requested \$500,000 in Municipal Grant-in-Aid state funds would supplement \$1 million in city capital funds and a \$2.5 million DECD Community Investment Fund grant. He described Phase 1 construction (removal of the rail berm and old bridge abutment), ongoing design of the modern roundabout with safe pedestrian crossings, and benefits to South Norwalk Elementary School students, families, and the community. He announced a public information open house on February 2, 2026 from 5:30 to 7:00 p.m. at South Norwalk Elementary School. Ms. Young expressed strong support and inquired about outreach efforts. Mr. Yeung detailed mailings to properties within a half-mile radius, distribution to school families, newspaper advertisement and article, and planned social media posts.

****THE COUNCIL APPROVED THE RESOLUTION AUTHORIZING THE SPECIAL APPROPRIATION OF \$500,000.00.**

****THE MOTION CARRIED UNANIMOUSLY.**

B. RECREATION, PARKS AND CULTURAL AFFAIRS

10. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Oman's Garden Center for City Purchasing Department Project 4417 TP2025-1 Supply, Planting and Tree Pit Construction for Trees and Shrubs at Various Locations, for an amount not to exceed \$455,000.00 from account # 380000 5790 G0058.

Ms. Young introduced the item. Robert Stowers and Ken Hughes from Recreation, Parks and Cultural Affairs presented the project. Mr. Stowers explained that the contract is funded by a 2024 U.S. Forest Service grant (Inflation Reduction Act) aimed at increasing the city's tree canopy to levels comparable with other Connecticut communities. He noted additional grant components including education, outreach, volunteer tree care, and maintenance crews. Mr. Hughes highlighted that this is the first recent contract awarded to a local Norwalk business (Oman's Garden Center), includes a two-year watering schedule and guarantee, uses the city's recent tree master plan to select planting sites (with emphasis on South Norwalk due to low canopy), and adds tree pit construction to enable planting in previously unsuitable sidewalk areas.

****THE COUNCIL APPROVED THE AUTHORIZATION FOR THE MAYOR TO EXECUTE THE AGREEMENT WITH OMAN'S GARDEN CENTER.**

****THE MOTION CARRIED UNANIMOUSLY.**

XI. ADJOURNMENT

**CITY COUNCIL
NORWALK,
CONNECTICUT**

**REGULAR MEETING
7:30 PM**

**JANUARY 27, 2026
VIA ZOOM & CITY
CHAMBERS**

****MS. YOUNG MOVED TO ADJOURN THE MEETING.
THE MOTION CARRIED UNANIMOUSLY.

The meeting adjourned at 8:08 PM.

**Respectfully submitted,
Courtney Baldwin,
Recording Secretary**



PETER F. VITERETTO, FASLA PLA, US/ICOMOS RESUME

PROFESSIONAL EXPERIENCE

- August 1993-present, PRINCIPAL, LANDSCAPE ARCHITECT, Heritage Landscapes, Preservation Landscape Architects & Planners. Principal-in-charge of Connecticut office. Project landscape architect for preservation plans and implementation, managing staff field reconnaissance, digital plans, report and presentation preparation and construction documents, specifications, administration.
- February 1990-August 1993, ASSOCIATE, LANDSCAPE ARCHITECT, Balmori Associates, Inc., Landscape and Urban Design, New Haven, CT. Manager of both office design staff and design projects. Staff leader managing project schedules, staff assignments, proposals and design fees. Managed projects addressing private residences and campus designs to large-scale corporate campuses and institutions.
- November 1984-February 1990, ASSOCIATE, LANDSCAPE ARCHITECT, Cesar Pelli & Associates, Architects, New Haven, CT. Project designer/design team leader, projects addressing pre-schematic, schematic, design development, construction documents, administration and interface of landscape and architectural design.
- October 1983-November 1984, LANDSCAPE FOREMAN-DESIGNER, Designs by Lee, Stamford, CT.
- March 1983-October 1983, LANDSCAPE FOREMAN, Pound Ridge Nurseries, Inc., Pound Ridge, NY.

SELECTED AWARDS, HONORS, EXPERT MEETINGS, MISSIONS

- 2021 ASLA elected Fellow of the American Society of Landscape Architects
- 2019 CT ASLA George A. Yarwood Award recipient for distinguished service to the profession.
- 2022-1993, 2019 ASLA Firm Award,
- 2025-1992 contributions to office Professional Awards for planning and implementation from the National Trust, ASLA National, Connecticut, Florida, Kentucky, Louisiana, New York, Rhode Island, Vermont chapters; Connecticut and Vermont Public Spaces; Pennsylvania and Virginia Historic Preservation; NYS Preservation League; Pittsburgh History & Landmarks, Midwest Construction, Garden Clubs of America, DC Preservation

SELECTED EXPERIENCE AS PROJECT LANDSCAPE ARCHITECT

- Vizcaya Museum and Gardens, Maze & Theater Garden Design and Construction Documents, Miami FL, 2025
- AOC Rayburn House Office Building West Plaza Waterproofing/Landscape Renewal, Wash. DC, 2025
- AOC US Botanic Garden/National Garden, Universal Access Improvements, AECOM lead, Wash DC, 2022-2025
- Independence National Historical Park, Rehabilitate Second Bank Block & Rose Garden, Philadelphia PA, Mills + Schnoering Architects team lead. Planning & Construction Documents, National Park Service 2023- 2025
- Capitol Visitor Center, Washington DC, CVC Tree & Soil Replacement Construction Documents & Administration, WRA team lead; 2020-2023 for the Architect of the Capitol.
- Planting Fields Cultural Landscape Report, Main Drive Renewal, Construction Documents & Administration, Oyster Bay, NY, for Planting Fields Foundation w/ Planting Fields Arboretum State Park 2019-2023
- Hillside Cemetery Historic Landscape Stewardship & Renewal Plan, and Landscape Restoration of Chaple Drive & Walnut Street entrance, Torrington CT, for Hillside Cemetery Board, 2015-2025
- Villa Vizcaya Cultural Landscape Pre-Design Project, Miami, FL, construction implementation planning for core formal gardens, 2022, Farm Village Phase 2 Rehabilitation for Vizcaya Museum and Gardens
- Memorial Cemetery of St. John's Church, Laurel Bay, NY, Olmsted character design, construction documents for new terrabarium, 2022, MCSJ Historic Landscape Management Guide, 2018, for MCSJ Committee
- Gettysburg Improvements to the Little Round Top Visitor Use Area pre-design to Construction Documents, 2021, DHM team lead, for NPS
- Meridian Hill Park, NHL Washington DC; Phase V & VI, Lower Plaza ADA Access and Landscape Restoration Construction Documents and Administration, 2022, Phase V Design Development Lower Plaza 2018, High Wall, M+S Architects lead; for NPS Capitol Region and DSC.

Heritage Landscapes LLC

Preservation Landscape Architects & Planners

www.heritagelandscape.com

501 Lake Road Charlotte, VT 05445 802.425.4330 34 Wall Street Norwalk, CT 06850 203.852.9966

- Rancho Santa Margarita Cultural Landscape Report, 2020, Camp Pendleton, Oceanside CA, for UVM Research, Douglas Porter, team lead, and US Marine Corps
- AOC Capitol Grounds Cultural Landscape Reports, Senate Office Buildings Complex, 2021, House Buildings Complex, 2018, Library of Congress, 2015; Union Square, US Botanical Garden, Bartholdi Fountain, and Square 575, 2015; Senate Parks, 2014; Capitol Square, 2012, for Architect of the Capitol
- Yale Farrand Cultural Landscapes Study, Yale University, Beatrix Jones Farrand, 1923-1945, Yale Landscape Design and Management Guidelines and Proposed Planting List, 2019-2020, for the Yale Office of Facilities
- National Mall Walks, Pre-Design Study, NPS NAMA and Denver Service Center, DHM team lead, 2020
- Lyndhurst NHL, Landscape Restoration & Site Improvements, Tarrytown, NY, Landscape Architects for site improvements and access, 2018 National Trust for Historic Preservation,
- Reimagine Alamo Master Plan, World Heritage Site, PDP Architects team lead, Heritage Landscapes, Preservation Landscapes Architects for historic core, 2016, for Texas General Land Office
- Riverway Niagara Falls State Park, Niagara Falls NY, Olmsted-Vaux character design and construction documents, brownfield river fill, Mott MacDonald lead, 2009 to 2019 for NYS Parks, OPRHP and DOT,
- Mellon Square, Phased Restoration, New Terrace; Mellon Square Preservation Interpretation & Management Plan, interdisciplinary team lead, for Pittsburgh Parks Conservancy, Pittsburgh, PA, 2008 to 2014, awards
- Louis I. Kahn Bath House & Day Camp Ewing Senior & Community Center Master Plan, Landscape Assessment, for Mercer County, lead Mills + Schnoering Architects, Ewing Township, NJ, 2007 to 2012

PRESENTATIONS, WORKSHOPS, PUBLICATIONS

- Rooted in Legacy: Innovative Planning for Historic Parks, Panelist, Olmsted Network, ASLA, Wash. DC 24 Oct. 2025
- Exploring the U.S. Capitol Grounds & U.S. Botanic Garden Landscapes, Tour Guide, ASLA 2024 National Convention
- Preservation Futures: Design, Kleinman Forum, Dept. of Historic Preservation, Weitzman School of Design University of Pennsylvania, Panelist, February 29, 2024
- Climate Change and Coastal Communities: Exploring Resilience Strategies, Fairfield Museum and History Center, Fairfield CT. Historic New England, February 8, 2024
- The Olmsted Legacy in CT, Building Sustainable Cities, Hartford Club, Hartford, CT, Guest Lecture, for UConn, National Association of Olmsted Parks, Sustainable Global Cities, 22 April 2022
- Lecturer/Critic, Landscape Architecture Program, University of Connecticut Storrs CT: Land 4340 Professional Practice 4 Dec. 2025, Land 4440 Planning Class, Envisioning Olmsted Renaissance Corridor, 2 October 2020, Theory II Design History Class, 28 February 2019 and 11 April 2019
- 29th Annual Conference on Urban and Community Forestry & 13th Annual Forest Forum "History and Culture- Nurturing Forests as Environmental Havens," Aqua Turf Club, Plantsville, CT, 7 November 2017
- "Olmsted Parks in Transition: Respecting the Past, Planning for the Future" Lecturer, Program sponsors, CTASLA and National Association for Olmsted Parks (NAOP) the Lyceum, Hartford, CT 28-29 April 2017
- "Balancing Economic Development with Historic Preservation" Lecturer, Program sponsors, CTASLA & CCAPA, the Waverly Center Portland, CT 24 June 2016
- Jackson and Washington Park Framework Plans, with Patricia O'Donnell, Open House and Workshop, Washington Park Refectory, Chicago, IL, 8 November 2015.

PROFESSIONAL LICENSE, AWARDS, HONORS, MEMBERSHIPS

- Professional, Licensed Landscape Architect (PLA), CT, NH, NJ, NY, PA & Wash. DC,
- American Society of Landscape Architects, CT Chapter Trustee 2026
- American Society of Landscape Architects, Member, Council of Fellows honoree 2021
- CT ASLA Representative, Merritt Parkway Advisory Committee
- City of Norwalk, Connecticut, Tree Advisory Committee Member
- International Council on Monuments & Sites and US/ICOMOS, Member
- Silvermine Neighborhood Association, Norwalk, CT, Board Member, Landscape Committee Chair

EDUCATION

- BACHELOR OF SCIENCE, LANDSCAPE DESIGN, University of Connecticut, Storrs, CT, 1982.

GAY MAC LEOD

917-207-4970-Mobile
gaymacleod@gmail.com

Strategic new business development and advertising professional with expertise in both profit and nonprofit associations and companies. Ability to implement marketing support by media planning, negotiations and research. Strong advocate for companies as enthusiastic spokesperson, recruitment of membership and new clients. Ability to create and present collateral for tradeshow, conferences, events and webinars Strength in building new relationships and maintaining current clients. Highly responsive to queries, industry updates and needs.

ANA, New York, NY VP, Director of Member Relations

2019-2022

The ANA provides leadership that advances marketing excellence and shapes the future of the industry. Founded over 100 years ago, our membership includes over 20,000 brands that collectively manage over \$400 billion in marketing spending. Within our family, we have over 950 companies and 500 advertising agencies and publishers. We are the world's largest and leading marketing trade association. Our purpose is to drive growth for you, your brand, our marketing industry and humanity. As Director of Member Relations, my role is to help achieve this mission.

News Media Alliance, NMA, New York, NY, Arlington, VA New Business Development Director

2013-2019

Director of Business Development with role of an advocate for nonprofit association (NMA) representing all American newspapers and as a go-to organization for advertising agencies and newspaper members for research, information and legislative content. Promote the vision and mission statement and sound effectiveness of news content media by traveling to various events and trade shows. Write up collaterals, website information pieces and recruit webinar presenters, and industry speakers with an end goal of increasing overall revenue.

- Spokesperson, advocate and pointperson for company at all tradeshow throughout the country.
- Initiate, research, secure and implement sponsorships for tradeshow and media events.
- Oversee all creative and production of collaterals, signage, brochures, posters and negotiations of contracts. Responsible for final vetting of research numbers and key facts that will be used throughout industry.
- Lead person in recruiting new advertisers and agency people to attend events through my years of relationships developed from working within advertising agencies. Register attendees for events, and follow through attending to all attendees needs.
- Oversee and negotiate all components for news conferences, including searching and connecting with speakers and attendees. Work with setup of private meetings. Familiar with Aveda and Rendezvous software.

MAC LEOD MEDIA and MARKETING, CT President

2009-2013

Launch consulting company offering a variety of services including marketing, media buying, and strategic planning services for a myriad of different companies and categories including for profit and nonprofit clients.

Clients

- Violight Corporation, Westchester, NY, UM Agency, NYC, Drink Agency, Nassau County, NY, Ruder-Finn Agency, NYC, OMD Agency, NYC, Meredith Corp, NYC (Ladies' Home Journal Magazine). Provided marketing and promotions with nonprofit categories such as Soup Kitchens, Animal Shelters,

Environmental and Educational. In addition, WMI Agency, CT., Soap Opera Digest Magazine, NY Observer Newspaper, Guideposts Magazine and Hispanic Magazine Network.

Success stories

- **Violight:** Launch a new toothbrush for children through direct response. Select out of the norm print titles and creative positioning placement. Sales exceeded goal by 30%.
- **WMI Agency:** Review existing media plans for all current clients. Set up a standard media deck template to ensure a better work flow efficiency.
- **Drink Agency:** Create a media plan for Nassau County to promote and incentivize companies to move to Nassau County. Use commuter trains, platforms and Grand Central Station in NYC and secure customized impactful billboards. Suggest skywriting on selected Long Island beaches to reach key decision makers. Marketing plan resulted in several businesses moving to Nassau County.

ZENITHMEDIA ADVERTISING, New York, NY

2006 – 2009

VP, Print Planning

- Negotiate and plan print media, positioning and added value for consumer and trade publications for accounts with billings over \$100 million. Develop objectives, strategies and marketing goals. Provide input for promotional programs (instore, FSI's and events). Manage Agency of Record for (Print) AstraZeneca Pharma, and Georgia Pacific. Supervise and train staff of five. Accounts: AstraZeneca, Georgia Pacific- consumer building products, Frontline pet care and Reynold's foil.
- Achieved savings of 60-85% off of page rates for clients reflecting 2009 economical climate.
- Produce weekly e-newsletter market update for clients to keep abreast of rapid changes in magazines and newspapers.
- Initiate a strong added value program for AstraZeneca to help offset tightening government policy on pharma (by setting up seminars in Washington, D.C. for lobbyists).

GREY ADVERTISING MEDIACOM (WPP), New York, NY

1994 – 2006

VP, Group Director

- Manage print accounts with billings over \$150 million. Negotiate multimillion dollar contracts with newspapers and consumer magazines. Print Agency of Record manager for Playtex (included over twenty products). Supervise and train staff of eight to oversee 12 accounts such as Playtex, 3M, Olive Garden, Slimfast, Brown & Williamson (tobacco), Egg Board, Hess, Subway, Kmart and Royal Bank of Scotland.

Marketing Programs using OOH Vehicles and Analysis of Focus Groups

- Create a new partnership with a Movie Theatre in New York to present "Mom's Night Out" an exclusive event for Playtex Corp. Idea later expanded to other markets.
- Launch a highly successful seasonal marketing program within a two month period for Hess toy trucks to sell beyond Gas Stations, such as Christmas toy fairs, all promoted with digital OOH billboards.

EDUCATION:

BS Biology and Environmental Studies, Clark University, Worcester, MA
Laredo Group: Training for Digital buying and planning, Online
Nonprofit Management Certificate Norwalk Community College

COMMUNITY AFFILIATIONS: **Board Member-Vice -Chairperson- Tree Advisory Com**, Mayoral Appointment
Norwalk, CT

Board Member – Keep American Beautiful
Board Member- President – West Norwalk Association- Elected

CITY EVENT PLANNING – Norwalk, CT; Volunteer for citywide events. Create collateral for websites, Press releases, layout of sites, setting up tents and coordination of volunteers. Events included Live Green, Norwalk Tree Festival, Spring Clean-up and Arbor Day. Attendees ranged from 100 to 1,800.

Sonia E. Oliver
(203) 838-9504 (H)
(203) 856-5705 (C)

Summary

Over thirty years of customer advocacy experience, this includes project management, team player and management. Excellent problem solver with the ability to multitask requires no supervision, can work independently or as a member of a team. Interpersonal skills to achieve objectives and maintain sound relationships with internal and external customers. Resourceful trouble shooter and problem solver with the ability to proactively manage projects and activities. Excellent verbal and written communication skills.

Experience

AlticeUSA/Lightpath

September 2008 – Present

Elmsford, NY 10523

Sr. Project Manager

- **Manage the installation of voice and DATA circuits for a diverse group of customers**
- **Provide status reports to customers upon request providing order milestones**
- **Act as Liaison with internal teams to bring orders to completion**
- **Provide monthly forecast of expected revenue to complete.**
- **Schedule technicians to complete installation.**
- **Work with sales team to resolve any issues with order details**

Account Service Manager

- **Manage a customer base of approximately one hundred mid-size and strategic customers, with the goal of increasing revenue and decreasing disconnects through engaging customers.**
- **Provide service analysis reports as needed, keep sales representatives aware of any issues regarding accounts, including contract status.**
- **Assist customers with escalations when needed for service and installation related issues.**
- **Act as customers advocate within Lightpath, with the goal of building long term relationships.**
- **Aide in the processing of orders.**

Retention Representative

- Assist Sales Representative with maintaining customer base by contacting customers who come up for contract renewal.
- Up sell any customer calling in to make changes to their existing services. Process any moves, adds and changes for existing customer base.
- Assist sellers with order entry.
- Processed renewal contracts.
- Provide service reports as requested

H. Muehlstein
Norwalk, CT 06854

May 2003 – August 2008

Customer Service Supervisor

- Over saw group of thirteen Sales Coordinators, who provided support to Sales Representatives throughout the U.S.
- Act as liaison between sellers and all internal and external parties. Train new employees and conduct ongoing training for existing employees.
- Responsible for customer registration on company web portal, interview candidates for the position of Sales Coordinator and perform employee appraisals.

Sales Coordinator

- Act as liaison between Sales Representatives and all internal and external parties.
- Process orders as received from customers and sales representatives.
- Track orders to ensure timely and accurate delivery to customers.
- Track inventory to ensure product availability.
- Bill orders timely in order to ensure timely payment and contact customers regarding any short pays. Process credits to customers when needed.

Cablevision Lightpath
Stamford, CT 06905

November 2000 – September 2002

Provisioning Manager

- Reviewed orders submitted to ensure that services/circuits could be installed as ordered.
- Coordinated with internal departments to ensure orders were completed, by the customer's desired due date.
- Coordinated the porting of services from other LEC/CLECS.
- Act as liaison between sales representative, customer, vendor and all internal departments.

Staples Communications

September 1988 to October 2000

Shelton, CT

Installation Supervisor

- Supervised 4 company employees and 2 sub-contractor teams to ensure installation of customer equipment was completed based on customer schedule and company forecast.
- Updated work in progress report daily in Oracle.
- Updated installation tracking report daily utilizing excel spreadsheet.
- Reviewed all sales packages to assure accuracy in operations ability to complete the job as sold.
- Worked very closely with sales team to resolve any issues or concerns with package.
- Acted as customer liaison during all stages of the installation process.
- Handled any customer problems or concerns, which required supervisor involvement.
- Provided back up to Service Supervisor in dispatching technicians.
- Attended weekly installation meetings to discuss job activities.
- Performed employee appraisals and handled any disciplinary action including termination.
- Interviewed and hired personnel for the position of Installation Coordinator.

Other positions held with Staples Communications in addition to the above position.

Regional Sales Order Control Supervisor

Mac/Service/Installation Supervisor

Operations Coordinator

Installation Coordinator

Supervisor- National Service Center

System Analyst – National Service Center

Customer Service Representative – National Service Center

Computer Skills include MS Word, Excel, Power Point, Metasolve-TBS, Infoflo, Citrix and NetCracker.

Other program knowledge includes Business Objects and Salesforce.com.

Education

2011 University of Phoenix

Bachelor of Science in Human Services with a concentration on management

References available upon request

Boards and Commissions

Fair Rent Commission

Tree Advisory Committee

Democratic Town Committee

Democratic District Chair

Justice of the Peace

Second Taxing District Vice Chair

President of Condominium Board

EXPERIENCE

2022 - Present

New York State Office of
Parks, Recreation and
Historic Preservation
NYC Region, NY

Landscape Architect I

Key responsibilities include:

- Manage capital projects from inception to construction closeout at the eight New York State Parks in the NYC Region. Projects range from large-scale redesigns and reconstructions with multi-disciplinary teams to emergency facilities repairs and management of invasive plant species.
- Supervise lower-level staff; Sign and stamp landscape architectural plans
- Review and approve estimates, specifications, contracts, completed work, contract changes and payments
- Review work activities for quality and conformity to professional standards, NYS code, environmental requirements and standards for accessibility
- Perform and manage the preparation of contract drawings and specifications
- Coordinate the work of other professionals and technical staff assigned to a project, review and approve procedures, guidelines and specifications and contact documents
- Oversee consultant and contract work, prepare scope of work and administer contracts, including the review of technical components
- Coordinate work activities with park management to ensure that work is completed in accordance with park programs and timelines

2013 - 2022

NYC Parks Department
Queens NY

2017 - 2022

Landscape Architect I

2016 - 2017

Capital Arborist

2013 - 2015

Asst Landscape Architect

Key projects and accomplishments as LA I for Brooklyn Capital Team included:

- Linden Park Playground & Spray Shower Reconstruction, East New York, Brooklyn
Total budget: \$4.1M; Construction budget: \$3.15M. Opened Spring 2024.
- Success Garden Park, Brownsville, Brooklyn
Total budget: \$1.95M; Construction budget: \$1.76M. Opened 2022.
- Asser Levy Park Adult Fitness Area - Coney Island, Brooklyn
Total budget \$800K; Construction budget: \$675K. Opened 2023.
- JJ Carty Tennis Court Reconstruction - Bay Ridge, Brooklyn (construction only)
Total budget \$2.45M; Construction budget: \$2.23M. Opened 2020.
- Capital Division Employee of the Month - July 2019

2012 - 2013

MP Engineers, NY
& Liro Group, NY
Consulting Resident Engineer
& Arborist

2009 - 2011

B. Thayer Associates, NY
Landscape Designer & Arborist

2008 - 2009

The Lakota Group, Chicago
Landscape Designer

Working concurrently for MP Engineers and Liro Group on NYC Parks Natural Resources Group assignments, key projects included:

- Bucks Hollow Forest/Wetland Restoration, Staten Island Greenbelt
- Marine Park Forest Restoration, Brooklyn
- NYC Street Tree planting Resident Engineer and Superstorm Sandy data support

Key projects included:

- Francis Lewis Park Playground, Queens
- Stormwater Design and Arborist Services for 112-acre estate, Old Westbury

Key projects included:

- Skokie Playfields Master Plan for 162-acre recreational facility, Skokie IL
- Cordova Mississippi Riverfront Master Plan, Cordova IL

EDUCATION

MA, Landscape Architecture, University of MA, Amherst - 2010
MA, Regional Planning, University of MA, Amherst - 2010
BA, Urban Studies, Fordham University, Bronx NY - 1999

CREDENTIALS

Registered Landscape Architect - State of NY 002514-1
Certified Arborist - International Society of Arboriculture NY-5622A
Waterfront Edge Design Guidelines (WEDG) Associate, June 2024
OSHA 10-Hour Training, July 2024

SOFTWARE

AutoCAD, Adobe Creative Suite, SketchUp, Microsoft Office

Resumé — David McGoldrick

Address: 59 Cove Avenue, Norwalk, CT 06855

Mobile: (917) 854-4358

Email: david@1919llc.com

OBJECTIVE

To contribute my experience in land stewardship, woodland management, community collaboration, emergency readiness, and project coordination to support the mission of the Norwalk Urban Forestry Commission and strengthen the city's long-term canopy health and ecological resilience.

COMMUNITY & ENVIRONMENTAL INVOLVEMENT

Aspetuck Land Trust — Volunteer & Head Land Steward, Weston–Wilton Forest Block

Conduct habitat and trail inspections, monitor storm impacts, assess invasive species, and support stewardship planning across conserved ALT properties, including former Norwalk Land Trust parcels.

Master Woodland Manager Program Graduate — Connecticut Forest & Park Association

Training in forest ecology, tree identification, silviculture, woodland management, and invasive-species control.

Leadership Committee Founding Member — The Tennis Friends of Oak Hills Park

Collaborate with residents, city staff, and user groups on improvements, long-term planning, and community engagement.

Member — Norwalk Health Department Emergency Response Team

Six years supporting community preparedness and resilience initiatives.

PROFESSIONAL EXPERIENCE

1919 Creative Studio — Partner | Producer | Director of Photography | Editor

Manage complex projects requiring coordination among clients, teams, and stakeholders. Experience contributing to educational, nonprofit, and community-oriented initiatives. Clients included: Ritz-Carlton, Vail Resorts, U.S. Navy.

The Resistance — Partner | Executive Producer

Managed production cycles for national broadcast campaigns, including logistics, permitting, budgeting, and crew oversight. Clients included: Papa John's Pizza, Ralph Lauren, Norma Kamali.

Crossroads Communications — Partner | Executive Producer

Produced episodic and corporate programming for major institutions, coordinating large-scale, multi-team projects. Clients included: U.S. Army, U.S. Navy, American Airlines, United Airlines, New York State Lottery.

VCA Teletronics — Editorial Operations Manager I Producer

Oversaw editorial operations and produced custom programming for nonprofit and corporate clients. Clients included: The Cosby Show, MTV, Sesame Street.

EDUCATION

Vassar College — Bachelor of Arts, Drama

Connecticut Forest & Park Association — Master Woodland Manager Program Graduate

INTERESTS

Reading • Cycling • Tennis/Paddle/Pickleball • Downhill/XC Skiing • Sailing • Motorcycling • Traveling • Conservation • Land Stewardship • Woodland Ecology

Professional Summary

A passionate, dedicated higher education professional with over 25 years of progressive experience in four year and two year institutions with a proven record of accomplishments in student affairs, academic affairs and workforce development.



Education

Ed.D. Educational Leadership Johnson and Wales University, Providence RI 2014
M.A. Student Personnel Administration New York University, New York, NY 1991
B.A. Communications/Human Relations Western Connecticut State University, Danbury, CT 1989

Work History

Connecticut State Colleges and Universities Shoreline West Region

- *Chief Regional Workforce Development Officer* July 2020-Present

Connecticut State Colleges and Universities

Norwalk Community College, (NCC) Norwalk, CT, Academic Affairs

- *Interim Dean of Workforce Development and Community Partnerships* 2009-June 2020
August 2019-June 2020
- *Associate Dean of Continuing Education and Workforce Development* July 2015-Sept. 2019
- *Director of Adult Learning* Jan. 2014-June 2015
- *Director Family Economic Security Program* Nov. 2009-Dec. 2013

Hunter College, City University of New York (CUNY), Student Affairs

- *Director, Health and Wellness Education* 1994-2009
Sept. 1998-Oct. 2009
- *Assistant Coordinator of Peer Staff Development/Training* Sept. 1994-Aug. 1997
- *Advisor and Counselor* Sept. 1994-Nov. 2008

Wagner College, Staten Island, NY

- *Assistant Dean of Students* Aug. 1991-Dec. 1993

Work Experience and Accomplishments

Connecticut State Colleges and Universities, Shoreline West Region

Chief Regional Workforce Development Officer

Reporting to the Regional President

Directs the creation and administration of comprehensive workforce development strategies and initiatives which serve the needs of the region's citizenry and business community for Norwalk, Housatonic and Gateway Community Colleges. Leadership is provided to campus based teams to deliver comprehensive workforce development, professional development and personal enrichment courses to surrounding communities. The position develops and maintains mutually beneficial relationships with key external partners such as the state agencies, Workforce Investment Boards, employers, industry associations, private foundations and others.

Responsibilities

- Provide supervisory direction to strategic workforce development staff within the region
- Lead joint marketing efforts across the region
- Identify and secure region-wide funding,

- Create and replicate promising program models and identify strategic opportunities for regional collaboration
- Represent the region and the Regional President at the state and national level
- Establish and monitor the achievement of performance benchmarks across colleges

Significant Accomplishments

- Partnered with private philanthropy, college foundation and public funding to deliver accelerated health care training in the Southwest region to meet COVID related crisis.
- Worked to help secure funding of approximately 6 million dollars in a collaborative effort with statewide colleagues
- Collaboratively worked with Statewide Human Resources offices to increase efficiencies in policies and procedures for non credit faculty in continuing education
- Initiative and implemented statewide partnerships in health care by delivering training and wrap around support services.
- Introduced and navigated contract negotiations with major cloud computing platforms to prepare for IT training in fall 2020

Norwalk Community College, (NCC) Norwalk, CT

NCC is a public community college in Norwalk, Connecticut enrolling 13,000 full-time, part-time, credit and non-credit students. Over 40 associate degrees, 27 credit certificate programs and 25 workforce development certificates are offered to a student body that is diverse based on race, ethnicity, age and socio-economic status. The College's primary service area includes urban and suburban towns in southwestern Fairfield County.

Interim Dean of Workforce Development and Community Partnerships

Reporting to Chief Operating Officer (formerly President title)

Associate Dean of Continuing Education and Workforce Development

Reporting to the Chief Academic Officer

Responsible for leadership for continuing education division that provides oversight for 100 non-credit faculty, 300 non-credit courses and 25 non-credit certificates that provide workforce education, lifestyle and youth enrichment classes generating a yearly revenue of \$2,000,000 which supports the College Budget. Identify and maintains high school, community and business and industry partnerships. This position was a promotion from Associate Dean of Continuing Education and Workforce Development.

- Manage development, design and marketing of course catalogue
- Identify current and future educational and training needs of businesses and industries in the college's service area
- Supervise 8 professionals and support staff and approximately 125 unionized non-credit lecturers
- Provide oversight for Perkins Grant, Career and Technical Education Programs
- Manage dual-enrollment and early college programs with area High Schools including PTECH with Norwalk High School and IBM and Stamford High School
- Guidance over government relations with local, regional and state leaders
- Manage community partnerships that are mission centric
- Identify opportunities for workforce training with local business and non-profit organizations

Significant Accomplishments

- Secured \$670,000 for PTECH in recent funding
- Secured and managed approximately \$400,000 in grant funds for workforce development
- Managed Perkins federal grant of \$530,000 over two years
- Increased number of clinical sites for non-credit allied health certificates
- Increased number of contract training or local business
- Increase summer youth enrichment enrollment by 38%
- Collaborate with community partner to develop, design and deliver an immigrant workforce education training program
- Identify and cultivate new relationships with community groups, and the business and industry sector to increase enrollment
- Establish pathways for Veterinary Assistant, Physical Therapy and Exercise Science non-credit certificates to related credit bearing associate degree programs
- Maintain revenue stream in challenging financial times
- Generate new contract training opportunities to generate additional revenue
- Create guidelines and process for internal articulation of non-credit classes to credit classes
- Inform guidelines for a new NCC Foundation Non-Credit to Credit Scholarship
- Draft MOU's for early college high school programs
- Formalize and increase process for establish NCC classes to be offered as College and Career Pathway courses in area high schools

Director of Adult Learning, Academic Affairs

Reporting to the Chief Academic Officer Provided leadership for identifying, developing and expanding a broad array services for adult learners on campus to ensure student success and alleviate barriers and obstacles often experienced by adult learners. This was a newly created position that was developed as a result of the success of a five-year grant funded program serving adult students and students with children.

Responsibilities

- Supervised professional coaches who were providing direct services to adult student and students with children
- Initiated and managed campus wide programming efforts and student support initiatives for returning adult students such as family friendly events, financial education programs, conferences for adult learners and students with children

Significant Accomplishments

- Provided campus leadership for system wide program designed to encourage degree completion among non-completers
- Recruited an AmeriCorps VISTA to work with adult students to alleviate poverty and food insecurity by starting a campus food pantry
- Provided leadership for grant from American Association of Community Colleges Plus 50 Program
- Introduced financial literacy and adult learner workshops at new student orientation
- Coordinated campus efforts of system wide initiative to encourage adult learners to complete educational credentials

Director, Family Economic Security Program, Academic Affairs

Reporting to the Chief Academic Officer. *Provided leadership for 1.5 million dollar grant over a 5 year period providing direct and indirect services to 500 adult learners and students with children to help them achieve their academic, personal, financial and career related goals. Demonstrated success, as articulated in [The Family Economic Security Program, White Paper 2016](#) resulted in institutional change and replication at another area community college.*

Responsibilities

- Created and implemented the infrastructure of a new program based solely on memorandums of understanding between The Fairfield County Community Foundations Fund for Woman and Girls, the NCC Foundation and the College
- Recruited, hired, trained and supervised the newly created positions of Financial Coach and Achievement Coach to provide case management to adult students and students with children
- Established and administered scholarship process and eligibility for 100 student parents

Significant Accomplishments

- Over 5 years increased the graduation rate of 100 single parent by 50%
- Established bi-annual retreats for students with children yielding on average a 80% participation rate in a full day Saturday program
- Created multiple program and staff assessment to gauge success of program including an Impact Survey to meet the funders needs for feedback
- Model of success coaches replicated in additional scholarship programs
- Case management model replicated within the institution
- Directly influenced institution wide services for adult learners and students with children

Hunter College, City University of New York (CUNY), Division of Student Affairs

Hunter College, located in New York City, is the largest college in the City University of New York (CUNY) system. Over 22,000 students attend Hunter, pursuing both undergraduate and graduate degrees in more than 170 different programs of study.

Director, Health and Wellness Education

Reporting to the Chief Student Affairs Officer *Responsible for leadership and management of the College's Health and Wellness program, including supervision of the Office of Health Services and health education activities, to provide direct health care and education/prevention programs to a residential and commuter diverse student population in order to support their personal and academic success.*

Significant Accomplishments

- Coordinated multiple funding sources for a total budget of \$200,000
- Expanded existing Health Services Office, which only offered on campus emergency care, to create a comprehensive health and wellness program with multi-level health care services and practitioners to develop an extensive health education and prevention program
- Established and supervised collaborative partnership with New York City hospitals physicians, nurse practitioners, and administrators to provide direct health care students
- Implemented partnerships with faculty from Hunter College Schools of Health Professions to provide to create health education internships for undergraduate and graduate students
- Created evaluation tools to measure the satisfaction rate of students utilizing the Office of

- Health Services and of those attending health education programs
- Implemented and supervised a drug and alcohol education program with the Director of Athletics and Director of Residence Life for student athletes and resident students

Assistant Coordinator of Peer Staff Development/Training

Coordinated and implemented yearly recruitment, selection and training of 20 peer counselors and 20 peer academic advisors to provide personal and academic assistance to the undergraduate student body. Supported Residence Life training and programming.

Significant Accomplishments

- Introduced new teaching methods and strategies for Peer Counseling class in Psychology and Education Division
- Designed and implemented an application and formal interview process for peer counselors
- Designed a new marketing and recruitment plan for peer counselors
- Provided new training curriculum for resident assistant staff
- Developed new student leadership and personal development workshops

Advisor and Counselor

One of 13 Advisors and Counselors who provided direct student support services for to assist them in meeting their personal and academic goals.

Significant Accomplishments

- Worked with a four person team to redesign, re-organize and implement new student orientation, registration and freshmen seminar for 1800 incoming new students
- Provided academic advising, crisis intervention and short term counseling to continuing student population via walk in hours and appointments

Wagner College, Staten Island, New York

Assistant Dean of Students

Wagner College is a private, co-educational, residential liberal arts college with an enrollment of approximately 2,000 students.

Provided direction and supervision in all programmatic and administrative areas of Residence Life and Student Life.

Adjunct Teaching Experience

- | | |
|--|---|
| <ul style="list-style-type: none"> Norwalk Community College, Humanities Department
Public Speaking, 3 Credit Course | Spring 2019, 2017, 2016,
2014, 2011, 2013, Fall 2013 |
| <ul style="list-style-type: none"> First Year Experience Department
College Forum, 1 credit Course | Fall 2011, Fall 2012 |
| <ul style="list-style-type: none"> Hunter College, Advising Department
Freshman Seminar, 3 Credit Course | Fall 2009, 2010 |
| <ul style="list-style-type: none"> Hunter College, Advising Department
Orientation Seminar, 1 Credit First Year Student Course | 1994-2007 |
| <ul style="list-style-type: none"> Psychology/Education Department
Peer Counseling, 3 Credit Psychology/Education Course | 1994-1997 |

Institutional Service

CSCU Shoreline West, 2020-Present

- IT and Manufacturing Regional Sector Partnership
- Governor's Workforce Council, Education Subcommittee
- FEMA COVID Relief Workforce Development Team

Norwalk Community College, 2009-Present

- CT Community College Student Affairs and Academic Affairs Consolidation Committee
- NCC Foundation Entrepreneurship Committee
- Chair, Search Assistant to the Dean
- Chair, Search Director of Nursing, Allied Health
- Strategic Planning Committee
- Enrollment Management Committee

- NEASC Public Disclosure Standard, Co-Chair
- Career Services Task Force
- General Studies Program Review
- Search Committees, Dean of Students

Hunter College, CUNY, 1994-2008 (Selected Service)

- Search Committees for CUNY Director of Wellness and Counseling, Hunter Associate Director of Student Activities, Associate Director of Counseling
- Middle States Institutional Goals Workgroup
- Emergency Management Committee
- Search Committee, Director of Advising
- First Year Student Seminar Task Force
- Student Affairs Self Study, Student Services
- Middle States Student Life Task Force

Professional Appointments and Engagement

- | | |
|---|------------|
| • Presenter , NCWE Conference | 2021 |
| • Presenter AACC, NGA Upskilling Conference | 2020 |
| • Appointed Member , State of CT 2Gen Advisory Board | 2019 |
| • Selected Participant , AACC Future Leaders Institute | 2017 |
| • Facilitator , Achieving the Dream, Working Families Initiative | 2015 |
| • Selected as Faculty , Barnes Great Teachers Seminar, CT Community Colleges | 2013, 2015 |
| • NASPA Region I Representative for NASPA Community College Division | 2011-2016 |
| • Selected Participant , Barnes Great Teachers Seminar, CT Community Colleges | 2012 |
| • Member , National Association of Student Personnel Administrators in Higher Education (NASPA) Adult Learner/Students w Children Comm. | 2012 |
| • Selected Participant , NASPA Region I Mid-Level Institute | 2011 |
| • Alternative Liaison , for the Council for the Advancement of Standards in Higher Education (CAS) for the American College Health Association | 2008 |
| • Co-Chair , CUNY Health Services Advisory Council | 2007-2008 |
| • Member , NASPA Program Committee | 2008 |
| • Member , American College Health Association | 2000-2008 |
| • Member , National Association of Student Personnel Administrators, Regional, State and National committees | 1989-2017 |

Awards

- | | |
|--|------|
| • Norwalk Community College | |
| Nominee, National Council for Workforce Education Exemplary Program | 2018 |
| The WorkPlace, Inc. Advocacy Award | 2017 |
| NASPA Regional Program of the Year Award | 2012 |
| Center for Working Families Sustaining Innovation Award and Innovation Award both from Annie E. Casey Foundation | 2011 |
| • Graduate , Norwalk CT Chamber of Commerce, Leadership Institute | 2009 |
| • Hunter College, City University of New York | |
| Hunter College Presidents Award | 2008 |

JASMINE R. PREZZIE, MSW

◆ Ph: (203)-613-2440 ◆ Norwalk, CT 06851 ◆ jprezziemsw@gmail.com

■ EDUCATION

CT Licensed Master Social Worker	Expected 2021
Fordham University, Graduate School of Social Service, Master of Arts in Social Work New York, NY	5/17
University of Maryland Eastern Shore, Bachelor of Arts in Sociology Princess Anne, MD	5/14
Salisbury University, Bachelor of Arts in Social Work Salisbury, MD	5/14

■ PROFESSIONAL EXPERIENCE

Human Services Council, Norwalk, CT <i>Director, Norwalk Mentor Program</i>	09/20- Present
• Actively recruit new and valuable mentors to serve students in the Norwalk Public Schools. • Maintain the Norwalk Mentor Program's positive image in the community serving all students in the Norwalk Public Schools. • Maintain relationship with all Norwalk Public Schools BOE, Superintendent, and counseling and administrative staff. • Recruit, onboard and train all volunteer mentors. • Oversee all mentoring sessions and extend support and supervision. • Develop strategic plan for long term growth and expansion of the Norwalk Mentor Program. • Oversee Program survey collection. • Oversee all sponsorships and reporting. • Responsible for composing and maintaining program budget for each fiscal year. • To fundraise and write grants to support program expenses and activities. • Responsible for maintaining funding relationships and recruiting new funding sources. • Host regular Advisory Council Meetings to ensure goals and benchmarks are being set and obtained. • Complete Year-end Report each June to distribute to partners. • Plan and host three events during school year: January, June, and August. • Support the operations of HSC and coordinate with other directors and committees.	
Horizons, New Canaan Country Day School, New Canaan, CT <i>Academic Coach</i>	02/18- Present
• Assigned high school students to coach academically throughout their high school career. • Help each student to set goals and support the student based on their individual needs. • Assist students in the areas of organization and time management, note taking and study strategies, leadership and self-advocacy, social and emotional wellness through transitions to high school, and guiding students through college and career planning. • Facilitate weekly group classes with students on college and career prep topics.	
Saint Joseph Parenting Center, Stamford, CT <i>Fatherhood Program Supervising Case Manager and Coordinator – 24/7 Dad Program and English Parenting Program</i>	9/15-9/20
• Performed complex professional case management to assigned caseload of individuals and families. • Conducted comprehensive intake interviews and evaluates client needs in regard to health, employment, finances, legal rights and family/social relations. • Carried a diverse caseload of 30-35 clients and conduct weekly case management sessions. • Obtained psychosocial history of clients and establish goals and outcome measurements indicators for treatment	

- Provided crisis intervention.
- Completed monthly DCF reports and client compliance report to various court divisions.
- Prepared clear and concise daily, weekly, and monthly documentation and reports for each individual.
- Collaborated with client caseworkers and other community service providers.
- Collaborated with DCF all regions, Stamford and Norwalk CSSD, Mental Health Providers, DDS Support Workers, Family and Criminal Attorneys, etc.
- Provided clients with available community resources individualized to their needs.
- Trained and supervised volunteers and various interns in different levels- high school, bachelors and MSW.
- Supervised support staff.
- Planned, coordinated, and implemented all policies, supplemental materials, outreach, and volunteer facilitators for the 24/7 DAD Program.
- Coordinated and implemented all incentive programs for eligible clients.
- Coordinated yearly Fatherhood Awareness seminars and events.
- Assisted with program budget development and responsible for the operation of programs.
- Active member of Stamford Hospital's Community Care Team.
- Active member of Stamford ReEntry Roundtable Team.
- Facilitated individual and group parenting classes.
- Coordinated and planned quarterly workshops to service our clients and the community.
- Created curriculum for Intimate Partner Violence Offender program.

Connecticut Renaissance, Stamford, CT
Clinical Intern

08/16- 07/17

- Responsible for providing direct and indirect intensive outpatient clinical services to individuals with psychiatric disorders, substance abuse and co-occurring disorders.
- Maintained clinical caseload of patients.
- Facilitated weekly Intensive Outpatient Program (IOP)
- Facilitated weekly Co-Occurring Outpatient Group.
- Facilitated weekly Cognitive Behavior Therapy Group.
- Completed daily group and individual notes.
- Created and implemented interactive group topics and activities to enhance coping skills and integrate back to society.
- Conducted random urine analysis and breathalyzer exams.
- Worked alongside multi-disciplinary team and received individual and group clinical supervision.
- Conducted weekly treatment and discharge planning.
- Assisted patients with changes of level of care.

Family Centers, Inc., Stamford, CT
Family Self-Sufficiency Program Coordinator

12/14 – 2/15

- Provided counseling to families and individuals.
- Provided goal planning, job skills training, and support to families.
- Provided community resource referrals to clients to support self-sufficiency goals.
- Collaborated with local housing authority to coordinate program, monitor progress of escrow accounts, and ensure wrap-around services.

SHORE UP, Inc./Wicomico Family Support Center, Salisbury, MD
Service Coordinator

5/13- 5/14

- Provided case management services to caseload of thirty-five families.
- Accompanied in-home interventionist to clients' homes.
- Conducted intakes with prospective clients, coordinated referrals to community service providers.
- Participated in outreach services to educate community.
- Implemented volunteer and fundraising activities.
- Conducted individual sessions with clients on goal setting, mock interview, and job readiness.
- Supervised volunteers in Center.
- Attended workshops, trainings, and conferences.

■ COMMUNITY SERVICE

Person to Person Scholarship Committee, Darien, CT

- Serve as Scholarship Ambassador to review applications and interview prospective scholarship recipients (2021- Present)

El Shaddai Ministries, Norwalk, CT

- Serve under Apostle Haywood McElveen Jr. as Youth Leader in Youth Department.
- Active member of the ministry since 2001.
- Member of Young Adult Board
- Leader in Social Services Department of the congregation
- Tutor high school students in the congregation
- Resource for all parents and/or children preparing for college

George Washington Carver Community Center, Norwalk, CT

- Voluntarily served on panels at various events related to college and career oriented. (2014- Present)

Person to Person Scholarship Committee, Darien, CT

- Serve as Scholarship Ambassador to review and interview prospective scholarship recipients and mentor each accepted applicant (2014- 2016)

I Have A Dream Program, Norwalk, CT

- An afterschool program founded by philanthropists, Mr. George and Carol Bauer of Wilton, CT, based on the selection of low income students that were guaranteed a scholarship for college upon the completion of high school(1999- Present)

■ SKILLS/CERTIFICATIONS

National Association of Social Workers Membership

Youth Mental Health First Aid

Adult Mental Health First Aid

Phi Alpha Honor Society

■ AWARDS AND RECOGNITION

Norwalk Hour Feature

January 2021

Norwalk Housing Authority Graduate Scholarship Ambassador

2015-2017

Norwalk Housing Authority Scholarship

2010-2017

Person to Person Scholarship

2010-2014

Elizabeth Ambler Raymond Trust Scholarship

2010-2014

Professional References

Lori Williams, CAC
Stamford, CT
(203)-521-4569

Tracy Ford, ACSW, LCSW/R
Fordham University
New York, NY
Tford12@fordham.edu

Carol Bauer
Philanthropist
College Sponsor, Norwalk I Have A Dream Program
Wilton, CT
(203)-517-7422

Lauren Goodman, MSW
Saint Joseph Parenting Center
Stamford, CT
(475)-218-8644

Jacquelyn Morgan, MSW
Norwalk Public Schools Social Worker
203-919-2433

El Shaddai Ministries
Norwalk, CT
(203)-810-4312

Jackie Roberson, MSW
Norwalk Public Schools Social Worker
(203)-981-9371

Lou Mall
Trumbull, CT
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Edward Linekin
Ridgefield, CT
203-240-2494
elinekin@wberkley.com

CHANTAL COFFY

Chantal Coffy Director/Manager

9 Michael Street - Norwalk, CT rochelia@hotmail.com - 203-554-0018

CHANTAL M COFFY

University of BPT graduate with a BS in Psychology and an AS in Nursing Advanced Medical studies (U.C.E) MD degree(no board cert.) Licensed PA

WORK EXPERIENCE

Professor

NCC - Norwalk, CT - 2013 to 2014

Responsibilities

Adjunct instructor in the Nursing College.

Teach a clinical class in the continuing Ed program.

Independent Contractor/ Case manager

4NURSES - Norwalk, CT - 2007 to 2014

Managing clients who has difficulty managing their own health issues. Overseeing workers who assist with their ADL.

Coordinating Drs visit/ Making sure medicines compliance is not an issue. Assist with AL placement as needed.

Manager

Richard Rosenthal Hospice - Stamford, CT - 2006 to 2011

Responsibilities

counseling patients and families Pain assessment and management. Supervision and provision of care

Accomplishments

The feedback was tremendous gratitude from family members and the clients who maintained their cognition through the dying process.

The result of pain well managed to allow someone the joy of the moment was priceless

Skills Used

Medical school knowledge enhanced the nursing care.

My IV skills and even the many languages were used to sooth difficult moments for many clients who spoke Spanish only and a few from France and Switzerland

Home care nurse

Norwalk Rehab - 2004 to 2006

Chart review Consultant

Sunrise assisted living wellness nurse.

IV/PICC LINE Nurse

VNHC - 1992 to 1998

Urology Charge Nurse

Bridgeport Hospital - 1988 to 1992

Med Surge nurse

Saint Joseph Hospital - 1989 to 1990

EDUCATION

AS Nursing ,BS in Psych. Doctor in Medicine , PA Licensed PR 2020

UB, UCE - 1988 to 2002

SKILLS

POLYGLOT(FRENCH, CREOLE, SPANISH, ENGLISH) Great IV Skills (including Pick certification and years of practice)

Association: WBDC board member

Life Skill Coach, Certified Hypnotist.

W

MEMO



To: Common Council, Public Safety and General Government Committee

From: Michele DeLuca, Deputy Director, Emergency Management

RE: Blanket Resolution with CT DESPP/DEMHS

DATE: January 18, 2026

The State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management/Homeland Security (DESPP/DEMHS) requires that each municipality submit a blanket resolution which authorizes their Chief Elected Official to sign annual Emergency Management Performance Grant (EMPG) applications and related paperwork, as well as documents related to regional planning and funding.

The blanket resolution is approved by the authorizing governing body, in our case the City Council and can stay in effect for the duration of the Chief Elected Official's time in office or can be periodically reauthorized, especially when a Chief Elected Official is re-elected multiple times.

The blanket resolution was last approved by the Common Council in November 2023. This had been a re-authorization after the Mayor had been in office for 10 years. The language had been reviewed by Corporation counsel and minor edits were made for grammar and clarity.

This action item updates the blanket resolution to include Mayor Smyth.

Action item:

AUTHORIZE THE MAYOR, BARBARA C. SMYTH, TO EXECUTE ANY AND ALL AGREEMENTS, DOCUMENTS, APPLICATIONS, OR AMENDMENTS AS MAY BE NECESSARY WITH THE CONNECTICUT DEPARTMENT OF EMERGENCY SERVICES/PUBLIC PROTECTION, DIVISION OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY (DESPP/DEMHS) FOR PARTICIPATION IN THE EMERGENCY MANAGEMENT GRANT PROGRAM (EMGP) AND REGIONAL HOMELAND SECURITY PLANNING AND FUNDING ACTIVITIES.

Respectfully submitted,

Michele DeLuca

Memo

To:	Common Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Third Amendment to the Recovery Network Programs, Inc memorandum of agreement with the City of Norwalk dated August 23, 2022
Date:	January 13, 2026

The City of Norwalk entered into a memorandum of agreement (MOA) dated August 23, 2022, with the Recovery Network Program (RNP) for embedded social workers within the Norwalk Police Department. The MOA establishes a collaborative relationship between RNP and the City in assisting with the growing need to have social service professional assistance for mental health, social work support and intervention services. The mission of RNP is to restore hope, health, and well-being for individuals and families in a recovery environment that embraces compassion, dignity, and respect.

This MOA provides two full-time social workers assigned directly to the police departments Behavioral Health Unit. RNP employees respond and assist to calls for service for appropriate mental health and non-violent substance related calls. RNP employees also conduct mental health assessments, coordinate care, referrals and assertive linkage for emotionally disturbed persons. RNP utilizes local community resources along with an extensive infrastructure of programs to assist in person in need of various treatments. They also conduct aftercare and follow-ups to ensure persons are stabilized, connected to care, thus reducing repetitive calls for service and successful quality of life improvements.

We are requesting the following authorization:

1. Authorize Mayor, Barbara Smyth, to execute a third amendment to the Memorandum of Agreement by and between Recovery Network of Programs, Inc. and City of Norwalk commencing on July 1, 2025 and ending June 30, 2026 in the amount of \$300,528.00 to be paid from account #013026-5258.
2. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to the Recovery Network Program utilizing NPD account #013026-5258 based on the availability of funds not to exceed \$300,528.00.

Memo

To:	Common Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Common Council Authorization for Noncompetitive Procurement Justification Payment for the renewal subscription to Lexipol - Cordico Mobile Application
Date:	January 13, 2026

The Norwalk Police Department is requesting payment for the renewal subscription to the Lexipol mobile application named Cordico. Cordico is a mobile wellness application which provides a complete range of mental and physical health support designed specifically for law enforcement personnel only. This unique wellness solution meets needs in critical areas necessary to overcome the stigma of asking for help and addresses the cumulative effects of chronic stress on first responders, both active and retired. No other mobile application offers this level of support with on demand access and confidential interface.

The justification behind the noncompetitive procurement is for the renewal of a current subscription for continued use of the mobile wellness application. NPD has budgeted and secured funding for this application through account #09213610-5777-C0638.

We are requesting the following authorization:

1. Authorize the Norwalk Police Department to utilize a Noncompetitive Procurement Justification Form with Lexipol for payment of Cordico mobile application software. This payment is for a one-year agreement for services commencing February 1, 2026 and ending January 31, 2027.
2. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to Lexipol LLC. utilizing NPD account #09213610-5777-C0638 based on the availability of funds not to exceed \$21,600.00.

Memo

To: City of Norwalk, Common Council
From: Deputy Chief Melissa Lepore
CC:
Re: Extension of Agreement By and Between the City of Norwalk and Fleet Auto Supply, RFP Project # 4123, dated May 2, 2022
Date: January 13, 2026

The City of Norwalk is currently in an Agreement with Fleet Auto Supply for upfit services of police vehicles. The upfit services entail supplying, installing, repairing, and replacing the required emergency lighting equipment to vehicles owned and operated by the Norwalk Police Department. The Agreement was entered into on May 2, 2022, and is in effect until February 28, 2025, with the option of an extension for two additional one-year renewals. The Agreement also includes compensation for services of up to two hundred thousand dollars and zero cents (\$200,000.00) per year subject to unit pricing.

In accordance with Section 4, Agreement Term, the Norwalk Police Department is requesting to invoke the option for the second extension of one (1) year at this time. The Agreement shall have the same terms and conditions as the initial Term. The extension period will commence on March 1, 2026 and conclude on February 28, 2027.

In accordance with Section 3, Compensation, Paragraph A, the Norwalk Police Department is requesting the compensation to Fleet Auto Supply annual sum be increased from two hundred and seventy-five thousand dollars and zero cents (\$275,000.00) to two hundred and ninety thousand dollars and zero cents (\$290,000.00) based on unit pricing and the availability of funds.

We are requesting the following authorization:

1. Authorize Mayor Barbara Smyth to execute an extension Agreement with Fleet Auto Supply, under RFP project number 4123 for the upfit of police vehicles until February 28, 2027, in the amount not to exceed \$290,000.00 per year.
2. Authorize the City of Norwalk Purchasing Agent to execute the purchase orders on behalf of the Norwalk Police Department to Fleet Auto Supply under RFP project number 4123 for the upfit of police vehicles based on unit pricing and the availability of funds not to exceed \$290,000.00.

PREPARED BY AND UPON
RECORDING THIS INSTRUMENT
SHOULD BE RETURNED TO:

Pullman & Comley, LLC
90 State House Square
Hartford, Connecticut 06103
Attn: Brion J. Kirsch, Esq.

USE RESTRICTION AGREEMENT

THIS USE RESTRICTION AGREEMENT (the “**Agreement**”) is made as of the ____ day of _____, 2025, by **THE CARVER INC.**, a non-stock corporation organized and existing under the laws of the State of Connecticut and having an address of 7 Academy Street, Norwalk, Connecticut 06850 (the “**Grantee**”) and **THE CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut and having an office and mailing address at 125 East Avenue, Norwalk, Connecticut 06851 (the “**City**” and collectively with the Grantee, the “**Owners**” and each an “**Owner**”) and in favor of the **STATE OF CONNECTICUT**, acting by and through its **DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT** with an office at 450 Columbus Boulevard, Hartford, Connecticut 06103 (the “**State**”).

WITNESSETH:

WHEREAS, pursuant to a certain Assistance Agreement executed or to be executed by the Grantee and the State (the “**Assistance Agreement**”), the State has agreed to provide certain financial assistance to Grantee in the total aggregate amount of **Four Million Seven Hundred Sixty-One Thousand Seven Hundred Sixty-Eight and 00/100 Dollars (\$4,761,768.00)** (the “**Financial Assistance**”), to be used for a project entitled “**George Washington Carver Center Renovations and Expansion Project**” (the “**Project**”); and

WHEREAS, the City is the current owner of the real property which is the subject of the Project, which real property is situated at **7 Academy Street, Norwalk, Connecticut** and more particularly described on **Schedule A** hereto (the “**Project Property**”), and the Grantee is the lessee of the Project Property and pursuant to said lease is the owner of the improvements located on the Project Property; and

WHEREAS, under the terms of the Assistance Agreement, the Financial Assistance provided to the Grantee is to be used, *inter alia*, for alterations and improvements to be constructed on the Project Property; and

WHEREAS, pursuant to the terms of the Assistance Agreement, the State is willing to provide said Financial Assistance to the Grantee on the condition that the Grantee and the City enter into this Use Restriction Agreement with regard to the Project Property which is to be benefited by the Financial Assistance from the State.

NOW THEREFORE, in consideration of the promises set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Owners hereby covenant and agree as follows:

1. Use Restriction. Unless the Commissioner of the State of Connecticut Department of Economic and Community Development shall consent in writing to the contrary, the entire Project Property shall be used as a teen and youth center with respect to the 7 Academy Property, and a park with respect to the 3 Academy Property, until the termination of this Agreement in accordance with Section 9 below.

2. Project Documents. The Grantee hereby agrees that this Agreement shall constitute one of the Project Documents as such term is defined in the Assistance Agreement. All capitalized terms used but not otherwise defined herein shall have the meaning ascribed to such terms in the Assistance Agreement.

3. Default. Any violation of the covenants of the Owners set forth in Section 1 of this Agreement shall constitute a default hereunder. The Grantee agrees and acknowledges that the occurrence of a default under this Agreement shall constitute an Instance of Default under the Assistance Agreement.

4. Injunctive Relief. The Owners acknowledge that any damages which the State may sustain upon a violation of this Agreement may be difficult to measure and ascertain and further agrees that any violation of the terms of this Agreement shall entitle the State to injunctive relief in addition to any other remedies available at law or in equity.

5. Expenses. The Owners shall be liable to pay, upon demand, all costs and expenses, including reasonable attorney's fees and expenses, incurred by the State in enforcing or in taking any action necessary to preserve and protect its rights under this Agreement.

6. Governing Law. It is the intention of the parties and it is expressly understood that this Agreement and the rights hereto are expressly governed by and are to be enforced in accordance with the laws of the State of Connecticut.

7. Bind and Inure. All rights, remedies and obligations of the parties under this Agreement shall be binding upon their respective successors and assigns. The provisions of this Agreement shall run with the land and be binding upon any party acquiring any interest in any portion of the Project Property.

8. Notices. All notices, requests or demand to or upon a party to this Agreement shall be given or made by the other party hereto in writing and shall be sent certified mail, postage prepaid, return receipt requested, addressed to the addressee at the address set forth below.

If to the State:

Department of Economic and Community Development
450 Columbus Boulevard, Suite 5
Hartford, CT 06103
Attn: Commissioner

If to the Grantee:

The Carver Inc.
7 Academy Street
Norwalk, CT 06850
Attn: Chief Executive Officer

If to the City:

The City of Norwalk
125 East Avenue
Norwalk, CT 06851
Attn:

No other method of giving any notice, request or demand is hereby precluded provided such shall not be deemed given until such notice is actually received at the address of the addressee.

9. Termination. The terms of this Agreement shall terminate and shall be of no further force or effect on the date which is the tenth (10th) anniversary of Grantee's receipt of the last installment of the Financial Assistance.

10. Applicability to Subsequent Funding. It is understood and agreed by the parties hereto that any subsequent financial assistance provided to the Grantee by the State as evidenced by any future amendment to the Assistance Agreement shall be subject to the covenants and restrictions herein contained. As used herein, the term "Assistance Agreement" shall be defined as the Assistance Agreement as may, from time to time, subsequently be amended and the "date of the Assistance Agreement" shall be deemed to be the date of the latest amendment thereto.

[No Further Text On This Page – Signature Page Follows]

IN WITNESS WHEREOF, the Grantee has executed this Agreement as of the date first above written.

WITNESSES:

THE CARVER INC.

By: _____
Name: Novelette Peterkin
Its Chief Executive Officer
Duly Authorized

STATE OF CONNECTICUT)
)
COUNTY OF) ss:

On this the ____ day of _____, 2025, before me, the undersigned officer, personally appeared **Novelette Peterkin**, who acknowledged himself/herself to be the Chief Executive Officer of **THE CARVER INC.**, a Connecticut non-stock corporation, and that he/she as such officer and being duly authorized so to do, executed the foregoing instrument for the purposes therein contained, as his/her free act and deed and the free act and deed of said non-stock corporation.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Commissioner of the Superior Court
Notary Public
My commission expires:

IN WITNESS WHEREOF, the City has executed this Agreement as of the date first above written.

WITNESSES:

CITY OF NORWALK

By: _____

Its
Duly Authorized

STATE OF CONNECTICUT)
)
COUNTY OF) ss:

On this the ____ day of _____, 2025, before me, the undersigned officer, personally appeared _____, who acknowledged himself/herself to be the _____ of the **CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut, and that he/she as such officer and being duly authorized so to do, executed the foregoing instrument for the purposes therein contained, as his/her free act and deed and the free act and deed of said municipal corporation.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Commissioner of the Superior Court
Notary Public
My commission expires:

SCHEDULE A

PREPARED BY AND UPON
RECORDING THIS INSTRUMENT
SHOULD BE RETURNED TO:

Pullman & Comley, LLC
90 State House Square
Hartford, Connecticut 06103
Attn: Brion J. Kirsch, Esq.

NEGATIVE PLEDGE AND AGREEMENT

THIS NEGATIVE PLEDGE AND AGREEMENT (the “Agreement”) is made as of the _____ day of _____, 2025, by **THE CARVER INC.**, a non-stock corporation organized and existing under the laws of the State of Connecticut and having an address of 7 Academy Street, Norwalk, Connecticut 06850 (the “Grantor”) and **THE CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut and having an office and mailing address at 125 East Avenue, Norwalk, Connecticut 06851 (the “City” and collectively with the Grantor, the “Owners” and each an “Owner”) in favor of the **STATE OF CONNECTICUT**, acting by and through its **DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT** with an office at 450 Columbus Boulevard, Hartford, Connecticut 06103 (the “State”).

WITNESSETH:

WHEREAS, pursuant to a certain Assistance Agreement executed or to be executed by Grantor and the State (the “Assistance Agreement”), the State has agreed to provide certain financial assistance to Grantor in the total aggregate amount of **Four Million Seven Hundred Sixty-One Thousand Seven Hundred Sixty-Eight and 00/100 Dollars (\$4,761,768.00)** (the “Funding”), to be used for a project entitled “George Washington Carver Center Renovations and Expansion Project” (the “Project”); and

WHEREAS, the City is the current owner of the real property which is the subject of the Project, which real property is situated at **7 Academy Street, Norwalk, Connecticut** and more particularly described on **Schedule A** hereto (the “Property”), and the Grantor is the lessee of the 7 Academy Property and pursuant to said lease is the owner of the improvements located on the Property; and

WHEREAS, pursuant to the terms of the Assistance Agreement, the State is willing to provide said financial assistance to Grantor on the condition that Owners enter into, inter alia, this Negative Pledge and Agreement with regard to the Property which is to be benefited by the financial assistance from the State.

NOW THEREFORE, in consideration of the promises set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Owners hereby covenant and agree as follows:

1. Negative Pledge. Until the earlier of (i) the tenth (10th) anniversary of Grantor’s receipt of the last installment of the Funding and (ii) such time as the Grantor has fulfilled its obligations contained herein and in the Assistance Agreement and in any of the other Project Documents (as defined in the Assistance Agreement), including without limitation, obligations to repay all or any part of the Funding pursuant to an Instance of Default under the Assistance Agreement, unless the Commissioner of

the State of Connecticut Department of Economic and Community Development shall consent in writing to the contrary and except as specifically set forth below, neither Owner shall, unless it/they first obtain the express written consent of the Commissioner:

a. create, assume, grant or suffer to exist, any mortgage, pledge, encumbrance, lien, security interest or charge of any kind, voluntarily or involuntarily, upon the fee simple interest in and to the Property or any interest(s) therein; or

b. sell, assign, transfer, convey, lease or otherwise dispose of the Property or any interest(s) therein.

2. Project Documents. The Grantor hereby agrees that this Agreement shall constitute one of the Project Documents as such term is defined in the Assistance Agreement. All capitalized terms used but not otherwise defined herein shall have the meaning ascribed to such terms in the Assistance Agreement.

3. Default. Any violation of the covenants of the Owners set forth in Section 1 of this Agreement shall constitute a default hereunder. By its execution hereof, Grantor agrees and acknowledges that the occurrence of a default under this Agreement shall constitute an Instance of Default under the Assistance Agreement.

4. Injunctive Relief. Owners acknowledge that any damages which the State may sustain upon a violation of this Agreement may be difficult to measure and ascertain and further agrees that any violation of the terms of this Agreement shall entitle the State to injunctive relief in addition to any other remedies available at law or in equity.

5. Null and Void. Any transfer or lease, in whole or in part, or voluntary encumbrance of the Subject Property, by Owners, in violation of this Negative Pledge Agreement, shall be null and void and of no force or effect.

6. Expenses. Owners shall be liable to pay, upon demand, all costs and expenses, including reasonable attorney's fees and expenses, incurred by the State in enforcing or in taking any action necessary to preserve and protect its rights under this Agreement.

7. Governing Law. It is the intention of the parties and it is expressly understood that this Agreement and the rights hereto are expressly governed by and are to be enforced in accordance with the laws of the State of Connecticut.

8. Bind and Inure. All rights, remedies and obligations of the parties under this Agreement shall be binding upon their respective successors and assigns. The provisions of this Agreement shall run with the land and be binding upon any party acquiring any interest in any portion of the Property.

9. Notices. All notices, requests or demand to or upon a party to this Agreement shall be given or made by the other party hereto in writing and shall be sent certified mail, postage prepaid, return receipt requested, addressed to the addressee at the address set forth below.

If to the State:

Department of Economic and Community Development
450 Columbus Boulevard, Suite 5
Hartford, CT 06103
Attn: Commissioner

If to Grantor:

The Carver Inc.
7 Academy Street
Norwalk, CT 06850
Attn: Chief Executive Officer

If to the City:

The City of Norwalk
125 East Avenue
Norwalk, CT 06851
Attn:

No other method of giving any notice, request or demand is hereby precluded provided such shall not be deemed given until such notice is actually received at the address of the addressee.

10. Applicability to Subsequent Funding. It is understood and agreed by the parties hereto that any subsequent financial assistance provided by the State to Grantor with respect to the Property as evidenced by any future amendment to the Assistance Agreement shall be subject to the covenants and restrictions herein contained. As used herein, the term "Assistance Agreement" shall be defined as the Assistance Agreement as may, from time to time, subsequently be amended and the "date of the Assistance Agreement" shall be deemed to be the date of the latest amendment thereto.

No Further Text On This Page – Signature Page Follows

IN WITNESS WHEREOF, the Grantor has executed this Agreement as of the date first above written.

WITNESSES:

THE CARVER INC.

By: _____
Name: Novelette Peterkin
Its Chief Executive Officer
Duly Authorized

STATE OF CONNECTICUT)
)
COUNTY OF) ss:

On this the ____ day of _____, 2025, before me, the undersigned officer, personally appeared **Novelette Peterkin**, who acknowledged himself/herself to be the Chief Executive Officer of **THE CARVER INC.**, a Connecticut non-stock corporation, and that he/she as such officer and being duly authorized so to do, executed the foregoing instrument for the purposes therein contained, as his/her free act and deed and the free act and deed of said non-stock corporation.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Commissioner of the Superior Court
Notary Public
My commission expires:

IN WITNESS WHEREOF, the City has executed this Agreement as of the date first above written.

WITNESSES:

CITY OF NORWALK

By: _____

Its
Duly Authorized

STATE OF CONNECTICUT)
)
COUNTY OF) ss:

On this the ____ day of _____, 2025, before me, the undersigned officer, personally appeared _____, who acknowledged himself/herself to be the _____ of the **CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut, and that he/she as such officer and being duly authorized so to do, executed the foregoing instrument for the purposes therein contained, as his/her free act and deed and the free act and deed of said municipal corporation.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

Commissioner of the Superior Court
Notary Public
My commission expires:

SCHEDULE A
(7 Academy Street Property Legal Description)



Office of Building Management
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO: MEMBERS OF LAND USE & BUILDING MANAGEMENT COMMITTEE

FROM: FRED BRETHERTON, ASSISTANT PROPERTY MANAGER

DATE: JANUARY 28, 2026

RE: POLICE HEADQUARTERS FUEL ISLAND PUMP REPLACEMENT

The Norwalk Police Headquarters at 1 Monroe Street requires the replacement of its Fuel Island and Pumps due to critical operational needs. The current pumps, which are over 18 years old, frequently require repairs, impacting the efficiency of the department. Additionally, the existing fuel island curb is causing damage to patrol car tires, further complicating daily operations.

On December 17, 2025 the City's Purchasing Department solicited bids for the replacement of Fuel Island Pump Replacement at the Norwalk Police Headquarters. The City received four (4) bids. The results are as follows:

ETT ENVIRONMENTAL SERVICES INC.	\$128,000.00
AMERICAN PETROLEUM EQUIPMENT & CONSTRUCTION CO., INC.	\$140,600.00
METRO ENVIRONMENTAL SERVICES INC.	\$165,000.00
SRS PETROLEUM SERVICES CORP.	\$178,330.00

ACTION REQUESTED:

- A. Authorize the Mayor, Barbara C. Smyth, to execute an agreement with ETT Environmental Services Inc. for the Police HQ. Fuel Island Pump Replacement for a total not to exceed \$128,000.00 Acct # 09263010 5777 C0727, 09247100 5777 C0137**
- B. Authorize a contingency allowance for a total not to exceed \$12,800.00 Acct # 09247100 5777 C0137**







Sandra Faioes
Deputy Superintendent
faioess@norwalkps.org
(203)854-4136
125 East Avenue
Norwalk, CT 06852

Date: January 12, 2026

Subject: Request for South Norwalk School Name Change

Dear Mr. Lo,

In the fall of 2024, Councilperson Darlene Young spearheaded a campaign to honor the legacy of Dr. Ruby Shaw by proposing that South Norwalk Elementary School be named in her honor. Through collaboration between City officials and the Board of Education, the Board approved the renaming of South Norwalk Elementary School as Dr. Ruby Shaw Elementary School on December 16, 2025.

We respectfully request that you make the official submission to formally name South Norwalk Elementary School as Dr. Ruby Shaw Elementary School before the appropriate governing councils.

Warm Regards,

Sandra Faioes



CITY OF NORWALK
Alan Lo, Buildings and Facilities Manager
alo@norwalkct.gov P: 203-854-7877
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO : LAND USE AND BUILDING MANAGEMENT COMMITTEE

FROM: ALAN LO, BUILDING AND FACILITIES MANAGER

RE : **SOUTH NORWALK SCHOOL –
PHOTOVOLTAIC (PV) DEVELOPMENT**

DATE: JANUARY 23, 2026

For the last few years, I've been working to develop a strategy for the installation of photovoltaic (PV) system at the new South Norwalk School. The initial concept was to install a ground mounted system and a rooftop system. The combined system would have the capacity to generate more electricity than the consumption of the new school. However, this concept would need to be implemented as a partnership with SNEW and through extensive planning efforts with all parties, there were significant technical and financial obstacles which we could not overcome. Attached are previous communications which provided greater insight of the issues and identified our remaining option available to bring rooftop PV system to reality.

Following discussions at Land Use and Building Management Committee meetings in early 2025 and with the opening of South Norwalk School in the fall of 2025, we were able to determine the free balance available in our construction budget. Thereafter, we reached out to the State to request approval on the incorporation of rooftop solar as part of the overall South Norwalk School construction project which would entitle the City to receive 60% reimbursement. In December 2025, we received approval for said inclusion. The current proposal is to install the rooftop PV system as part of the capital construction project (not leased) which has a State approved budget of \$76 million. The current estimated installation cost for the system is approximately \$840,000. As a municipally owned project, the City will not be able to obtain Federal energy tax credit which would have been at 40% for Norwalk.

With the State's approval, I authorized our design engineers to proceed with design development for a rooftop PV system as well as prepare a set of performance specifications for bidding. Concurrently, I developed an in-house analysis on the financial feasibility of the proposed system and I reviewed the findings with Finance Department which identified potential cost savings. Attached is said analysis. The cost for design services is \$19,500 and construction administration services will be \$14,500.

In terms of implementation process, the engineering team is scheduled to complete the preparation of the performance specifications in the near future. Thereafter, Newfield Construction, our Construction Manager, in collaboration with City Purchasing Department will advertise for bids for the design/built of the new rooftop PV system. Upon receipt of the bids, Newfield will prepare a change order and we will submit to the Council for approval to increase the contract value. To the extent possible subject to equipment supply schedule, our goal is to install the system in the summer of 2026.

In addition to the professional services related to the above rooftop PV improvements, we have encountered a couple of minor additional services which would also require an increase of design contingency to cover said costs. These services include \$10,147.52 for additional environmental services and \$12,000 for additional design services including costs to finalize the preparation of closeout documents as requested by the Board of Education. The original design services contract with Tecton Architects was \$2,756,981. An increase of design contingency for a total amount of \$56,147.72 is required to properly compensate Tecton for their services.

ACTION REQUESTED:

- a. Land Use and Building Management Committee acting as the School Building Committee confirms a) to incorporate the installation of a rooftop photovoltaic system as part of the State approved new South Norwalk School capital construction project, b) to proceed with bidding of the installation work and c) thereafter submit a change order request by Newfield Construction, project Construction Manager, to the Common Council for approval.**
- b. Authorize to increase design contingency with Tecton Architects' design services contract for South Norwalk School for an additional amount of \$56,147.72 for additional design services. Acct #09225010 5777 C0808**

Feasibility Study
Solar Photovoltaic System

For



South Norwalk Elementary School
Norwalk, CT

August 17, 2023



Prepared by:

Consulting Engineering Services, Inc.

811 Middle Street, Middletown, CT 06457

CES PN 2022645.00

EXECUTIVE SUMMARY

We have investigated the installation of a solar photovoltaic system for the City of Norwalk to be located at the future site of South Norwalk Elementary School at 1 Meadow St. Extension in Norwalk, CT. The system has been broken out into multiple areas on site:

- Roof Mounted System
- Ground Mounted System – West Site
- Ground Mounted System – East Site
- Ground Mounted System – Rear Setback

The major obstacles for the photovoltaic system will be:

- Encroaching into the setback referenced above.
- Running underground conduit from the large ground mounted system across an existing privately owned property to the street. Although this property is unoccupied and does not have any permanent structures, an easement will be required for this conduit run.

This report has also been developed for further discussions with South Norwalk Electric and Water (SNEW), the local utility company, to determine feasibility of installing such a large system onto their existing distribution network. Early submission of documentation to agencies such as the utility and Fire Marshal is important to maintaining a project schedule to review and incorporate any required special requests.

The opinion of probable costs for the photovoltaic system is approximately:

- West Site = \$700,000
- East Site = \$1.25 million
- Setback = \$1.3 million
- Rooftop = \$780,000

As a final note, the value we have provided for total building energy use is a schematic-level number. Therefore, we caution the use of our energy consumption calculations as absolute and it should be considered as an order of magnitude calculation. This number will be finalized as design of the elementary school progresses.

INTRODUCTION

The purpose of this report is to study options and provide recommendations for a Photovoltaic (PV) system for the South Norwalk Elementary School located at 1 Meadow St. Extension, Norwalk, CT.

The City of Norwalk has expressed interest in providing a solar photovoltaic system in multiple areas on site. At the time of this report, it is not known which areas will be approved for installation by the City, and the report has been generated to provide multiple options. It has been clarified by the City that the photovoltaic system does not need to completely offset the building's electrical loads and that a "Net Zero" building is not required. However, the system should maximize solar potential in all areas of the site.

It should be noted that the ground mounted system will not connect to the building. Therefore, there will be a continuous utility cost of the electrical systems in the building and the solar production offset will apply in a broader sense. The overall site will produce energy that will be paid back by SNEW. This may result in costs incurred each month, as the building's electricity consumption may cost a higher rate than that paid back from the photovoltaic system. This is an item of future discussion with SNEW.

This study will include detailed information on the following:

1. Power Consumption Analysis
2. Power Production Analysis and System Sizing
3. Equipment Selection
4. Order of Magnitude Cost Estimate

It is anticipated that the recommendations of this study will be used as the basis of design for the preparation of Construction Documents for the purposes of Bidding and Permitting.

Please note the following Assumptions and Constraints are included within this study:

1. Photovoltaic System Production Estimates are provided using the on-line calculator called PV Watts, which is an industry known Photovoltaic Modeling software developed by the National Renewable Energy Laboratory.
2. Photovoltaic System Production is based on 25 year average historical weather data for the location (Norwalk, CT). Please note that year one may be much more or less production than anticipated given that particular year's weather may not match the historical averages.
3. Any cost estimates provided herein are based on our recent experience with bidding similar systems and our recent independent research on material costs. We have not retained the services of a professional cost estimator.
4. Consulting Engineering Services, Inc. are not tax professionals. We have not included any interpretation of the Federal and State tax codes or incentives as they relate to typical Photovoltaic systems. We encourage you to research your individual tax benefits and incentive qualifications with your tax consultant.

TECHNICAL ANALYSIS

Building Energy Consumption: We have analyzed the building at a schematic design level and applied a baseline assumption regarding energy consumption. Per our analysis, the new elementary school is predicted to use **1,000,000 kilowatt hours per year of total energy consumption**. This number is comprised of both electric and "converted" natural gas consumption values, as the new building will contain both sources of energy.

Ground Mounted System: The proposed ground mounted system size was calculated using the maximum space available in the upper portion of the site, plus the assumed area available in the 80-foot building setback at the rear of the site. The system has been broken out into three distinct areas to allow for the City to choose the optimal systems to build. It should be noted that at the time of this report, it is unknown if the city's planning & zoning department will allow construction of PV modules in this area. This ground mounted system would be located on the upper portion of the site, which has excellent sun exposure and is facing almost directly south. On each side of the proposed area, the modules have been laid out to within a reasonable distance from major grade changes, with enough space to install fencing on all sides. Modules have been laid out using a "one high" racking approach, meaning one solar module in portrait configuration by multiple modules in width. A system with two or three units in portrait ("two or three high") has not been considered for this site, due to the elaborate and expensive racking systems needed to protect the modules from wind should the need for a ballasted system arise. At the height of this site, and given the large open area, wind is a concern. Although we have received geotechnical data in a far corner of the upper portion of the site, additional test pits will be required to determine soil constitution and if a ballasted system is warranted.

The following data was used in our production estimates for the proposed ground mounted system.

- Fixed open rack ground mount
- System Losses: 14.08%
- Module Tilt Angle: 20%
- Azimuth: 180 degrees – Direct south facing

Ground Mounted System: Energy Production Summary				
	No. of Modules	Wattage per Module	System Size (kW DC)	Projected Energy Production (kwhr/year)
West Site	250	600	150.0	200,000
East Site	490	600	294.0	388,000
Setback Area	530	600	318.0	420,000
Total	1270		762.0	1,008,000
			Percent Expected Load:	100.80%

Roof Mounted System: The proposed roof mounted system is based on the roof layout currently in design within the elementary school project. We have assumed a minimum of ten feet clearance around the perimeter of the roof on all sides, where no PV panels would be installed to meet typical fire department requirements for access. Additionally, clearances HVAC equipment have been included to prevent shading. It should also be noted that the roof mounted system is tying into the main building switchboard. Due to scheduling concerns, we have limited the size of the switchboard to 1,600A, 480V, 3 phase. With a 1,600A main circuit breaker, we are limited in the amount of solar output that can connect to the switchboard per NEC code requirements. **The maximum output achievable from the rooftop system without upsizing the main switchboard is roughly 240KW, which equates to 400 modules @ 600W each.**

The following data was used in our production estimates for the proposed roof mounted system.

- Fixed roof mounted modules
- System Losses: 14.08%
- Module Tilt Angle: 5%
- Azimuth: 180 degrees – Direct south facing

Roof Mounted System: Energy Production Summary				
	No. of Modules	Wattage per Module	System Size (kW DC)	Projected Energy Production (kwhr/year)
op	400	600	240.0	290,500
			Percent Expected Load:	29.05%

Interconnection: The ground mounted system will require a connection directly to SNEW's grid. This interconnection will consist of a dedicated utility transformer, metering equipment and a distribution

switchboard located on a pad near the ground mounted photovoltaic modules. It should be noted that this system will be completely separate from the electrical service to the elementary school, and will not directly offset the energy usage of the school. There will be two distinct electrical systems – the school’s energy usage will be paid for under a single utility bill, and the production from the PV system will be reimbursed under an agreement that will need to be made with SNEW. It should also be noted that the financial analysis of this report assumes that **SNEW will furnish and install a pad mounted transformer, meter and all associated relay/control equipment, and costs of this equipment will be covered by SNEW.** The project costs will cover the main distribution switchboard and all equipment downstream of this switchboard. Furthermore, an underground conduit pathway will be required from the project site to the SNEW connection point on South Main Street. This will require an easement routed through a private right-of-way. Future discussions with SNEW are required to determine exact scope.

The roof mounted system will require a 300A, 480V, 3 phase connection. This interconnection will take place in the building at the main electrical service switchboard. A dedicated circuit breaker and distribution panel will be provided for this connection. All electricity generated from the roof mounted system will therefore be a direct offset to the elementary school’s electrical usage.

FINANCIAL ANALYSIS

Opinion of Costs: PV system costs vary based on Market conditions including availability of materials and labor. The PV modules are most susceptible to availability constraints. Working with your electrician/installer on their ability to procure materials and flexibility on the acceptance of a number of different manufacturers will reduce costs. CES will develop an open specification that allows some flexibility in the procurement of equipment given a set of constraints agreed upon with the City of Norwalk such as level of quality, source of products, and performance factors.

General items to be noted in the below opinions of probable costs:

- We have developed this opinion based on recent and historical bid results on similar projects. This should not be considered an absolute project cost number but is meant as an order of magnitude estimate.
- Based on our site analysis, the ground mounted system will require removal of three(3) full grown trees to prevent shading. This has been included as a separate line item in the tables below.
- The ground mounted system will require fencing around the perimeter of the system. This has been included as a separate line item in the tables below.
- As noted in the interconnection section above, the ground mounted systems have been priced assuming that the pad mounted transformer, metering equipment and all associated medium voltage equipment will be furnished and installed by SNEW at no cost to Owner.
- It is assumed that no incentives are available for this project. SNEW is a municipal utility provider and therefore under the same governance as the City itself. Incentives are typically provided by regional utility companies such as Eversource and United Illuminating.
- The opinion of probable costs does not include soft costs such as civil engineering design, geotechnical testing or related design services.
- The opinion of probable costs does not include any civil improvements, such as driveways, paving, re-grading or shrub removal from the previous tenant.

Roof Mounted System: Opinion of Probable Costs					
	System Size (kW)	System Cost (\$/W)			Opinion of Total System Cost
Rooftop	240	\$3.25			\$780,000

Ground Mounted System: Opinion of Probable Costs					
	System Size (kW)	System Cost (\$/W)	Additional Costs	Additional Costs	Opinion of Total System Cost
West Site	150	\$4.00	Tree Removal 5 Trees @ \$2,000	Fencing 800 ft @ \$100/ft	\$690,000
East Site	294	\$4.00	Tree Removal 1 Tree @ \$2,000	Fencing 500 ft @ \$100/ft	\$1,228,000
Setback Area	318	\$4.00		Additional Fencing 250 ft @ \$100/ft	\$1,297,000
				TOTAL	\$3,215,000

EQUIPMENT SELECTION

In this study, we have utilized materials that we believe are currently available and competitively priced. Although we have chosen specific equipment for the purposes of our study, we have not excluded all others. We remain open to using other manufacturer's materials if desired by the City of Norwalk, and have only included the following as materials as a starting point for the design.

Photovoltaic Module: Solar "panels" located on the roof or ground mounted.

Manufacturer: Hanwha Q CELLS America, Inc.

Model: Q.PEAK DUO XL-G11

Wattage: 600W

Warranty: 12 year product warranty and 25 year linear performance warranty.

Cells: 156 half cells.

Physical Size: 95"L x 45"W x 1.38" Thick

Color: Black with black frame

Inverter: Device converting solar DC power to grid AC power.

Manufacturer: Solar Edge

Model: SE80KUS/ SE100KUS/ SE110KUS/ SE120KUS

Wattage: 80KW/ 100KW/ 110KW/ 120KW

Input Voltage: 1000V DC

Output Voltage: 480V, 3 phase

Mounting: Free Standing on Pad

Note that exact KW size and quantity of inverters will vary based on system constraints. This will be finalized as design progresses. We also recommend the use of power optimizers with the SolarEdge inverters. The power optimizers allows for individual module monitoring and voltage control for maximum output and ease of service and maintenance.

	
Solar Edge Three-Phase Inverter	Q Cells Module

Racking Systems: Structure to which the modules are mounted

	
Iron Ridge: BX Ballasted System for Flat Roof	
	
Iron Ridge: XR Ground Mount System	

Manufacturer: Iron Ridge Material: Aluminum rails with locally sourced steel mechanical tubing. Foundations: Ground Screws or Concrete Piers or Concrete ballasted (if ground penetration is not desired) Mounting: Ground.
--

AGENCY REVIEWS AND PROCESS

There is an application and approval process for Grid tied photovoltaic systems by several different agencies.

Electric Utility:

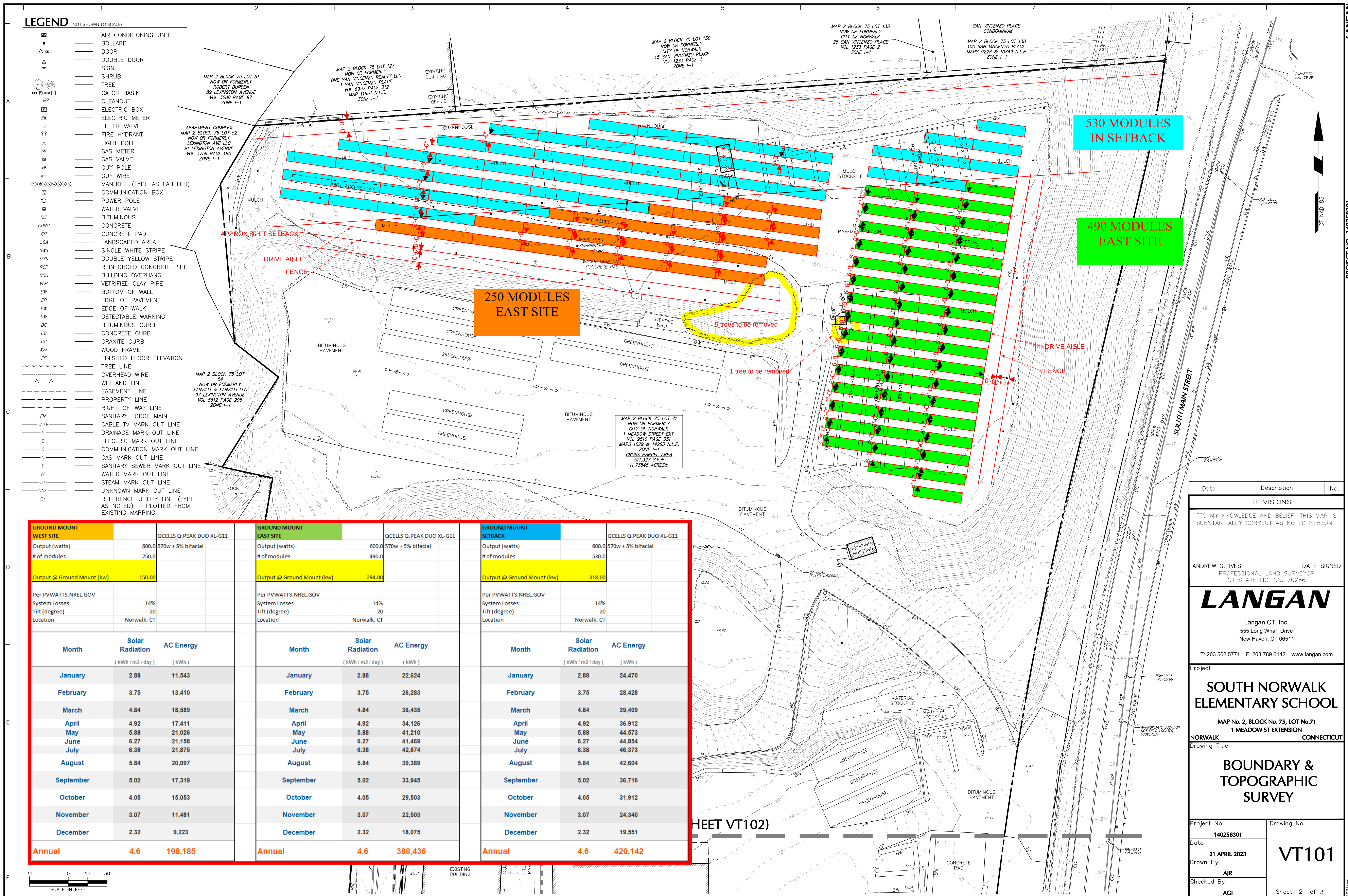
Permission to connect a photovoltaic system to the utility grid is required from any electrical utility. South Norwalk Electric and Water (SNEW), which is the local electric supplier in Norwalk, CT will need to review the project for feasibility.

Local Code Official

A photovoltaic system would require an electrical permit by the City of Norwalk. Sealed engineering drawings would need to be provided to the City of Norwalk for the purposes of their review and issuance of an electrical permit to proceed with the work. This process is similar to any building permit process and could occur simultaneously as the SNEW review. The reviewers will be looking for code-related items but also how the system is disconnected in emergency situations. We will be including these details in our design documentation and am confident the design will be approved. Typical permitting fees apply and vary by City.

Fire Marshal Approval

For the roof mounted system only, the local Fire Marshal will need to review the plan layout. The fire department will likely review the plans when a permit is requested and there is no need for any additional process here. However, in some instances it has been helpful to include the Fire Marshal early in the design process. The Fire Marshal typically reviews the project in terms of roof access to the building and electrical shutoff locations so they are comfortable if they have to de-energize the systems and fight a fire on site. Early involvement by the fire department may reduce delays in addressing their requests or concerns.



Key Value	
-----------	--

Month	Solar Radiation (kWh / m ² / day)	AC Energy (kWh)
January	2.22	13,942
February	3.1	17,578
March	4.31	26,480
April	4.73	26,853
May	5.9	33,785
June	6.39	34,552
July	6.45	35,478
August	5.66	31,284
September	4.6	25,393
October	3.41	20,197
November	2.39	14,110
December	1.77	10,914
annual	4.24	290,564

Notice:
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Client/ Contractor

CITY OF NORWALK

125 EAST AVENUE
NORWALK, CT 06851

Project

**SOUTH NORWALK
ELEMENTARY
SCHOOL**

1 MEADOW STREET
NORWALK, CONNECTICUT

STATE PROJECT No.: 103-0264 N

Seals

DDR SUBMISSION
06/20/23

Issues / Revisions		
No.	Date	Descrip
	06/20/23	DDR S

Drawing Title

**MECHANICAL
ROOF PLAN**

Project Manager:	BBP	Project No:	NWK01A
Project Architect:	EW	Production Leader:	SM
Project Designer:	EN	Peer Reviewer:	

Drawing Number

M1.05

Page 74 of 2



3/16/2023 2:55:41 PM Autodesks Docs://NWIK01AR - South Norwalk Elementary/R22-2022645-MEP Central South Norwalk Elementary School.nv

1 MECHANICAL ROOF - OVERALL
3/32" = 1'-0"

A compass rose with a circle and a vertical line. An arrow points upwards from the top of the circle, labeled "PROJECT NORTH".



CITY OF NORWALK
Alan Lo, Buildings and Facilities Manager
alo@norwalkct.gov P: 203-854-7877
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO : LAND USE AND BUILDING MANAGEMENT COMMITTEE

FROM: ALAN LO, BUILDING AND FACILITIES MANAGER

RE : **SOUTH NORWALK SCHOOL –
PHOTOVOLTAIC (PV) DEVELOPMENT**

DATE: OCTOBER 25, 2024 (*REVISED IN ITALIC 11/7/2024*)

Consistent with the City of Norwalk’s goals and the direction of the Land Use and Building Management Committee of Norwalk Common Council, all major municipal building construction projects are required to develop an energy evaluation as part of the design process. All school projects are required to comply with State’s High Energy Performance Building Standards and for non-school buildings, our goal is to achieve LEED Silver or better for new building construction.

The proposed new South Norwalk Elementary School is located within South Norwalk Electric Works (SNEW) electric service boundaries. City staff has been in detailed discussions with SNEW representatives for more than a year on the assessment and the maximization of photovoltaic (PV) generation on the proposed property, former Hatch & Bailey property. Based on the site configuration, the property offers an unique opportunity to include a ground mounted system in addition to the development of a rooftop PV system. The ground mounted system would be located in approximately 1.7 acres of elevated area which is substantially higher than the rest of the property and is generally not ADA accessible. However, this area is generally flat without vegetation which is suitable for a ground mounted PV system.

SNEW and the City are extremely excited regarding the opportunity to enter into a unique partnership on the development of a ground mounted solar farm in this area together with a full rooftop PV system to generate renewable energy in South

Norwalk, an urban area that has limited land for solar generation. Our initial analysis anticipated that we will generate more electricity than the electrical consumption of the building. In order to further define the potential generation of the two PV systems, the City retained CES, an engineering firm, to design the two systems. Upon receipt of their design recommendations, SNEW and CMEEC (Connecticut Municipal Electric Energy Cooperative) which SNEW is a member, issued a Request for Proposals (RFP) for PV developers to implement this project through a Power Purchase Agreement (PPA).

As background information regarding the PPA process, the City, in collaboration with Norwalk Public Schools, has completed PV projects at Naramake School, Ponus School, Jefferson School and currently underway with Cranbury School. It is important to note that although these projects were completed in recent years, Eversource has recently restructured their incentive program and available incentives have reduced significantly. Nevertheless, the standard financial package for a PV system would include utility company incentives, federal energy tax credits and financing from the solar developer. The system would be owned by the PV Developer and leased to the City based on kilowatt per hour of electricity generated by the system. Through this process, the City would avoid the upfront capital costs as well as operating maintenance and costs throughout the life of the PPA.

For the South Norwalk School project, it is important to note that as a municipal utility company, SNEW is committed to provide the lowest utility rate possible to the South Norwalk community. Their electric rate does not include set-aside for incentive programs and their current generation rate for their customers is only slightly higher than the wholesale rate. This is great for South Norwalk residents, however, their low generation rate and the lack of utility company incentives become a financial obstacle in the development of a financially viable PV project.

Upon receipt of the proposals through the RFP process, SNEW/CMEEC embarked on an extensive evaluation process and developed detailed financial pro forma for this project. Their analysis included various assumed costs and variables to be offset against the proposed PPA value. SNEW's conclusion is that this project would barely break even through the life of a 20 year PPA and that initial operating shortfall is expected. SNEW staff brought this matter to their Commission and the Commission has agreed to establish a capped operating loss of \$25,000 per year with the commitment that the City will be responsible for any overages.

Based on all of the information available from SNEW and their financial position/concerns, I would like to advise and confirm with the Committee that the

City and SNEW would not be moving forward with the proposed partnership. Since the building has been designed with the capability to support a rooftop system, I would like to continue to assess the feasibility of rooftop PV system as a capital project without SNEW's participation. I will work with the City's preferred PV developer to develop a financial pro forma with the intent to capture federal energy tax credits and potential reimbursement as a component of the school construction project. I will provide further recommendation to the Committee toward the later part of the school construction project as we determine the availability of free balance in our construction budget.

ACTION REQUESTED:

- a. Approve to discontinue discussions with SNEW/CMEEC on a partnership to develop PV renewable energy generation at South Norwalk School due to SNEW's (as a municipal utility company) commitment to provide favorable electric generation rates to the South Norwalk Community which impacts significantly on the financial viability of PV installation.*
- b. Authorize Building Management staff to continue to assess the financial feasibility for the installation of a rooftop PV system at South Norwalk School as a capital improvement project in the event that residual funds are available from the school construction project. Upon development of a financial pro forma for this scenario, staff will submit analysis to the Committee for consideration.*



CITY OF NORWALK
Alan Lo, Buildings and Facilities Manager
alo@norwalkct.gov P: 203-854-7877
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO : LAND USE AND BUILDING MANAGEMENT COMMITTEE

FROM: ALAN LO, BUILDING AND FACILITIES MANAGER

RE : **SOUTH NORWALK SCHOOL –
PHOTOVOLTAIC (PV) DEVELOPMENT**

DATE: JANUARY 28, 2025

As part of the November 2024 and December 2024 Land Use and Building Management Committee meeting agendas, the Committee reviewed staff's recommendation regarding our efforts with SNEW to develop a photovoltaic (PV) project for the new South Norwalk School. Attached is my previous memo on this matter. In summary, the latest proposal would require both rooftop system and ground mounted systems to be installed "in-front" of the building electric meter. Therefore, the City will be making full/normal payment to SNEW for future building electricity consumption without any savings. For the development of the PV systems, the City will provide the property and rooftop for SNEW/CMEEC for the installation of the systems. SNEW/CMEEC is expecting operating deficits during initial years. SNEW Commission voted to cap the annual operating lost in the maximum amount of \$25,000 with the City responsible for all excess shortfall. Based on this scenario, the City will put up property without any financial benefits except potential financial liability. Although both the City and SNEW/CMEEC have expended significant efforts in the development of the current proposal, at this time, staff is recommending to discontinue our current efforts and for the City to consider other possible options.

At the December meeting, Councilman Wiggins requested supplemental information which was subsequently provided to all members of the Committee.

ACTION REQUESTED:

- a. Approve to discontinue discussions with SNEW/CMEEC on a partnership to develop PV renewable energy generation at South Norwalk School due to SNEW's (as a municipal utility company) commitment to provide favorable electric generation rates to the South Norwalk Community which impacts significantly on the financial viability of PV installation.**
- b. Authorize Building Management staff to continue to assess the financial feasibility for the installation of a rooftop PV system at South Norwalk School as a capital improvement project in the event that residual funds are available from the school construction project. Upon development of a financial pro forma for this scenario, staff will submit analysis to the Committee for consideration.**

**SOUTH NORWALK SCHOOL
ROOFTOP PHOTOVOLTAIC (PV) INSTANTIONATION
FINANCIAL ANALYSIS**

DEC. 19, 2025

With the understanding that a Turnkey PV rooftop installation through a Power Purchase Agreement (PPA- a leased system) could not be implemented due to various regulatory and financial perimeters, the below analysis it based on the City hiring a solar contractor to install a system to be owned and operated by the City. I have received confirmation from DAS that the proposed rooftop PV can be included into the current South Norwalk School project budget and would be eligible for reimbursement.

Proposed system size: 240 kW DC

Estimated installation cost: \$3.50/watt

Estimated hard installation cost: 240 kW (or 240,000 watt) x \$3.50/watt = \$840,000

Estimated soft costs to include design,
CM management fee and contingency: \$100,000

Total project cost: **\$940,000**

State reimbursement at 60% = \$564,000

City share at 40% = **\$376,000**

Debt service @ 3.689% for 30 yrs = \$1,728/month x 12 month = **\$20,736/yr**

Other expenses: system maintenance and monitoring \$2,000 per year
Reserves for repair and replacement \$2,500 per year

Total expenses per year: **\$25,236/yr**

Savings:

Projected generation saving per yr.: 290,000 kWh/yr at \$0.085/kWh = \$24,650
Generation (\$0.085/kWh) with proportioned various delivery

charge savings (\$0.0585/kWh): 290,000 kWh/yr at \$0.1435/kWh = **\$41,615**

Notes:

The above numbers are conceptual. There are many factors that affect the above abstract year-one analysis....and ultimately the 25 year life of a system. Said factors include:

- Final size of the system
- Inflation
- Escalation of electricity cost
- Present value of money
- Degradation of the panel through time
- Actual bond rate
- Actual installation cost
- Actual costs for monitoring, maintenance and reserves

Nevertheless, as an abstract analysis, there is a potential year-one saving of \$41,615/yr - \$25,236/yr = **\$16,409/yr**. With this understanding, I intend to continue to pursue with the installation of PV system on the new South Norwalk School roof. I will continue to update this analysis as accurate values become available.



TO: MEMBERS OF LAND USE & BUILDING MANAGEMENT COMMITTEE

FROM: JOANN ACQUARULO, BUILDING MANAGEMENT

DATE: JANUARY 29, 2026

RE: CALF PASTURE BEACH RENOVATION -TECHNICAL CORRECTION

On November 17, 2025 at a Special Meeting of the City Council approved Item VI, D. 6a & 6b:

“Authorize the Mayor, Harry W. Rilling, to execute an Agreement with O’Riordan Migani Architects LLC for architectural services for the Calf Pasture Beach Camp renovation project for a total not to exceed \$119,480.00. Acct. # 09263110-5777-C0365.

Authorize architectural design contingency with O’Riordan Migani Architects LLC for the Calf Pasture Beach Camp renovation project for a total not to exceed \$11,948.00 - Acct. # 09263110-5777-C0365.”

Subsequent to the above approval, we learned that there was a typo in the account number. The wrong Recreation and Parks number was inserted into the letter.

At this time, we would like to request a Technical Correction to reflect the actual account number. The proposed action shall read as follows:

“Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with O’Riordan Migani Architects LLC for architectural services for the Calf Pasture Beach Camp renovation project for a total not to exceed \$119,480.00. Acct. #09266030 5777 C0365.

Authorize a contingency allowance for a total not to exceed \$11,948.00. Acct. #09266030 5777 C0365.”

Memorandum

To: Mayor Barbara Smyth
Members of the Common Council

From: Darin L. Callahan, Assistant Corporation Counsel

Cc: Mario Coppola, Corporation Counsel
Vanessa Valadares, Chief of Operations and Public Works

Date: December 5, 2025

Re: Request by Housing Authority of The City of Norwalk concerning the City of Norwalk's Easement at 20 Day Street

.....

Housing Authority of The City of Norwalk (the "Authority"), in accordance with Section 22a-1330 of the Connecticut General Statutes ("C.G.S."), has applied for an Environmental Land Use Restriction ("ELUR") upon land it owns at 20 Day Street, Norwalk, CT ("Subject Property") as a mechanism for complying with environmental laws in lieu of other abatement activities. In order for the Authority to satisfy the statutory and regulatory requirements for issuance of an ELUR by the Department of Energy and Environmental Protection ("DEEP"), the Authority must first obtain a subordination agreement¹ from any and all encumbrancers (e.g. - easement holders) holding an interest in the Subject Property.

(b) (1) No owner of land may record an environmental land use restriction on the land records of the municipality in which such land is located unless he simultaneously records documents which demonstrate that each person holding an interest in such land or any part thereof, including without limitation each mortgagee, lessee, lienor and encumbrancer, irrevocably subordinates such interest to the environmental land use restriction, provided the commissioner may waive such requirement if he finds that the interest in such land is so minor as to be unaffected by the environmental land use restriction. The commissioner shall waive the requirement to obtain subordination agreements for any interest in land that, when acted upon, is not capable of creating a condition contrary to any purpose of such environmental land use restriction. An environmental land use restriction shall run with land, shall bind the owner of the land and his successors and assigns, and shall be enforceable notwithstanding lack of privity of estate or contract or benefit to particular land.

Conn. Gen. Stat. § 22a-1330(b)(1).

¹ A subordination agreement is an agreement to alter the natural priority of interests in land such that a prior-in-right interest holder's interest in land becomes subject to a subsequent-in-right interest holders interest in land by an agreement commonly referred to as a "subordination agreement."

The City of Norwalk ("City") holds sidewalk easements upon, over and under the Subject Property.

I, in coordination with the Public Works Department (Vanessa Valadares), have worked with the Authority's representatives to address the request. Subject to required public approvals, the Parties appears to generally be in agreement that the form and substance of subject Subordination Agreement.

Based on the forgoing, we are recommending the following:

AUTHORIZE THE MAYOR, BARBARA SMYTH TO ENTER INTO A SUBORDINATION AGREEMENT AND SUCH OTHER INSTRUMENTS INCIDENTAL THERETO WITH THE HOUSING AUTHORITY ("NHA") FOR THE CITY OF NORWALK WITH RESPECT TO THE CITY'S EASEMENTS AT 20 DY STREET IN CONNECTION WITH NHA's ELUR APPLICATION TO DEEP.

SUBORDINATION AGREEMENT
20 Day Street, Norwalk, CT

The CITY OF NORWALK, a municipal corporation located in the County of Fairfield, State of Connecticut, having a principal office in Norwalk, Connecticut (the "City"), is a holder of sidewalk easements pursuant easement dated _____, 2025 recorded in Volume _____, Page _____ of the Norwalk Land Records ("Easements").

HOUSING AUTHORITY OF THE CITY OF NORWALK, a public body corporate and politic organized and existing pursuant to Section 8-40 of the Connecticut General Statutes with a principal place of business located at 24 ½ Monroe Street, Norwalk, CT 06854 ("Land Owner") is the owner of the real property and improvements known as 20 Day Street, Norwalk, Connecticut (the "Property"), which Property is subject to, and burdened by, the Easements.

The City has been advised that the Land Owner will be granting to the Commissioner of the Energy and Environmental Protection of the State of Connecticut ("DEEP") a Declaration of Environmental Land Use Restriction and Grant of Easement (the "Grant") encumbering the Property to be recorded in the Norwalk Land Records. The City agrees for itself, its successors and assigns, in consideration of the Land Owner's agreements in this Subordination Agreement, that subject to the other terms and conditions in this Subordination Agreement, the Easements are hereby modified to make the Easements automatically and irrevocably subordinate to said Grant and to the rights, covenants, restrictions and easements created by and under said Grant (collectively, the "Grant Interest"), but only with respect to that portion, if any, of the area of the Easements which is actually located within the Subject Area (as defined and described in the Grant) so that the City agrees to be bound by and to comply with the provisions of the Grant subject to the terms and conditions set forth herein, notwithstanding that the Easements were recorded prior to the Grant or this Subordination Agreement. After recording the Grant and this Subordination Agreement, Land Owner agrees to provide copies of the recorded documents to the City and note the volume and page numbers in the spaces below and return same to the City.

Notwithstanding anything to the contrary contained in this Subordination Agreement, the Land Owner, on its behalf and on behalf of its successors and assigns, acknowledges and agrees, as a covenant on and against the Property running with the Property, that this agreement by the City to subordinate its Easements to the Grant is further conditioned upon the following: (1) that any expense incurred by the City as a result of compliance with the Grant, the Grant Interests or with this Subordination Agreement or otherwise in connection with this Subordination Agreement (including but not limited to any expenses incurred by the City in the enforcement of, or interpretation of, this Subordination Agreement) or as a consequence of the Easements being subordinate to the Grant and the Grant Interests, shall be borne entirely by the Land Owner, its successors and assigns, and shall be due and payable from same to the City immediately upon demand by the City; and (2) that the Land Owner, its successors and assigns, each agrees to defend, indemnify, reimburse and hold harmless the City from and against any and all costs, expenses, fees (including but not limited to attorneys', consultant and expert fees), liabilities, penalties, fines, claims, losses, obligations, orders, suits or damages (collectively, "Costs") arising out of, or in connection, with (i) the Grant, (ii) the Grant Interests, (iii) this Subordination Agreement, and (iv)

any and all environmental conditions present in, on or under the Property unless such Costs are solely caused by the City's intentional misconduct.

Prior to the execution of this Subordination Agreement, Land Owner shall provide to the City a copy of the ELUR Application submitted to DEEP including copies of environmental reports regarding the nature and extent of contamination of soils at the Property. In the event of an unforeseen combination of circumstances or the resulting state that calls for immediate action to prevent a significant risk to human health or the environment, the destruction of property or the disruption of public utility service which would require disturbing the soil at the Property, the City shall notify Land Owner of such emergency and that such risk cannot be abated without suspending the Grant and Land Owner shall immediately notify DEEP of the emergency, advise of the suspension of the Grant due to such emergency and follow the requirements of DEEP including, without limitation, the following: Land Owner shall take all action necessary to limit both the extent and duration of the suspension of the Grant to the minimum reasonably necessary to adequately respond to the emergency; implement all measures necessary to limit actual and potential present and future risk to human health and the environment resulting from such suspension; and after the emergency is abated, implement a plan approved in writing by DEEP on a schedule approved by DEEP, to ensure that the Subject Area of the Grant is remediated in accordance with Sections 22a-133k-1 to 22a-133k-3, inclusive, of the Regulations of Connecticut State Agencies and restored to the condition described in the Grant. In the event of such emergency Land Owner shall provide the City with access to other property of Land Owner outside the Easements reasonably close to the Easements to permit the City to perform such emergency activities without disturbing soil within the Grant or limiting the extent and duration of such disturbance of soil causing the emergency suspension of the Grant.

Land Owner, on its behalf and that of its successors and assigns, further acknowledges and agrees that nothing contained in this Subordination Agreement shall affect any other easement or easement right that the City may hold including any that involve Land Owner property.

Notwithstanding anything to the contrary contained in this Subordination Agreement, if the Land Owner fails to timely perform any obligation imposed on the Land Owner under this Subordination Agreement within thirty (30) days of Land Owner's receipt of a written notice of default from DEEP or the City (including but not limited to the Land Owner's obligation hereunder to timely reimburse and indemnify the City from any Costs) and if Land Owner has not cured such default or has no valid defense to the alleged default which Land Owner has asserted and is pursuing, within said 30-day period, then Land Owner agrees that any time after the expiration of said 30-day cure period the City has the right to seek whatever remedy may be available to the City either in law or equity, as well as to recover from Land Owner the City's reasonable costs and expenses of enforcing Land Owner's obligations under this Subordination Agreement (including but not limited to attorneys', consultants, and expert fees incurred by the City).

All notices required or permitted hereunder shall be sent via certified mail return receipt requested or nationally recognized overnight courier service as follows, provided that if Land Owner is no longer the owner of the Property then The City shall be entitled to send such notice to the then current owner of the Property using the address for said current owner provided by the tax assessor of the municipality in which the Land is located:

To City of Norwalk:

City of Norwalk, Law Department
125 East Avenue, Norwalk, CT 06851
Attn: Corporation Counsel

With Copy to:

City of Norwalk, Dept. of Public Works
125 East Avenue, Norwalk, CT 06851
Attn: Chief of Operations and Public Works

City of Norwalk, Mayor's Office
125 East Avenue, Norwalk, CT 06851
Attn: Harry W. Rilling

To Land Owner:

Housing Authority of the City of Norwalk
24 ½ Monroe Street, Norwalk, CT 06854
Attn: Adam Bovilsky

With Copy to:

Lattarulo Law Firm, LLC
304 Main Street #329, Norwalk, CT 06851
Attn: Donna Rattarulo

Land Owner understands, acknowledges and agrees that this Subordination Agreement is being provided by the City without any representations, covenants or warranties of any kind.

The covenants and obligations imposed on the Land Owner in this instrument shall be covenants and obligations that run with the land and are binding on the Land Owner, its successors and assigns, and inure to the benefit of the City, its successors and assigns.

This Subordination Agreement is governed by the laws of the State of Connecticut without resort to any conflict of law principals that would result in the application of the law of any state other than the State of Connecticut.

[SIGNATURE PAGES FOLLOWS]

WITNESS the execution hereof under seal this day _____, 2025.

Signed and delivered in the presence of:

**HOUSING AUTHORITY FOR THE CITY OF
NORWALK**

Witness

Printed Name:

By: _____
Name: Adam D. Bovilsky
Title: Executive Director
Date:

Witness

Printed Name:

STATE OF CONNECTICUT)
) ss. Norwalk, CT
COUNTY OF FAIRFIELD)

On this ____ day of _____, 2025, before me, the undersigned officer, personally appeared Adam D. Bovilsky, who acknowledged himself to be the Executive Director of the Housing Authority of the City of Norwalk, and that as such Executive Director, being authorized so to do, executed the foregoing instrument for the purposes therein contained, by signing the name of the limited liability company as his free act and deed and the free act and deed of said Housing Authority of the City of Norwalk.

In Witness Whereof, I hereunto set my hand and official seal.

Notary Public
My Commission Expires:

WITNESS the execution hereof under seal this day _____, 2025.

Signed and delivered in the presence of:

Witness

CITY OF NORWALK

Printed Name:

By: _____
Barbara Smyth
Its Mayor
Duly Authorized

Witness

Printed Name:

STATE OF CONNECTICUT)
) ss. Norwalk
COUNTY OF FAIRFIELD)

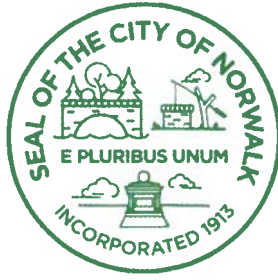
On this ____ day of _____, 2025, before me, the undersigned officer, personally appeared, Barbara Smyth, who acknowledged herself to be the Mayor of the City of Norwalk, and that as such Mayor, being authorized so to do, executed the foregoing instrument for the purposes therein contained, by signing the name of the municipal corporation as her free act and deed and the free act and deed of said municipal corporation.

In Witness Whereof, I hereunto set my hand and official seal.

Notary Public
My Commission Expires:

ELUR recorded in the Norwalk Land Records at Volume ____ Page ____ on _____, 2025

Subordination Agreement recorded in the Norwalk Land Records at Volume ____ Page ____ on _____, 2025.



Contract Staff Summary

Department/Staff Contact	DPW Engineering / Paul Sotnik x47891
Common Council Committee	Public Works Committee
Date Approved by Committee	
Purpose/Scope	Honorary Naming of Lincoln Avenue Extension to Master Chief Alexander Restrepo Way
Vendor (Indicate if new or existing vendor)	N/A
Term of Contract	
Method of Procurement (Indicate if sole source)	
Cost of Contract	
Funding Source/Account Number	
Additional Information/Other Details	Public Hearing 2/3/2026



City of Norwalk
Paul Sotnik, P.E.
Senior Civil Engineer / Department of Engineering
125 East Avenue
Norwalk, CT 06856-5125
Office Telephone: (203) 854-7891
www.norwalkct.gov
E-Mail: psotnik@norwalkct.gov

MEMORANDUM

TO: Vanessa Valadares, P.E. - Chief of Operations and Public Works

FROM: Paul L. Sotnik, P.E. - Senior Civil Engineer 

CC: James Meehan, P.E. - Principal Engineer

REF: Master Chief Alexander Restrepo Way
Public Hearing and Action Item For the Honorary Naming of Lincoln Avenue Extension

DATE: January 16, 2026

Ms. Michelle Petrides delivered a request letter and package of supporting backup information concerning the above referenced topic on October 9, 2025, requesting that Lincoln Avenue Extension be named Master Chief Alexander Restrepo Way in honor of his military service in the United States Navy in Seal Team SIX as a Master Chief.

The proposed Honorary Street Name sign would be installed at the following location. I have attached a map for reference.

- On Lincoln Avenue Extension at the intersection of Lowndes Avenue.

On December 2, 2025 at their regularly scheduled meeting, the Public Works Committee of the City Council acknowledged the receipt of the request for the Honorary naming of Lincoln Avenue Extension to Master Chief Alexander Restrepo Way and called for the scheduling of a Public Hearing on Tuesday, February 3, 2026 at 7:00 P.M. concerning the topic in order to hear all parties interested in commenting on the proposed Honorary Street naming and to take such action on said naming that the Committee may deem advisable.

Therefore, I would like to request that the following Items be included on the agenda for the February 3, 2026 meeting of the Public Works Committee of the City Council for approval.

Public Hearing

Conduct a Public Hearing to hear all parties interested in commenting on the proposed Honorary Street naming of Lincoln Avenue Extension to Master Chief Alexander Restrepo Way at 7:00 P.M.



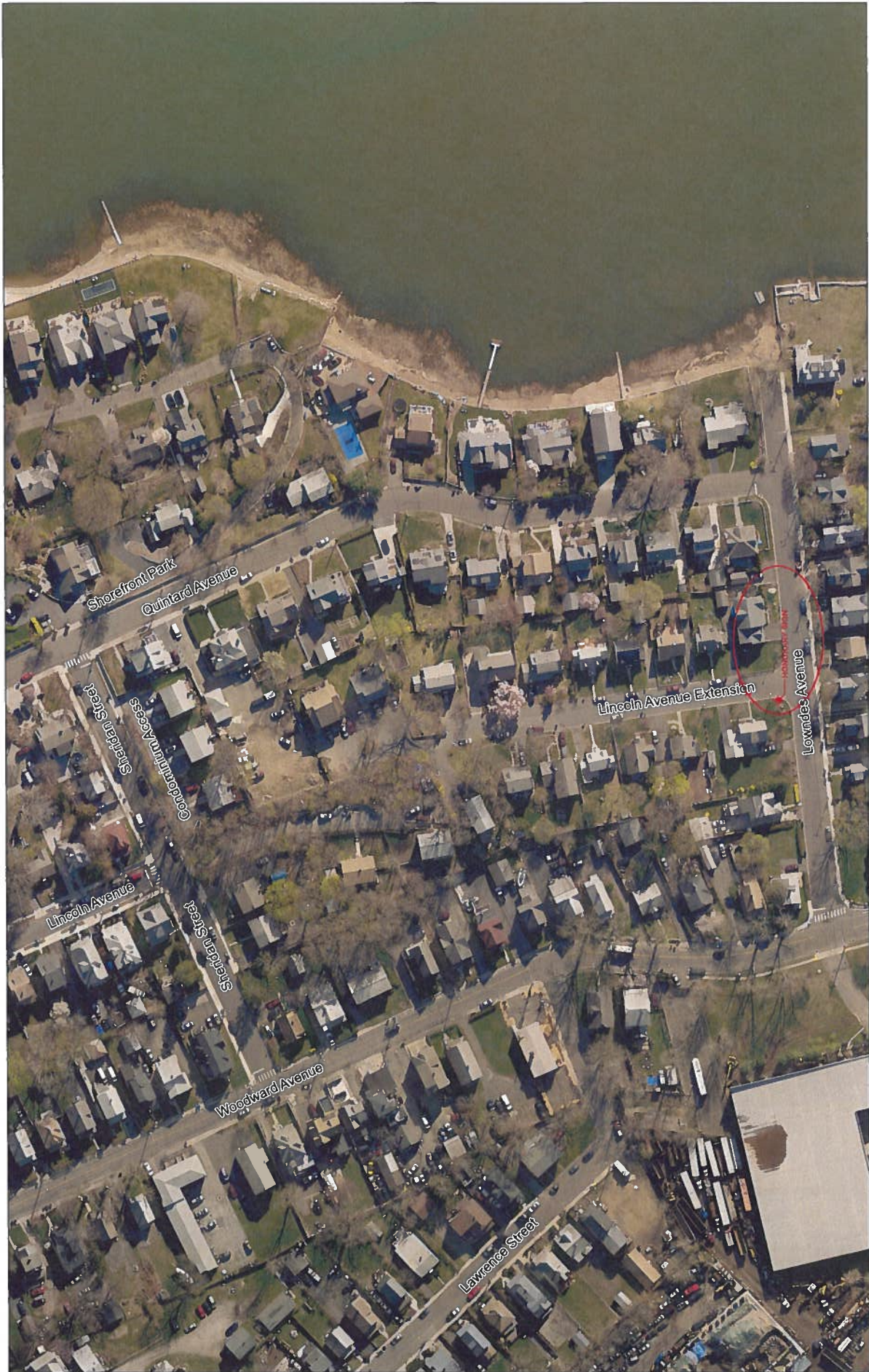
City of Norwalk
Paul Sotnik, P.E.
Senior Civil Engineer / Department of Engineering
125 East Avenue
Norwalk, CT 06856-5125
Office Telephone: (203) 854-7891
www.norwalkct.gov
E-Mail: psotnik@norwalkct.gov

New Business

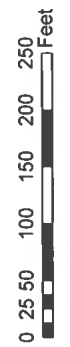
Approve the Honorary naming of Lincoln Avenue Extension to Master Chief Alexander Restrepo Way.

I have attached a copy of Chapter 95 Streets and Sidewalks Article II Honorary and Historic Naming of Streets for reference.

If you have any questions, please do not hesitate to contact me.



MASTER CHIEF ALEXANDER RESTREPO WAY



1 inch = 50 feet

2019 AERIAL PHOTO DATA



Michelle Petrides
194 East Avenue
Norwalk CT 06855
203.253.2088

Chief of Operations and Public Works
125 East Avenue
Norwalk Ct 06856

Dear Vanessa Valadares,

I hope this letter finds you well. My name is Michelle Petrides and I am writing you today to request naming a street sign.

In accordance to ordinance 95-39, I believe we have met the requirements to make such request. Alexander Restrepo grew up with his family on Lexington Ave ext. although Alex was predeceased by his mother, his father, Horatio still resides in their family home. Alex

passed away suddenly on January 27, 2020. Alex graduated from Brian McMahon High School, whom of which honored him posthumously for being a stand out athlete, but more importantly for his dedicated service in the U.S. Navy. Alex was handpicked to be a part of the first Seal Team Six.

I have enclosed his obituary, which summarizes Alex's 25 years of military service, as well as other documents both public and personal so that you may have more insight as to why this is a special and well deserved honor for him, but most importantly his family.

I am requesting that Lexington Avenue ext. also be named "Master Chief Alexander Restrepo Way" or "MCPON Alexander Restrepo way".

I am aware that there are several steps in procedure. I hope that we can be put on the next public works meeting agenda, with your blessing.

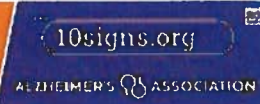
I will bring my petition at that time or at the time of the Public hearing at your request. Thank you for taking the time to read my request. I truly believe if anyone deserves a street sign, it's Alex. I appreciate your attention to this matter and look forward to hearing from you soon.



Michelle Petrides
Michellemaggio4@gmail.com

RECEIVED
OCT 09 2025
PUBLIC WORKS

Some things come with age.
Some others don't.
Learn the early signs of Alzheimer's.



THE HOUR

Search by Name

[Restrepo](#) / [Alexander Restrepo](#)

Alexander Restrepo

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Alexander Restrepo Obituary

Alexander Restrepo Master Chief (SEAL-Ret.) Alexander Restrepo passed away suddenly January 27, 2020. He was born in Costa Rica, grew up in Connecticut, and spent much of his military career in Virginia Beach. Master Chief Restrepo enlisted in the U.S. Navy in 1977, and after a brief tour in the surface navy, he volunteered for Basic Underwater Demolition/SEAL training in Coronado, CA. He served over twenty-five years in Underwater Demolition and SEAL Teams earning a distinguished record of accomplishments. Upon retirement from active duty, as a decorated Master Chief Petty Officer, he pursued a second

career supporting several U.S. Government Agencies and a wide range of private corporations worldwide, including work in Iraq and in the suppression of illegal immigration and drug smuggling near the United States southern border. During his military service, he deployed as a platoon member in Underwater Demolition Team 21 to the Caribbean and the Mediterranean until he was handpicked to join the recently formed SEAL Team SIX, in which he served in increasingly significant leadership positions. Master Chief Restrepo led, and participated in, multiple classified worldwide operations in support of U.S. and foreign governments, militaries, and agencies. He conducted counter insurgency operations in El Salvador and Honduras, combat operations in Granada and Panama; and high-level national security missions involving counter terrorism, counter insurgency and counter narcotics operations worldwide. Most notably, he was recognized as one of the foremost experts in the world in the application of Explosive Breaching, while leading a division responsible for combat engineering, explosives development, and the tactical use of explosives. Alex was a professional, reliable, and loyal teammate, as well as a devoted family man who had the admiration and respect of his fellow warriors. He is leaving indelible memories of shared life experiences in the service of his country and his family. He is survived by his wife Amy, his children Alexandra, Kyle, and Lauren; his father Horacio; his sister Adriana L'Archevesque, her husband Lee and children, Emma, Lily, Lia, and Grace; his brother Marco and his wife Katie and children Nicolas and Elijah; his cousin Victor Fallas, wife Karolyn and sons Tyler and Dean. Alex was predeceased by his mother Iris.

A funeral service will be held at Arlington National Cemetery at a later time.

To plant trees in memory, please visit the [Sympathy Store](#).

Published by The Hour on Jan. 31, 2020.

Restrepo Pages

See more records on Ancestry®



Alexander Restrepo Class of 1977

Alexander Restrepo is being honored posthumously for his dedicated and notable service in the U.S. Navy for over 25 years.

While a student at Brien McMahon, Alexander was a standout athlete, playing outside linebacker on the football team and wrestled 132 pounds on the 1977 State Champion wrestling team. In addition, Alexander earned an individual State champion title in his weight class.

After graduating in 1977, Alexander enlisted in the U.S. Navy in San Diego, CA. After a brief tour in the surface Navy, he volunteered for Basic Underwater Demolition/SEAL training in Coronado, CA. He served over twenty-five years in the Underwater Demolition and SEAL Teams earning a distinguished record of accomplishments.

During his military service he was deployed as a platoon member in Underwater Demolition Team 21 to the Caribbean and the Mediterranean until he was handpicked to join the recently formed SEAL Team SIX, in which he served in increasingly significant leadership positions. Master Chief Restrepo led, and participated in, multiple classified worldwide operations in support of the U.S. and foreign governments, militaries, and agencies. He conducted counter insurgency operations in El Salvador and Honduras, combat operations in Granada and Panama and high-level national security missions involving counter terrorism, counter insurgency, and counter narcotics operations worldwide. He was recognized as one of the foremost experts in the world in the application of Explosive Breaching, while leading a division responsible for combat engineering, explosives development and the tactical use of explosives.

Upon retirement from active duty, as a decorated Master Chief Petty Officer, Alexander pursued a second career supporting several U.S. Government Agencies and a wide range of private corporations worldwide, including work in Iraq and in the suppression of illegal immigration and drug smuggling near the U.S. Southern border.

Alexander died suddenly on January 27, 2020, and was laid to rest in Arlington National Cemetery. He is remembered as a reliable and loyal teammate, classmate, and a great friend to all that knew him.

The Brien McMahon High School Alumni Association is proud to include Alexander Restrepo in the 2023 Hall of Fame.



Alex (R) in Kurdistan.



Ronald Young March 22, 2020

 Share



BMHS 1974 Football Team. Alex is #23 - third row center



Manuel Allende February 3, 2020

➦ Share



January 31, 2020

May your rest in Eternal Peace in Frogman Heaven Master CPO
Restrepo.

HooYah!

Erasmio "Doc" Rioja

 Share

◆ AI Overview



An obituary for Alexander Restrepo of Norwalk, CT, who died on January 27, 2020, is available on [Legacy.com](https://www.legacy.com) and was published in The Hour newspaper in Virginia Beach, VA. He was a veteran of the U.S. military, serving in counterinsurgency operations and as a member of the recently formed SEAL Team SIX. His military career involved deployments to El Salvador, Honduras, Panama, and the Caribbean. 

Key Details:

- **Name:** Alexander Restrepo
- **Date of Death:** January 27, 2020
- **Location:** Norwalk, CT
- **Service:** U.S. military, including counterinsurgency and SEAL Team SIX operations

For further details, you can visit

[Legacy.com](https://www.legacy.com). 

**Alexander Restrepo
Obituary (2020) - Virgini...**

Jan 31, 2020 — How to support Alexander's loved ones. Honor a...

 Legacy.com



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Q obituary for alexander restrepo norwal ct — Private

Chapter 95. Streets and Sidewalks

Article II. Honorary and Historic Naming of Streets

[Adopted 10-28-2014]

§ 95-37. Purpose.

The purpose of this article is to establish guidelines and formalize procedures when considering the honorary or historic naming or renaming of a City-owned or controlled street or roadway, administered under the responsibility charged to the Public Works Committee of the Common Council.

§ 95-38. Policy and considerations.

[Amended 4-14-2020]

If a City street or roadway is to be named in honor of an individual, it is generally required that such individual has made a significant contribution to the community through public service and deeds, and is respected for his or her accomplishments and good conduct. Consideration shall be given to individuals who have made recent accomplishments and contributions as well as individuals with historic ties to the City. An individual shall be deceased at least one year prior to the naming unless the Common Council determines by a two-thirds-majority plus one (11 votes) that a living individual or a person who has been deceased less than one year deserves the honor. Groups should not be in a position to influence the process by funding of past or future operations of the street or roadway, and it is ultimately important for the City to avoid any perception of improper manipulation, special favor, vested interest, or endorsement of businesses, products or services.

§ 95-39. Procedure.

[Amended 4-14-2020]

Naming of City streets or roadways shall proceed as follows:

- A. The proposed naming of a City street or roadway shall be placed on a Public Works regular meeting agenda for discussion and review. In the event that the street or roadway to be named is located within a City park, the proposed naming shall be placed on the Recreation, Parks and Cultural Affairs agenda for discussion and review.
- B. A public hearing is required prior to forwarding the naming request to the full Common Council for approval. The hearing shall be held at a regular meeting of the Public Works Committee, and the scheduling of said hearing shall have been approved at a previous regular meeting by a majority vote of the Committee.
- C. A two-thirds-majority (10 votes) of the Common Council is required for the approval of all honorary or historic street names, except in the case where a living individual or a person who has been deceased less than one year is the honoree, in which case a two-thirds-majority plus one (11 votes) is required.



Contract Staff Summary

Department/Staff Contact	WPCA / Mario Pizighelli x 44162
City Council Committee	Public Works Committee
Date Approved by Committee	
Purpose/Scope	DRG2023-3 On Call Drainage Improvements at Various Locations
Vendor (Indicate if new or existing vendor)	M. Rondano, Inc.
Term of Contract	4 th Amendment / 1 year
Method of Procurement (Indicate if sole source)	
Cost of Contract	\$1,124,616.15 \$112,461.62 contingency
Funding Source/Account Number	09 20 4062 5777 C0361 09 24 4062 5777 C0361 09 24 4021 5777 C0302 09 25 4021 5777 C0302 09 26 4021 5777 C0302 09 24 4021 5777 C0021 09 25 4021 5777 C0021 09 26 4021 5777 C0021 09 21 4021 5777 C0440 09 22 4021 5777 C0440 09 24 4021 5777 C0440

09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 20 4027 5777 C0643
09 21 4021 5777 C0643
09 22 4021 5777 C0643
09 25 4021 5777 C0643
09 26 4021 5777 C0643
09 25 4021 5777 C0715
09 26 4021 5777 C0715

Additional Information/Other Details

MEMORANDUM

TO: Vanessa Valadares, P.E. – Chief of Operations and Public Works

CC: James Meehan, P.E. – Principal Engineer

FROM: Mario Pizighelli, P.E. – Stormwater Systems Manager

RE: DRG 2023-3 On Call Drainage Improvements at Various Locations

DATE: January 20, 2026

On December 12th, 2023 Common Council approved the action item to authorize the Mayor, Harry W. Rilling to execute an Agreement between the City of Norwalk and M. Rondano Inc. for Purchasing Project 4322, DRG 2023-3 On Call Drainage Improvements at Various Locations for a sum not to exceed \$1,020,060.00. The project consists of improving the City's storm drainage systems that are within the City's paving program with flexibility to perform any potential emergency drainage improvements on an on-call basis. Within the contract Bid Documents, there is a special note stating The City has an option to extend this Agreement for two (2) additional terms of one (1) year each. In the event that The City chooses to extend the contract for additional years, the contract unit bid items will be increased by 5% each additional year.

I recommend extending the contract for its final one (1) year term into February 2027. The Contractor, M. Rondano Inc., has fulfilled their obligations in timely and effective manner. Their work and expertise has proven to be beneficial in improving Norwalk's current drainage infrastructure prior to road paving and concrete sidewalk installation, resulting in more roads being ready for road reconstruction without delay. I believe that extending the contract shall provide a more efficient road reconstruction program for future paving projects and would greatly benefit The City of Norwalk.

I would like to request that the following items be included on the agenda for the February 2026 Public Works Committee meeting

1. Authorize the Mayor, Barbara C. Smyth, to execute the 4th Amendment to the December 12, 2023 agreement between the City of Norwalk and M. Rondano Inc. for Purchasing



CITY OF NORWALK
Mario Pizighelli, P.E.
Stormwater Systems Manager
Department of Engineering
125 East Avenue
Norwalk, CT 06856
Office: 203 -854- 4162
mpizighelli@norwalkct.gov

Project 4322, DRG 2023-3 On Call Drainage at Various Locations for a sum not to exceed \$1,124,616.15

2. Authorize the Chief of Operations and Public Works to execute orders on the contract with M. Rondano, Inc. for project DRG2023-3 On-Call Drainage Improvements at Various Locations for a sum not to exceed \$112,461.62

Account No.

09 20 4062 5777 C0361
09 24 4062 5777 C0361
09 24 4021 5777 C0302
09 25 4021 5777 C0302
09 26 4021 5777 C0302
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 21 4021 5777 C0440
09 22 4021 5777 C0440
09 24 4021 5777 C0440
09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 20 4027 5777 C0643
09 21 4021 5777 C0643
09 22 4021 5777 C0643
09 25 4021 5777 C0643
09 26 4021 5777 C0643
09 25 4021 5777 C0715
09 26 4021 5777 C0715

Bid Items	DRG 2023-3 On Call Drainage Improvements At Various Locations				
ITEM NO.	ITEM/DESCRIPTION	UNIT	UNIT PRICES	BID QTY	AMOUNT IN FIGURES
0201002A	CLEARING AND GRUBBING	LS	\$ 3,307.50	1	\$ 3,307.50
0202453A	TEST PIT (\$1,000.00/EA MIN BID)	EA	\$ 1,102.50	20	\$ 22,050.00
0205001A	TRENCH EXCAVATION (0'-4' DEEP)	CY	\$ 0.01	1000	\$ 11.03
0205002A	ROCK IN TRENCH EXCAVATION (0'-4' DEEP)	CY	\$ 192.94	50	\$ 9,646.88
0205003A	TRENCH EXCAVATION (0'-10' DEEP)	CY	\$ 49.61	750	\$ 37,209.38
0205004A	ROCK IN TRENCH EXCAVATION (0'-10' DEEP)	CY	\$ 192.94	50	\$ 9,646.88
0205005A	TRENCH EXCAVATION (0'-15' DEEP)	CY	\$ 121.28	100	\$ 12,127.50
0205006A	ROCK IN TRENCH EXCAVATION (0'-15' DEEP)	CY	\$ 220.50	30	\$ 6,615.00
0213012	GRANULAR FILL	CY	\$ 27.56	100	\$ 2,756.25
0213013A	3/4" CRUSHED & WASHED STONE BASE	CY	\$ 38.59	100	\$ 3,858.75
021911A	SEDIMENTATION CONTROL AT CATCH BASIN	EA	\$ 137.81	20	\$ 2,756.25
0304002	PROCESSED AGGREGATE BASE	CY	\$ 16.54	500	\$ 8,268.75
0406004A	3" TEMPORARY PAVEMENT REPAIR	SY	\$ 55.13	1500	\$ 82,687.50
0406009A	5" TEMPORARY PAVEMENT REPAIR	SY	\$ 82.69	100	\$ 8,268.75
0406201A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (MAJOR ARTERIAL)	SY	\$ 148.84	50	\$ 7,441.88
0406202A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (MINOR ARTERIAL)	SY	\$ 104.74	50	\$ 5,236.88
0406203A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (COLLECTOR)	SY	\$ 103.64	50	\$ 5,181.75
0406204A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (LOCAL)	SY	\$ 77.18	50	\$ 3,858.75
0507001A	TYPE 'C' CATCH BASIN	EA	\$ 3,858.75	20	\$ 77,175.00
0507007A	TYPE 'C' CATCH BASIN TOP	EA	\$ 1,543.50	20	\$ 30,870.00
0507042A	RESET CATCH BASIN	EA	\$ 1,378.13	10	\$ 13,781.25
0507105A	CONNECTION TO EXISTING MANHOLE, CATCH BASIN OR DRYWELL	EA	\$ 606.38	15	\$ 9,095.63
0507493	MANHOLE - 48" DIAMETER	EA	\$ 4,410.00	3	\$ 13,230.00
0507781	RESET MANHOLE	EA	\$ 992.25	3	\$ 2,976.75
0507829	CONVERT MANHOLE TO TYPE 'C' CATCH BASIN	EA	\$ 3,031.88	3	\$ 9,095.63
0507831	CONVERT CATCH BASIN TO MANHOLE	EA	\$ 3,031.88	3	\$ 9,095.63
0507869A	TYPE 'C' CATCH BASIN DOUBLE GRATE - TYPE I STRUCTURE WITH MANHOLE FRAME AND COVER	EA	\$ 6,063.75	3	\$ 18,191.25
0507870A	TYPE 'C' CATCH BASIN DOUBLE GRATE - TYPE II STRUCTURE WITH MANHOLE FRAME AND COVER	EA	\$ 6,063.75	3	\$ 18,191.25
0507903	DRYWELL	EA	\$ 6,615.00	3	\$ 19,845.00
0651001A	BEDDING MATERIAL	CY	\$ 38.59	750	\$ 28,940.63
0651716	10" DUCTILE IRON PIPE	LF	\$ 132.30	20	\$ 2,646.00
0651754	6" PVC - STORM PIPE	LF	\$ 77.18	75	\$ 5,788.13
0686000 12	12" RCP (CLASS IV)	LF	\$ 97.02	50	\$ 4,851.00
0686000 15	15" RCP (CLASS IV)	LF	\$ 99.23	50	\$ 4,961.25
0686000 18	18" RCP (CLASS IV)	LF	\$ 102.53	50	\$ 5,126.63
0686000 24	24" RCP (CLASS IV)	LF	\$ 115.76	50	\$ 5,788.13
0686000 36	36" RCP (CLASS IV)	LF	\$ 159.86	50	\$ 7,993.13
0686000 42	42" RCP (CLASS IV)	LF	\$ 192.94	50	\$ 9,646.88
0686230 08	8" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 80.48	75	\$ 6,036.19
0686230 12	12" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 82.69	500	\$ 41,343.75
0686230 15	15" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 87.10	1500	\$ 130,646.25
0686230 18	18" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 99.23	500	\$ 49,612.50
0686230 24	24" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 132.30	500	\$ 66,150.00
0686230 36	36" CORRUGATED P.E. PIPE (SMOOTH INTERIOR)	LF	\$ 165.38	150	\$ 24,806.25
0686801	PRECAST CONCRETE INFILTRATION GALLERY (4'X4')	LF	\$ 303.19	75	\$ 22,739.06
0751712	8" UNDERDRAIN	LF	\$ 77.18	75	\$ 5,788.13
0751713	12" UNDERDRAIN	LF	\$ 82.69	75	\$ 6,201.56
0815001	BITUMINOUS CONCRETE LIP CURBING	LF	\$ 6.62	750	\$ 4,961.25
0922001A	BITUMINOUS CONCRETE SIDEWALK	SY	\$ 66.15	100	\$ 6,615.00
0922501A	BITUMINOUS CONCRETE DRIVEWAY	SY	\$ 66.15	100	\$ 6,615.00
0944003A	FURNISHING AND PLACEING TOPSOIL	SY	\$ 9.37	250	\$ 2,342.81
0950003A	TURF ESTABLISHMENT (LAWN)	SY	\$ 1.54	250	\$ 385.88
0970006A	TRAFFICPERSON (MUNICIPAL POLICE OFFICER)	ALLOW	\$ 110,250.00	1	\$ 110,250.00
0970007A	TRAFFICPERSON (UNIFORMED FLAGGER)	HOURS	\$ 69.46	500	\$ 34,728.75
0971001A	MAINTENANCE AND PROTECTION OF TRAFFIC	LS	\$ 5,512.50	1	\$ 5,512.50
0975003A	MOBILIZATION	EA	\$ 3,858.75	10	\$ 38,587.50
0980002A	PROJECT SURVEY AND STAKEOUT	LS	\$ 5,512.50	1	\$ 5,512.50
1000000A	RELOCATION OF EXISTING UTILITIES	ALLOW	\$ 27,562.50	1	\$ 27,562.50
TOTAL					\$ 1,124,616.15



DATE: January 28, 2026

TO: Economic & Community Development Committee & City Council

FROM: Jay Habansky, Chief of Economic & Community Development

REF: *Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Berry, Dunn McNeil & Parker, LLC, for Project #4435 – Community Development Software & Services, for an amount not to exceed \$204,000.00 for implementation oversight services for a new online permitting and licensing system.
Acct. # 0926 3710 5777 C0731*

The City is in the process of implementing a new online software platform that will modernize permitting and licensing services for residents, contractors, and business owners. This initiative represents a critical multi-year investment in improving service delivery, transparency, internal efficiency, and customer experience.

BerryDunn's original contract was approved by the City Council in June 2024 and has supported the City throughout the process assessment and procurement phases of this project. As a result of this previous experience, they have developed a deep understanding of the City's workflows, regulatory environment, and operational needs. Retaining BerryDunn for implementation oversight will ensure continuity, accountability, and alignment between the software vendor's work and the City's objectives. Additionally, retaining BerryDunn will reduce implementation risk and avoid costly delays, scope changes, and post-implementation corrections.

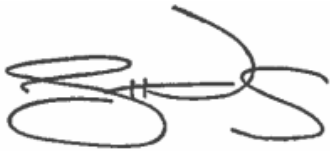
Scope of Services:

- Based on past implementation experience, BerryDunn will establish a process of accountability for the vendor to ensure the City's interests are maintained, that best practices are followed and ultimately a successful "go live" of the new system.
- Establishing project governance structure, roles, and documentation
- Reviewing vendor deliverables for accuracy, completeness, and compliance with contract requirements
- Providing project reporting to City leadership and key stakeholders
- Supporting change management, staff engagement, and implementation readiness

Value Added:

- Specialized expertise in community development system implementations for municipalities
- Extensive experience with project governance, change management, and software deployment best practices
- Existing knowledge of Norwalk's business processes, staff structure, and operational goals
- A proven track record supporting complex government technology transformations
- Independent oversight will strengthen accountability, reduce the risk of delays and cost overruns, and help ensure the City realizes the full benefits of this investment.

We respectfully request that City Council approve the requested authorization.

A handwritten signature in dark ink, appearing to read 'J. Habansky', with a stylized, looping flourish at the end.

Jay Habansky, AICP
Chief of Economic & Community Development
City of Norwalk, Connecticut

MEMORANDUM

DATE: January 28, 2026

TO: City of Norwalk Common Council
ATTN: Economic and Community Development Committee

FROM: Berry, Dunn, McNeil & Parker, LLC (BerryDunn)

SUBJECT: Community Development Software Implementation Services

BerryDunn is a leading provider of professional services to local governments across the United States, including in the State of Connecticut. BerryDunn has supported the City through a business process review and procurement of a new community development software system. We value our existing relationship with the City and look forward to continuing to support the City's digital transformation.

The upcoming implementation is a critical multi-year investment in modernizing service delivery to residents, contractors, and business owners, and BerryDunn has a proven approach to aligning technology and business processes for transformative improvements.

Key tasks and objectives of BerryDunn's implementation oversight services include:

- Establishing a project governance structure and associated documentation
- Reviewing work completed by the software provider for accuracy and completeness
- Providing project reporting to City stakeholders, change management oversight, and staff support

BerryDunn is positioned to add value to City efforts through:

- A dedicated team focused on community development and team members with extensive local government and software system implementation experience
- An understanding of the City's business environment and relationships with City staff through the existing engagement
- A proven record of executing on project and change management best practices

Questions related to this engagement can be directed to BerryDunn Project Principal Kevin Price (kprice@berrydunn.com). It is a pleasure for our firm to have worked with the City on this project thus far, and we look forward to continuing to support the City.



September 26, 2025

City of Norwalk Purchasing Department
Attn: Jay Habansky, Chief of Economic and Community Development
125 East Avenue, Room 211
Norwalk, CT 06856-5125

Sent via email to: JHabansky@norwalkct.gov

Dear Jay Habansky:

On behalf of Berry, Dunn, McNeil & Parker, LLC ("BerryDunn," "we," "our"), thank you for the opportunity to describe how our team might assist the City of Norwalk (the City) by providing Community Development System Implementation Oversight (Implementation Oversight).

Understanding the City's Goals

We value the City as a current client, and we are proud of the work we have accomplished together. As the City moves to the next phase of this system replacement effort, our team is available to provide implementation oversight. We will help ensure that the system is fully implemented to the City's needs, and staff are both trained on and supportive of the new technology. In these ways, we will help the City maximize its investment.

Implementation Oversight Proposal

BerryDunn strives to be flexible when it comes to developing and executing an effective work plan, and our past clients have appreciated our willingness to adapt to their needs. This mindset plays a foundational role in how we measure the success of our portfolio of similar projects.

Our approach to providing implementation oversight is outlined below and on the following pages. With this level of service, we will act as an active advisor to an individual the City designates as project manager. We will also lead select implementation activities we mutually agree upon; these are likely to include project plan reviews, organizational change management, configuration and analysis support, testing, training, and production cutover support.

You can expect our approach to include the following attributes:

- A methodology based on our extensive experience conducting similar community development system implementations
- Quality assurance processes that incorporate the City's review and approval of all deliverables
- Built-in project management best practices that focus on keeping the project on time, on budget, and progressing at a healthy pace

Implementation Oversight Services

1. Implementation Oversight Activities. One of the keys to project success is enabling the City's teams to take on appropriate roles and responsibilities and to make informed decisions for both implementation and long-term operational success and ownership of the software. Our implementation oversight approach is designed with this in mind.

Throughout the implementation, we will bring our implementation and local government experience to provide a forward-looking perspective, reduce risk, and promote the achievement of the goals and objectives for the project. We anticipate being involved in the following key activities of the implementation, shown in Table 1 below and on the following page.

Table 1: Implementation Oversight Activities

No	Key Implementation Activity	Lead	Assist
1	Creating a project charter and establishing a project governance structure and supporting documentation; this includes creating a communication plan, risk log, issue log, action item log, and decision log to be used by the City project manager	✓	
2	Reviewing the Project Plan and Schedule in conjunction with other executive steering committee members	✓	
3	Managing the project scope, deliverables, and timeline with assistance from other executive steering committee members		✓
4	Helping ensure the project team stays focused, tasks are completed on schedule, and the project stays on track		✓
5	Coordinating project tasks with assistance from other executive steering committee members		✓
6	Functioning as the main point of contact for the vendor's project manager, participating in daily project activities (when applicable), and tracking project tasks		✓
7	Facilitating an implementation kickoff meeting		✓
8	Holding monthly meetings with the City's executive steering committee to update project and budget status and research a verdict on any escalated process decisions that need to be made	✓	
9	Conducting monthly check-ins with the City project sponsor to discuss project health, risks, and mitigation strategies	✓	
10	Reviewing the project budget, including change orders and the vendors' contract compliance		✓

Implementation Oversight Services			
11	Facilitating City staff's development of workflow processes for each department		✓
12	Facilitating the data conversion process with the vendor and City staff		✓
13	Facilitating the development of software interfaces/integrations with the vendor and City staff		✓
14	Providing risk management, including the following: - Identifying project risks - Developing mitigation strategies - Communicating project risks to City and vendor staff - Assigning key activities to mitigate or resolve project risks		✓
15	Providing weekly or biweekly tracking of the following: - Project risks and issues - Recently completed tasks and upcoming project activities		✓
16	Providing change management oversight, including the development and maintenance of a Change Management Plan that may include the following: - Target State Definition - Change Structure and Governance Approach - Change Impact Assessment - Stakeholder (or User) Analysis - Communication Plan - Behavior Change Plan	✓	
17	Managing the user acceptance training (UAT) process, including: - Reviewing the vendor's test plan and applicable test scripts - Providing an on-site assessment of testing activities - Providing recommendations for modifications to the testing plan to increase the likelihood of success - Directing City staff in the development of tailored test scripts	✓	

Implementation Oversight Services				
	- Managing logistics related to scheduling UAT activities - Providing analysis of test results - Overseeing regression testing and required configuration changes			
18	Facilitating oversight of vendor training activities, including: - Reviewing the vendor's training plan and training materials - Overseeing vendor training activities - Providing recommendations for modifications to the training delivery - Providing feedback on the vendor's training documentation	✓		
19	Providing go-live support		✓	
Deliverable 1. Implementation Oversight Activities				
2. Project closeout work session. This work session will involve discussing project lessons learned, measuring achievement of project goals and objectives, discussing incomplete implementation tasks, and conducting transition planning for moving to long-term operation of the system and associated policies and processes. All the items discussed will be documented in a Project Closeout Memo.				
Deliverable 2. Project Closeout Memo				

Anticipated City Involvement

With BerryDunn providing implementation oversight, our expectation for the City's involvement is as follows:

- **Project Management:** Assigning an internal resource to serve as the City's project manager. Leading day-to-day project management responsibilities, including serving as the primary point of contact for the vendor and managing the completion of City-owned activities.
- **Strategic Collaboration:** Partnering closely with BerryDunn and the vendor to define project goals, milestones, and overall implementation strategies to help ensure alignment with the City's objectives.
- **Subject Matter Expertise:** Providing valuable insights into current processes, challenges, and opportunities for improvement, helping to ensure the new system addresses both existing needs and future scalability.

- **Resource Allocation:** Committing the necessary staff and resources to participate in implementation activities, including requirements gathering, testing, training, and change management.
- **Project Engagement:** Engaging in regular project sessions, offering feedback, and assisting in the development of system specifications, business rules, and workflows.
- **Data Management:** Supporting data extraction, validation, and migration efforts to help ensure accurate transfer and integrity of critical information into the new system.
- **Testing and Quality Assurance:** Participating in system testing, such as UAT, to identify and address technical bugs or functionality gaps.
- **Ongoing Maintenance and Support:** Helping ensure post-go-live success by assisting with system monitoring, troubleshooting, and future updates in collaboration with the vendor.

Proposed Fees

Table 2 presents the estimated fees associated with our work plan as they relate to providing implementation oversight. We propose a blended hourly rate of \$250, valid through April 1, 2027. We are happy to discuss any potential adjustments to the implementation oversight services based on the needs of the City. We propose a duration of 12 months; this is based on a planned implementation of 10 months with one month of project planning activities before project kickoff and one month of closure activities following go-live.

Table 2: Proposed Implementation Oversight Fees

Phase	Duration (months)	Hours (per month)	Total Hours	Total Cost
Implementation Oversight Services	12	60	720	\$180,000
	Duration (months)	Total Trips	Total Cost (per trip)*	Total Travel Cost
Travel Expense Estimates	12	12	\$2,000	\$24,000
Grand Total				\$204,000

**Travel expense estimates assume one trip every month.*

We will submit monthly invoices based on the actual hours expended that month. Actual expenses incurred in the month will also be included in each invoice. BerryDunn does not charge an hourly rate for time spent in connection with traveling.

In Closing

We are confident that if we are chosen to partner with City on this important initiative, the City will experience an efficient, streamlined community development system implementation that helps maximize the City's investment and promotes staff buy-in and support. We appreciate the opportunity to propose.

As a principal in BerryDunn's Local Government Practice Group and leader of its Community Development and Utility Operations Practice, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. Our proposal is a firm and binding offer valid for 120 days following the submission date of September 26, 2025.

If you have any questions regarding our proposal, please consider me your primary point of contact and feel free to contact me directly.

Sincerely,

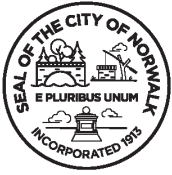


Kevin Price, MPP, PMP®, Prosci® CCP

Principal | Berry, Dunn, McNeil & Parker, LLC

2211 Congress Street, Portland, ME 04102

Tel: 207.541.2379 | Email: kprice@berrydunn.com



Transportation Mobility & Parking

CITY OF NORWALK
Transportation Mobility & Parking
P: 203-854-7335
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

To: Economic and Community Development Committee of the Norwalk City Council
From: Benjamin Yeung, P.E. – Senior Traffic Engineer, Transportation, Mobility, and Parking (TMP)
CC: Sabrina Godeski, BS, MPL, AICP – Director of Business Development & Tourism
James Travers – Director, TMP
Garrett Bolella – Assistant Director, TMP
Subject: **February 2026 Agenda - TECHNICAL CORRECTION requested to action items VII.B.4 and VII.B.5 approved during January 13, 2026 City Council meeting**
Date: February 5, 2026

Project TMP 2025-6 South Main Street Rail Spur and Berm Removal will utilize funds from City capital account (0924-3750-5777-C0835), as approved during the January 13, 2026 City Council meeting, as well as a Special Appropriation from the Municipal Grant-in-Aid funding (account #580000-5796-AID07) which was approved more recently during the January 27, 2026 City Council meeting.

TMP is requesting the following authorizations to add the second account to this project:

- a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for an amount not to exceed \$849,497.00. ACCT: 0924-3750-5777-C0835, 580000-5796-AID07
- b. Authorize the Director of Transportation, Mobility, and Parking to execute orders on the contract between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for a sum not to exceed \$84,949.70. ACCT: 0924-3750-5777-C0835, 580000-5796-AID07

Sincerely,

Benjamin Yeung, P.E. – Senior Traffic Engineer, TMP

0925-3750-5777-C0562
0926-3750-5777-C0562
0926-3750-5777-C0824

AUTHORIZED

- 4.** Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for an amount not to exceed \$849,497.00. Pending committee approval on January 12, 2026.

ACCT: 0924-3750-5777-C0835

AUTHORIZED

- 5.** Authorize the Director of Transportation, Mobility, and Parking to execute orders on the contract between the City of Norwalk and A. Vitti Excavators, LLC for Project TMP 2025-6 South Main Street Rail Spur and Berm Removal, for a sum not to exceed \$84,949.70.

ACCT: 0924-3750-5777-C0835

AUTHORIZED

- 6.** Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements and other documents necessary to transfer ownership of the "SONO" signage currently located under Railroad Bridge in South Norwalk, and a license agreement with the State of Connecticut, Department of Transportation for the right to continue to maintain the sign at said location. Pending committee approval on January 12, 2026.

AUTHORIZED

VIII. RESOLUTIONS FROM CITY COUNCIL

IX. MOTIONS POSTPONED TO A SPECIFIC DATE

X. SUSPENSION OF RULES

XI. ADJOURNMENT 8:35 PM

APPOINTMENTS

**BOARD OF ESTIMATE AND
TAXATION**

M/C

Nwlk Charter 1-288

JOSEPH ANDRASKO (D)
28 Dock Road
Norwalk, CT 06854

APPROVED

Term Expires - 11/30/2029
District B

**HARBOR MANAGEMENT
COMMISSION**

M/C

Nwalk. Code 69

his legacy. The Mayor went on to acknowledge the celebration of Muslim Heritage Month. She reminded residents that the last day to pay current tax bill is February 2nd and can be done in person, over the phone or online. She finished by highlighting upcoming events. Black History Month is in February, the Mayor's Ball will be held on March 6th to benefit the Triangle Community Center and Mid-Fairfield Community Care Center, and Norwalk Recreation & Parks' Play & Learn series will be open for registration on March 23rd.

V. COUNCIL PRESIDENT

- A. CONSENT CALENDAR** VII.A.1, VII.A.2, VII.A.3, VII.A.5, VII.A.6, VII.B.1, VII.B.2, VII.B.3, VII.B.4, VII.B.5, VII.B.6, VII.B.7, VII.B.8, VII.B.9, VII.C.1, VII.C.2

VI. REPORTS: DEPARTMENTS, BOARDS AND COMMISSIONS

A. CORPORATION COUNSEL

VII. CITY COUNCIL COMMITTEES

A. FINANCE AND CLAIMS COMMITTEE

1. Narrative on Tax Collections dated January 2026 **ACCEPTED**
2. Monthly Tax Collector's Reports dated December 2025 **ACCEPTED**
3. Approve Claims Committee Report dated January 2026 **APPROVED**
4. **RESOLUTION: Authorize a Special Appropriation for Transportation, Mobility, & Parking department in the amount of \$500,000.00 for the Sono Roundabout project from the Municipal Grant-in-Aid Funding account 580000-5796-AID07.** **AUTHORIZED**
5. Authorize the purchasing agent to issue a purchase order to GovConnection, Inc, in an amount not to exceed \$112,733.13 for Microsoft Office 365 Licenses Renewal. Account Allocation: 011370-574C **AUTHORIZED**
6. Authorize the Mayor, Barbara C. Smyth, to execute a five (5) year agreement with Charles B. Feldman & Associates, LLC for project 4477 Personal Property Audits for a total not to exceed \$165,000 for the 5 year period.Funding Available from Account # 11320-5253 **AUTHORIZED**

B. RECREATION, PARKS AND CULTURAL AFFAIRS

1. Authorize the Mayor, Barbara C. Smyth, to execute a second amendment to the 6/22/2021 agreement between the City of Norwalk and Kimley-Horn and Associates Inc. for assisting with the completion and submission of the 2027 Accreditation Rules



CITY OF NORWALK
Sabrina Godeski
Director of Business Development & Tourism
sgodeski@norwalkct.gov
P: 203-854-7948
Norwalk City Hall
125 East Avenue, Room 122
Norwalk, CT 06851

TO: Economic and Community Development Committee; City Council; Planning and Zoning Commission

FROM: Sabrina Godeski, Director of Business Development & Tourism

DATE: January 14, 2026

RE: Arts and Cultural Plan – Background, Intent, Engagement Process, and Next Steps

Overview and Purpose

This memorandum provides background on the City of Norwalk’s Arts and Cultural Plan, outlines the intent and goals of the plan, summarizes the consultant-led engagement and planning process, and identifies the next steps for formal adoption. The memo is intended to support the Economic and Community Development Committee’s consideration of the plan in advance of the required public hearing and subsequent votes.

The Arts and Cultural Plan serves as a strategic framework for strengthening Norwalk’s creative economy, enhancing the city’s cultural identity, and meeting state requirements associated with Norwalk’s designation as an Arts and Cultural District. Adoption of the plan positions the City to implement actionable recommendations, pursue funding opportunities, and integrate arts and culture more fully into economic development, placemaking, and community engagement efforts.

Background

Norwalk was designated by the State of Connecticut as an Arts and Cultural District, a designation that recognizes the city’s existing creative assets and provides opportunities to leverage arts and culture as a driver of economic development and community vitality. As part of this designation, the State requires municipalities to prepare a formal Arts and Cultural Plan.

In response, the City issued a Request for Proposals (RFP) and, following a competitive selection process, engaged Cultural Planning Group (CPG) to develop a comprehensive Arts and Cultural Plan. The selection process included a review by a panel consisting of the Executive Director of the Fairfield County Cultural Alliance, members of the Norwalk Arts and Cultural Commission, and staff from the Business Development & Tourism Department.

Cultural Planning Group was selected based on its demonstrated expertise in municipal cultural planning, strong community engagement methodology, and proven track record working with arts and cultural

districts across the country. The Mayor was authorized to execute a contract with CPG in an amount not to exceed \$100,000 to complete the plan.

Intent of the Arts and Cultural Plan

The Arts and Cultural Plan is intended to function as a long-term strategic blueprint that:

- Strengthens Norwalk's identity as a destination for arts and culture
- Supports local artists, cultural organizations, and creative businesses
- Encourages inclusive participation and representation across all neighborhoods
- Identifies opportunities for new public art, programming, events, and partnerships
- Evaluates the current and potential economic contribution of arts and culture to Norwalk
- Aligns cultural planning with economic development, tourism, historic preservation, and placemaking goals

The plan also provides a foundation for grant applications, public and private funding opportunities, and future policy decisions related to arts, culture, and creative industries.

Engagement and Planning Process

Cultural Planning Group initiated the project with a kickoff meeting involving City leadership, the Norwalk Arts and Cultural Commission, and key stakeholders. The planning process emphasized broad and inclusive engagement to ensure the plan reflects the needs, aspirations, and diversity of Norwalk's community.

The engagement process included:

- Stakeholder interviews with artists, cultural organizations, educators, business leaders, and community partners
- Public workshops and listening sessions
- Surveys and data collection to capture community input and assess cultural assets
- Arts and cultural asset mapping
- Analysis of best practices and comparable arts and cultural districts

This information informed the development of actionable recommendations designed to be both aspirational and achievable within existing and future resource constraints.

Relationship to the Citywide Plan (POCD)

On January 21, 2025, Planning & Zoning Staff formally referred an amendment to the Citywide Plan (Plan of Conservation and Development) to incorporate the Arts and Cultural Plan by reference. The proposed amendment updates Chapter 6, "Preserving & Promoting Our Historic Heritage, Arts & Culture," to include implementation of the Arts and Cultural Plan (2025, as amended) during the 2025–2029 planning period.

The amendment identifies the Economic and Community Development Department and the Arts and Cultural Commission as the primary implementing bodies and recognizes staff time and consultant support as resources for implementation.

Next Steps and Approval Timeline

The following actions are required to advance and formally adopt the Arts and Cultural Plan:

February 5, 2026:

Economic and Community Development Committee presentation and vote on the Arts and Cultural Plan

February 10, 2026:

City Council vote on the Arts and Cultural Plan

March 4, 2026:

Planning and Zoning public hearing and vote of the Arts and Cultural Plan

Upon adoption, staff will begin working with the Arts and Cultural Commission and other partners to prioritize and phase implementation of the plan's recommendations, pursue funding opportunities, and integrate the plan into ongoing economic development and placemaking initiatives.

Conclusion

The Arts and Cultural Plan represents a significant milestone in advancing Norwalk's creative economy and fulfilling the requirements of the City's Arts and Cultural District designation. Through a robust engagement process and thoughtful planning, the City now has a clear, actionable framework to guide future investments in arts and culture.

Staff looks forward to working with the Economic and Community Development Committee, the Arts and Cultural Commission, and the City Council to formally adopt the plan and move into implementation.

PLAN LINK: <https://www.norwalkct.gov/DocumentCenter/View/37942/City-of-Norwalk-Arts--Cultural-District-Plan-1>

Proposed POCD Amendment:

Page 112, Chapter 6, Preserving & Promoting Our Historic Heritage, Arts & Culture.

iv. Implement the recommendations of the Arts and Cultural Plan (2025, as amended). The City will further evaluate, modify as necessary and implement recommendations within the plan. ~~Develop a strategic plan for arts and culture that is focused on enhancing Norwalk's identity as destination for arts and culture. This plan should include an analysis of the current and potential economic contribution of arts and culture to Norwalk.~~

City Council Action:

1a. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to adopt the City of Norwalk Arts and Cultural Plan (2025, as amended) as the official guiding document for advancing arts and culture initiatives in the City, consistent with the City's designation as a State-recognized Arts and Cultural District.

1b. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to ratify the amendment to the Citywide Plan (Plan of Conservation and Development) to incorporate by reference the Arts and Cultural Plan within Chapter 6, Preserving & Promoting Our Historic Heritage, Arts & Culture, including the directive to evaluate, modify as necessary, and implement the plan's recommendations during the 2025–2029 planning period.



City of Norwalk **Arts & Cultural District Plan**

DECEMBER 2025



CULTURAL
PLANNING
GROUP



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INTRODUCTION



The Norwalk Art Space
Patrick Sikes, 2021

WHY THE NORWALK ARTS DISTRICT

Vibrant communities have those special places that draw people in with their distinctive cultural character. Arts and cultural districts serve as community anchors—destinations where people gather for memorable performances, discover unique finds, or simply enjoy the energy of a place that truly comes alive. While each cultural district has its own personality, successful ones share important elements:

Cultural districts are defined as well-recognized, labeled areas of a city in which a high concentration of cultural facilities and programs serve as the main anchor of attraction. They help strengthen local economies, create an enhanced sense of place, and deepen local cultural capacity. (Americans for the Arts).

Norwalk's Arts District, officially designated by the State of Connecticut in 2023, authentically embodies this definition. Artists, entrepreneurs, business owners, and residents are naturally drawn to the District's neighborhoods, particularly Wall Street and SoNo. Early momentum is already evident—the District is attracting fresh talent, generating investment, welcoming new residents, and gaining regional recognition. This foundation creates an exceptional opportunity to develop a fully realized arts and culture district.

With thoughtful stewardship, the District can become a driving force that strengthens local businesses and educational institutions, supports artists, builds cultural organizations, enhances tourism, and celebrates historic assets. It can establish Norwalk as a sought-after regional destination—a community recognized for its history, culture, and diversity. The District can improve perceptions of safety, accessibility, and livability while supporting the city's broader goals of sustainability, equity, economic growth, and quality of life.

For Norwalk's creative community—artists, cultural nonprofits, arts businesses, and creative professionals—strategic District management offers significant opportunities for growth. It promises greater visibility, expanded recognition, new collaborative possibilities, a creative hub, and strengthened community connections. Many in Norwalk's arts community have been working toward this moment and are ready to contribute to its success. The District also provides valuable support for the diverse small businesses that have chosen to locate here—restaurants, cafes, boutiques, services, and professional firms that give the area its character. Foot traffic along Wall Street and Washington Street is already growing, and focused District development can make it a compelling destination for both Norwalk residents and regional visitors.

For residents, the District offers the promise of more vibrant neighborhoods, engaging family destinations, stronger community connections, and improved public spaces.

All the elements are in place for the Norwalk Arts District to flourish. This plan provides a community-supported roadmap to realize that potential.



Norwalk Mural Park
Scott Chiappetta, 2021



BENEFITS OF AN ARTS DISTRICT

There are numerous direct and indirect benefits to fully realizing the Norwalk Arts District. Those benefits include:

Serving as an economic engine that increases property values, attracts new businesses, creates jobs, and boosts local spending through cultural tourism and increased foot traffic.

Becoming a hub for innovation and supporting entrepreneurship of creative businesses.

Serving as a community connector and community cross-roads, bridging diverse neighborhoods and demographics through shared cultural experiences and programming.

Supporting youth by connecting those seeking creative outlets and careers with mentorship opportunities, creative career pathways, and engaging activities that keep young talent in Norwalk.

Positioning Norwalk as a weekend destination, attracting visitors from surrounding communities, the NYC metro area and beyond.

Being a catalyst for historic preservation by incentivizing adaptive reuse of historic buildings while honoring Norwalk's architectural heritage.

Strengthening a sense of place by promoting walkability, outdoor programming, and a range of arts and creative engagement.

PLANNING PROCESS

The Norwalk Arts District plan was developed by the City of Norwalk in collaboration with stakeholders, the broader community, a Steering Committee, the Norwalk Arts & Culture Commission, and a consulting team. Preplanning began in January 2025, community engagement and additional research were conducted between April and September, and the first draft of the plan developed in September.

Community Engagement

Norwalk Arts District Plan Steering Committee

Composed of community leaders and stakeholders from diverse sectors and backgrounds – arts, city government, historic preservation, education, Arts Commission, and business. The committee met four times to advise on the planning process, provide information and input, and review the draft plan.

Marc Alan
Factory Underground/NACC
Member

Brian Bidolli
Norwalk Redevelopment
Agency

Anna Breault
City of Norwalk

Tod Bryant
Norwalk Preservation Trust

Alex Cross
City of Norwalk

Heather Dunn
Council Member/Arts
Advocate

Sabrina Godeski
City of Norwalk

Danny Loftus George
Norwalk Conservatory of the
Arts/NACC Vice Chair

Jay Habansky
City of Norwalk

Amy Holomakoff
Factory Underground

Stephen Ivan
Norwalk Redevelopment Agency

Diane Jellerette
Norwalk Historical Society/Mill Hill

Brian Kaspr
Flat Vernacular/NACC Chair

Steve Kleppin
City of Norwalk

Carly Kramer
Norwalk Redevelopment Agency

Duvian Montoya
Norwalk Art Space

Steve Rust
Theater Projects/NACC Member

Jalin Sead
Council Member/District Rep

Erika Wesley
Fairfield County Cultural Alliance

David Westmoreland
Mathews Mansion/Historical

Darlene Young
Council Member/District Rep

Stakeholder Interviews and Group Discussions

Interviews

Marc Alan, Factory Underground
Tod Bryant, Historic Preservation Trust
Danny Loftus George, President & Founder, Norwalk Conservatory of the Arts
Josh Goldstein, Common Council Member
Jay Habansky, Chief of Economic Development, City of Norwalk
Rabbi Yehoshua S. Hecht, Beth Israel Chabad of Westport/Norwalk
Brian Kaspr, Chair, Norwalk Arts & Cultural Commission
Steve Kleppin, Director, Planning and Zoning
Tom Livingston, Chief of Staff, City of Norwalk
Jason Milligan, Milligan Realty
Diana Muller, Director of Marketing & Development, Norwalk Conservatory of the Arts
Mayor Harry W. Rilling, City of Norwalk
Daniel Shlayan, AGW Partners
Robert Stowers, Director, Parks & Recreation
Darlene Young, Common Council Member

Group Discussions

Artist & Creatives Roundtable Mixer, Spacecat Whisker Room

Restaurant Roundtable Breakfast

Robert Lee, Dippin' Chicken
Alan Heron, Flying Scotsman
Chris Hickey, Spread
Blanca Restiano, Coals Pizza, Mr. Mango
Keith Mahler, District Music Hall

Developer/Property Owner Lunch & Chat

Clay Fowler
Todd McClutchey, JHM Financial
Kim Morque, Spinnaker
Emmy Sasaki, Tom Rich Co.
Daniel Schlayan, AWG

Arts and Cultural Businesses

Mark Alan, Factory Underground
Elizabeth Fort, Senior Administrator, Lockwood Matthews Mansion
Wendy Gerbier, Board Member, Norwalk Symphony Orchestra
Kimberly Henrikson, Executive Director, Center for Contemporary Printmaking
Amy Holomakoff, School Director, Factory Underground
Diane Jellerette, Norwalk Historical Society.
Keith Mahler, District Music Hall
Sandra Miklave, Executive Director, Norwalk Symphony Orchestra
Kyla Pitruzzello, District Music Hall
Zuri Soto, Director of Outreach and Media, Factory Underground
Robert Townes, Stepping Stones for Children Museum

Artists Discussion Group

Robert Abriola, Norwalk Arts & Culture Commission
Kimberley Henrickson, Executive Director, Center for Contemporary Printmaking
Kevin Huffman, Norwalk Arts & Culture Commission, Norwalk Film Festival
Duvian Matoya, Executive Director, Norwalk Art Space
Janay Sylvester, Norwalk Arts & Culture Commission
Oksana Tanasiv, Oksana Tanasiv Gallery

Staff Work Session/Business Development & Tourism

Anna Breault, Special Event Coordinator
Alex Cross, Business Development Manager
Sabrina Godeski, Director

Resident's Open House

The planning team produced an open, community drop-in session at the Norwalk SoNo Collection on July 29, 2025. Graphically displayed information on the Norwalk Arts District and questions regarding the plan were provided to stimulate and collect community members' ideas. An art-based table offered children and adults an opportunity to create paper leaves for a Wishing Tree, a creative mode of engagement in planning.

Business Mixer

The planning team produced a business mixer for business and property owners and other stakeholders at Space 67 Studios, co-hosted by Space 67, on July 31, 2025. Similar to the Residents' Open House earlier that week, the Mixer provided attendees opportunities to learn and register opinions about the Norwalk Arts District, as well as the art-based Wishing Tree table.

Community Survey

A bilingual community survey was distributed widely to city and partner agency lists between July 30 and September 15, 2025, garnering 390 responses. The survey introduced the Norwalk Arts District and asked what respondents would like to see in both the Wall Street and SoNo/Washington Street areas, what the District should strive to accomplish, how people would like to find out about cultural activities that interest them, and where they currently attend cultural events.

Community Tour

Walking and driving tours of the District and its subareas.

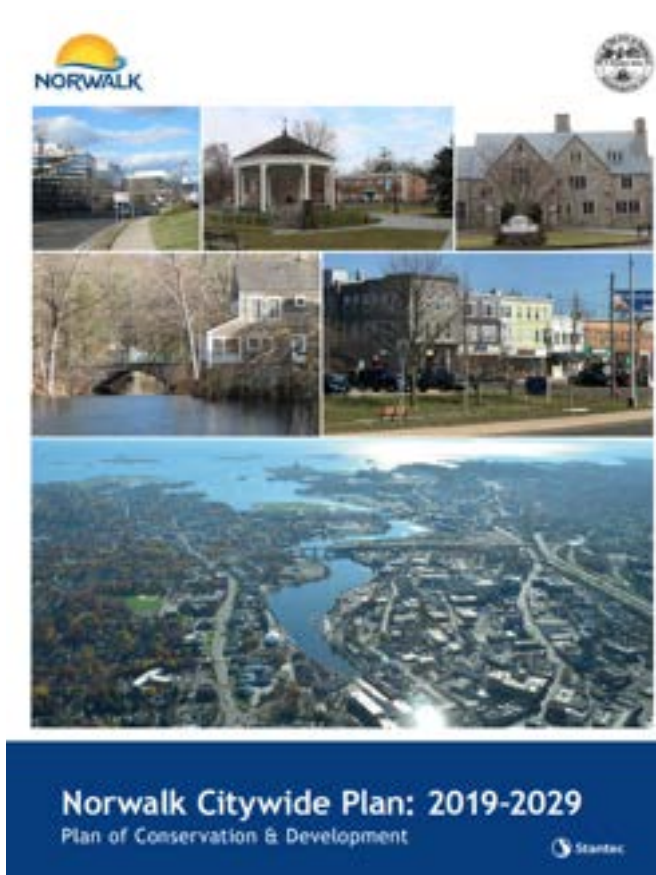
Background Document Review

Review of relevant plans, studies and other documentation, including:

- Norwalk Citywide Plan of Conservation and Development
- Wall Street/West Avenue Neighborhood Plan:
- South Norwalk TOD Plan
- Various additional planning efforts and redevelopment specific plans
- Norwalk Arts District Cultural District / Application to State of Connecticut

Comparison Districts Study

A comparison of six cultural districts in cities with specific relevance to Norwalk (see Appendix: Cultural Districts Comparison Study).



Norwalk Citywide Plan: 2019-2029 Title Page



Norwalk Cultural District Application Package Front Page



River Street Mural by Javier Eastman
Victoria Urso, 2025

NORWALK'S CREATIVE ECONOMY

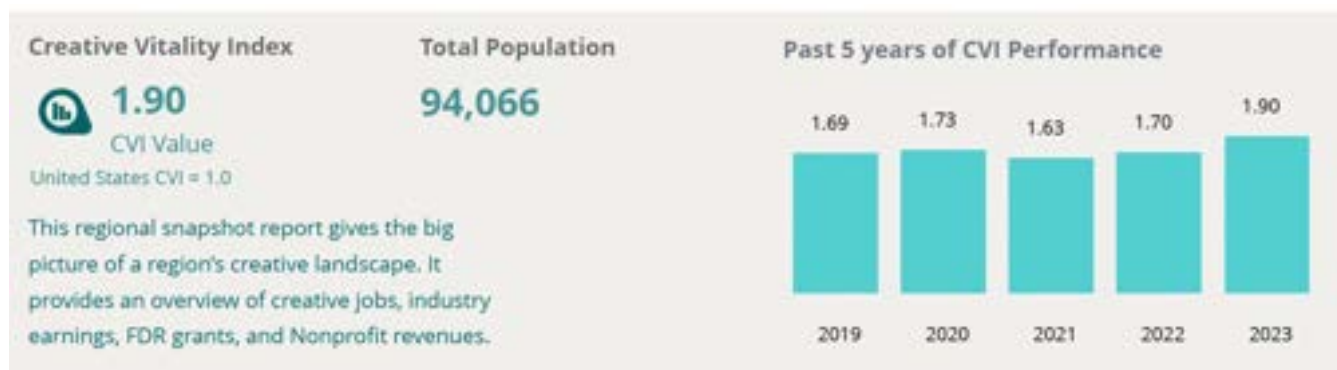
Understanding Norwalk's creative economy is essential to effective arts district planning and management. The creative sector represents a significant economic force in the city, encompassing creative occupations, cultural industries, and nonprofit arts organizations that collectively contribute to Norwalk's economic vitality and quality of life.

Economic Impact and Creative Vitality

Norwalk demonstrates strong creative vitality with a Creative Vitality Index (CVI)¹ of 1.90 in 2023—nearly double the national baseline of 1.0. This indicates that Norwalk has almost twice the per capita concentration of creative activity compared to the United States as a whole. The city's CVI has shown steady growth over the past five years, rising from 1.69 in 2019 to its current level, representing a 12% increase and signaling a strengthening creative economy.

This creative vitality translates into substantial economic activity. In 2023, Norwalk's creative sector generated:

- \$328.3 million in creative industry earnings
- Nearly \$985 million in creative industry sales
- \$50.2 million in cultural nonprofit revenues (a 49% increase from 2022)
- 4,653 creative jobs



¹Creative Vitality™ Suite is an industry standard data solution for measuring the for-profit and nonprofit arts, culture, and creative sectors provided by Western States Arts Federation.

Creative Workforce

Norwalk's creative workforce of 4,653 jobs in 2023 represents diverse occupations spanning technology, design, media, arts, and cultural management. The sector has shown modest but consistent growth since 2022.

The top five creative occupations by employment are

- Software Developers – 888 jobs (19% of creative workforce)
- Marketing Managers – 358 jobs
- Writers & Authors – 310 jobs
- Graphic Designers – 245 jobs
- Musicians & Singers – 179 jobs

Beyond these leading occupations, Norwalk's creative workforce includes significant concentrations in:

- Visual Arts & Design: Art directors (138), fine artists and illustrators (172), interior designers (115), craft artists (75), special effects artists and animators (63), and various specialized designers totaling over 600 jobs
- Media & Communications: Editors (147), interpreters and translators (150), producers and directors (134), public relations specialists (119), and broadcast/media technical positions
- Performing Arts: Musicians, singers, actors, dancers, and other performers totaling approximately 340 jobs
- Cultural Heritage: Curators (15), museum technicians (14), archivists (9), and librarians (42)
- Architecture & Related: Architects (73), landscape architects (20), and interior designers (115)

The creative workforce commands strong wages, with median hourly earnings of \$29.80 and average hourly earnings of \$39.95 across all creative occupations. High-wage occupations include marketing managers (\$76.83 median hourly), public relations managers (\$73.02), software developers (\$66.06), and architects (\$48.52).

Location Quotient Analysis

Several creative occupations show exceptional concentration in Norwalk compared to national averages, as measured by location quotient (LQ). An LQ above 1.0 indicates higher-than-average concentration. Occupations with the highest concentration include:

- Museum Technicians and Conservators (LQ 2.30)
- Advertising and Promotions Managers (LQ 2.28)
- Interior Designers (LQ 2.27)
- Lighting Technicians (LQ 2.24)
- Marketing Managers (LQ 2.10)
- Curators (LQ 2.11)
- Editors (LQ 2.03)
- Writers and Authors (LQ 2.01)
- Designers (various specializations, LQ 1.91-2.00)
- Film and Video Editors (LQ 1.95)
- Graphic Designers (LQ 1.91)
- Archivists (LQ 1.89)
- Special Effects Artists and Animators (LQ 1.71)
- Web Developers (LQ 1.68)
- Landscape Architects (LQ 1.61)

These concentrations suggest Norwalk has developed particular strengths in design, publishing, advertising/marketing, museum services, and digital media—sectors that benefit from and contribute to the arts district ecosystem.

Creative Industries

Norwalk's creative industries generated \$985 million in sales and \$328 million in earnings in 2023, supporting 4,038 industry jobs. The top five creative industries by earnings are:

1. **Advertising Agencies** – \$71.3 million in earnings
 - 482 jobs
 - Location Quotient 4.65 (exceptional national concentration)
 - Average earnings per job: \$148,003
2. **Content Providers (Media Streaming, Social Networks)** – \$35.8 million in earnings
 - 209 jobs
 - \$198 million in sales
 - Location Quotient 2.43
 - Average earnings per job: \$170,714
3. **Motion Picture and Video Production** – \$29.6 million in earnings
 - 159 jobs
 - \$107.5 million in sales
 - Location Quotient 1.59
 - Average earnings per job: \$185,490
4. **Graphic Design Services** – \$23.0 million in earnings
 - 281 jobs
 - \$37.6 million in sales
 - Location Quotient 3.52 (strong concentration)
 - Average earnings per job: \$81,458
5. **Public Relations Agencies** – \$17.4 million in earnings
 - 128 jobs
 - \$41.0 million in sales
 - Location Quotient 3.08
 - Average earnings per job: \$135,386



Cultural Nonprofit Sector

Norwalk's cultural nonprofit sector showed remarkable growth in 2023, with revenues reaching \$50.2 million—a 49% increase from 2022 (\$24.5 million growth). This surge indicates strong community support for arts and culture, increased programming, and potentially significant capital campaigns or major gifts.

The cultural nonprofit landscape includes balanced representation across theater companies, symphony orchestras, museums, arts education, visual arts, music organizations, historical organizations, and community cultural programming.

Economic Context for the Arts District

This creative economy data reveals several important considerations for arts district planning and management:

Established Creative Hub: With a CVI of 1.90 and high location quotients across numerous creative occupations and industries, Norwalk functions as an established creative economy hub. The arts district builds upon—rather than attempts to create—this existing foundation.

High-Wage Creative Sector: Creative occupations in Norwalk command above-average wages, with median hourly earnings approaching \$30 and many positions significantly higher. This indicates the creative sector attracts and retains skilled professionals who contribute to the local economy as both producers and consumers.

Diverse Creative Ecosystem: Norwalk's creative economy spans traditional arts (visual arts, performing arts, museums), creative services (design, architecture, advertising), digital/media production, and cultural heritage. This diversity creates opportunities for cross-sector collaboration and innovation within the arts district.

Strong Commercial Creative Services: The concentration of advertising agencies, graphic design firms, public relations agencies, and marketing services indicates a robust business-to-business creative services sector that could engage with and benefit from arts district initiatives.

Growing Nonprofit Cultural Sector: The dramatic growth in cultural nonprofit revenues (49% in one year) demonstrates strong and increasing philanthropic support for arts and culture in Norwalk, providing a foundation for arts district programming and development.

Real Estate Considerations: The presence of 799 independent artists, writers, and performers, along with hundreds of other creative professionals, creates demand for affordable workspace, exhibition venues, performance spaces, and creative retail opportunities—all key components of successful arts districts.

Tourism and Cultural Economy Links: Industries such as museums (\$2.1M earnings), theater companies, dance companies, and performing arts presenters (\$3.2M earnings) directly support cultural tourism, complementing the district's potential as a regional cultural destination.

Retention and Attraction: Norwalk's high concentration of creative talent (nearly 5,000 creative jobs) represents both an asset to retain and a competitive advantage for attracting additional creative businesses and professionals. Arts district development should address workspace affordability, networking opportunities, and quality of life amenities that keep creative professionals in Norwalk.

Regional Positioning: Location quotients above 2.0 for advertising, marketing, design, publishing, and museum services indicate Norwalk serves regional and potentially national markets in these sectors—positioning the arts district as more than a local amenity but as a driver of regional creative economy development.

This economic foundation provides the arts district with an established creative workforce to engage and serve; strong commercial creative sectors that can partner in district initiatives; a growing cultural nonprofit sector with increasing capacity and resources; high-wage creative professionals who support local businesses and services; diverse creative specializations that enrich the cultural landscape; and regional competitive advantages in specific creative industries.

Effective arts district management should leverage these economic strengths while addressing the needs of creative workers and businesses for affordable space, networking infrastructure, business support services, and an enhanced quality of place that attracts talent and investment.



Washington Street
Jeff Klein, 2019

LESSONS FROM OTHER DISTRICTS

What lessons can we draw from cultural districts in other places? Cultural districts are distinct from one another, based on their unique characteristics, history, and arts presence. Nonetheless, comparisons demonstrate strong throughlines and models for the Norwalk Arts District. The planning team identified six US cities that share both similarities and differences to Norwalk and are aspirational (for full study report, see Appendix: Cultural Districts Comparison Study).

Boulder, CO Pearl Street District
Fort Worth, TX Cultural District
Knoxville, TN Arts District

New Orleans Warehouse Arts District
Philadelphia Avenue of the Arts
Portland, ME Arts District



Boulder Bookstore, Boulder, CO Pearl Street District



New Orleans Warehouse Arts District

Points of comparison include:

- Identity
- Area
- Goals
- Key Assets
- Programs
- Management
- Funding
- Population
- Observations

Overall Conclusion: The most successful cultural districts combine professional management, stable funding, consistent programming, and compact geographic scale. Norwalk's challenge will be adapting these proven models to work within its larger geographic footprint while leveraging its unique creative community, maritime heritage, historic properties, multicultural character and strong presence of residents to create a differentiated regional arts destination.

Observations

•**Goals and Functions:** All districts have marketing and promotion as a primary goal and an essential function. Most districts also focus on the visitor experience and physical environment - cleanliness, safety, and walkability. Also, most districts have a primary function to produce a wide variety of public programming, much of it free.

•**Management:** All but one district have a management entity with professional staff and ongoing operational funding. Boulder and Knoxville have two organizations that collaborate, dividing responsibility between an arts agency and a business improvement district.

•**Geographic Area:** Four districts have “compact, walkable areas” that are strongly associated with successful districts, since they provide a concentration of assets and visitor experience. By contrast, Norwalk is much larger, extending approximately 1.5 miles from Wall Street through West Avenue to Washington Avenue, and nearly 4.5 miles from its northern to southern boundaries. Philadelphia and Fort Worth were selected as comparable districts in part because they also have larger areas. Philadelphia extends approximately 1 mile and Fort Worth 2.1 miles.

•**Connectivity:** Larger geographic areas pose significant challenges with connectivity and coherence. The larger districts – Philadelphia and Fort Worth – have made specific efforts to enhance connectivity. Philadelphia has the advantage of a corridor (a ten-block area of Broad Street) served by a subway line; it has made long-term and ongoing efforts to improve the pedestrian experience and

create public spaces with streetscaping and urban design improvements. Fort Worth has relied primarily on mixed use real estate developments to provide infill and connectivity.

•**Programming:** In every district, the arts organizations and businesses provide a rich array of public programming. In addition, the districts themselves produce regular and special event programs to provide consistent activation and define the character/attraction of the area. The most common program is a monthly art walk, which provides continuity and creates connections within the district. All districts produce large, signature events. Most also produce a range of smaller-scale activations, programs, and events throughout the year.

•**Residential Population:** Norwalk is distinguished in part by its large resident population. Several comparison districts also have significant residential populations and have supported residential/mixed use real estate development. Philadelphia has an active “Friends of” organization that produces networking, social, and community service events. The presence of residents – those who live in the district or in the city – influences the character of programming and marketing, as distinguished from districts focused primarily on tourism.

•**Key Assets:** Each district has a unique mix of cultural assets that help define its identity. That said, there are different emphases that inform programming and other activities. Philadelphia is focused primarily on performing arts and Fort Worth on its major museums and entertainment venues. Boulder, Knoxville and Portland rely on smaller-scale, community-oriented events, shopping,

restaurants, and arts venues. New Orleans is heavily influenced by its long history and NOLA cultural traditions that predated the formation of the district.

•**Funding:** All districts except New Orleans have ongoing sources of operating funds that support a level of organizational capacity for management, marketing, programming and other functions. Sources include business improvement district revenues, city funding, grants, contributions, sponsorships, fundraising events, program revenues, and state and federal funding.



Norwalk Oyster Festival
Patrick Sikes, 2021



"Welcome to Norwalk" Mural
Ernesto Maranje, 2024

WHAT WE HEARD: NEEDS AND OPPORTUNITIES

The Norwalk Arts District stands at a pivotal moment with the opportunity to fully capitalize on the recent formal designation by the Connecticut Office of the Arts Cultural Districts program. The success potential for the District is significant if built on clear strategies. Through extensive community engagement, a clear picture emerges of both the remarkable opportunities and pressing needs that will shape the District's future.

Connectivity: Bridging a Dynamic But Dispersed District

The District's expansive geography—spanning from the historic charm of South Norwalk through contemporary Waypointe development, to the emerging vitality of Wall Street and West Avenue—presents both its greatest asset and its most significant challenge. Engagement participants emphasized the critical importance of "connecting all areas under a unified identity" while maintaining each area's distinctive character. This geographic breadth requires intentional efforts to weave

together sub-districts for both residents and visitors

The community has identified several promising solutions that address connectivity of each of the natural sub-district areas. Examples include an art trail along West Avenue that could create a cultural corridor, building on the existing Norwalk River Valley Trail infrastructure and streetscape improvements, and consistent wayfinding to help visitors navigate between the District's diverse offerings, from South Norwalk's restaurant scene to Wall Street's emerging creative spaces. The concept of a trolley or shuttle system was suggested, reflecting recognition that physical connectivity is essential for the District's success—particularly given that improved transportation ranked among top infrastructure priorities.

Programming and street-level activation would offer additional tools to enhance connectivity. The community's enthusiasm for

for "First Friday open house events" and art walks with QR codes linking to local businesses demonstrates appetite for experiences that naturally draw people across District boundaries. As one participant in the business mixer noted, the goal is to "distinguish Norwalk from other towns while ensuring all areas feel connected under one vibrant identity."

Infrastructure and Basic Needs: Foundation for Success

Across all engagement opportunities, three infrastructure themes emerged with striking consistency: cleanliness and maintenance, parking and wayfinding, and lighting and addressing safety perceptions. These logistical concerns are fundamental to creating the welcoming, safe environment that cultural districts require to thrive and were a top priority among engagement participants.

The universal concern about visibility and access reflects the District's current challenge in showcasing its assets. A consistent theme was the difficulty in communicating events to both residents and visitors, and the challenge in discovering events by the public, "especially for those not on social media." There is a need for strong promotion through multiple channels. This aligns directly with wayfinding needs—both physical signage and digital promotion that helps people find and navigate the District's offerings.

The community highly ranked the desire for "street performers and outdoor live arts," while indicating the success of this programming would depend on successfully addressing lighting and safety perceptions. The strong support for enhanced lighting isn't just about actual safety—it's about creating the comfortable atmosphere where families

feel welcome to attend evening events and where the District can extend its activity hours.

There were numerous suggestions for consistent and reliable transportation infrastructure, particularly a trolley/shuttle concept. This was cited as both practical and an opportunity for branding or distinguishing boundaries of the District and addressing the large geography. Such a system could become a signature feature that sets Norwalk apart while solving real connectivity challenges between District areas.

Artist Support and Anti-Displacement: Sustaining Creative Community

The District's authenticity depends on supporting the artists and creative entrepreneurs who are essential to the purpose and character of the District, yet who face mounting pressure from rising rents and limited support systems to build and expand their practices. A range of issues were identified by engagement participants including the desire for city-owned affordable housing for artists—specifically noting it should not be "developer-controlled"—and rent subsidies for businesses that generate street traffic.

The need for affordable space extends beyond housing to include studio and workspace needs. The community's suggestion to "work with existing organizations like Space 67 Studio and Factory Underground to provide affordable creative spaces" recognizes that solutions should build on established creative infrastructure rather than starting from scratch. Live/work options emerged as particularly

important, reflecting artists' need for integrated spaces that support both their creative practice and residential needs within the District they help animate.

Artists need more than affordable space—they need economic opportunities

that provide sustainable livelihoods, not just exposure. There is an opportunity for the District to take the lead on marketing, branding and promotion that stimulate work opportunities for artists.

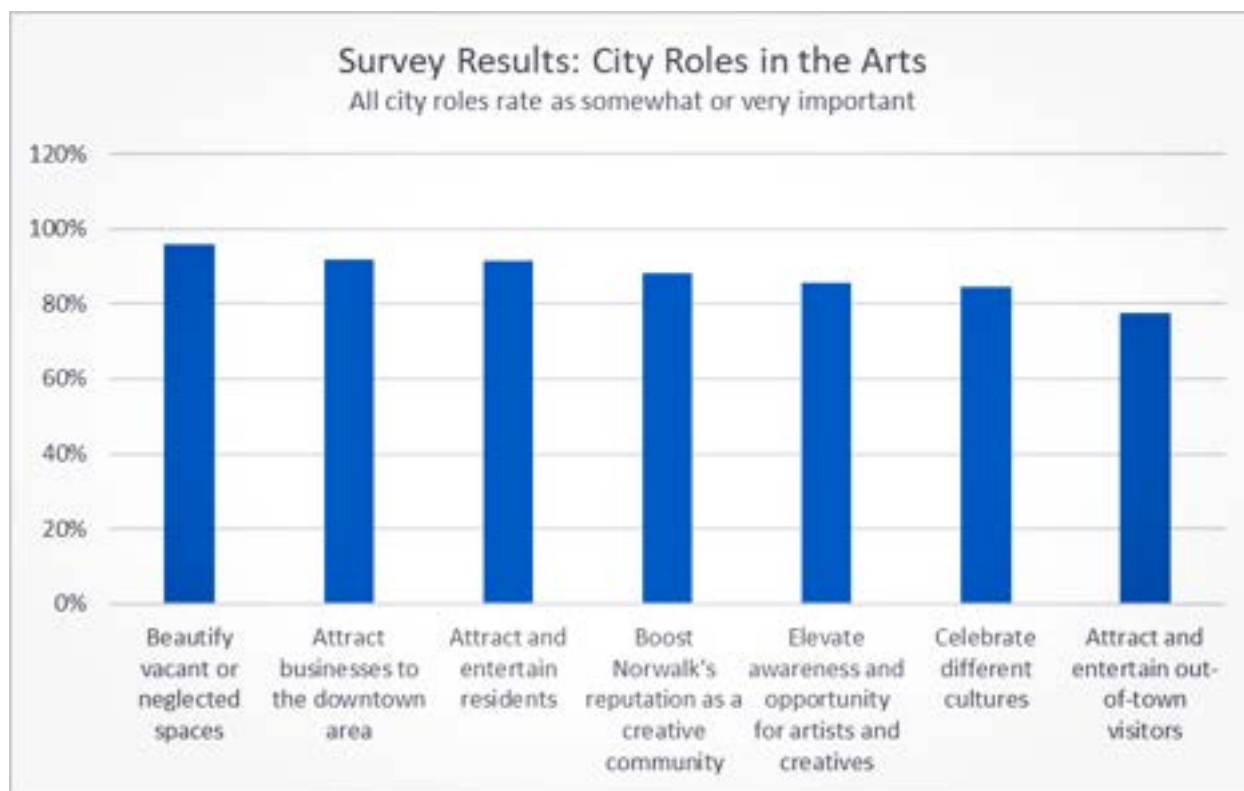


Figure 1 How IMPORTANT is it that Norwalk utilizes arts and cultural experiences and events to...

Historic Preservation

The District is distinguished by its major concentration of historic structures and accompanying history and heritage. Stakeholders consistently acknowledged with pride the city's history and historic building stock and view the District as a new way to promote preservation and maintain a sense of place. Preservation is a recognized function of the City through its Historical Commission and the nonprofit Historic Preservation Trust provides community leadership and advocacy in Norwalk. There are many opportunities for the District to support the work of preserving historic structures as well as

legacy businesses, programs, and others that embody and reflect the city's remarkable history. Renovating the 1914 Palace Theater, now closed, is but one preservation opportunity. Supporting development of design standards for the District will also help assure that new construction is appropriate for its historic environment.

Arts & Culture

Norwalk's racial, ethnic, and economic diversity are celebrated as fundamental to the area's appeal and future potential. While the District is named the "Arts District," it must reflect Norwalk's culture as well as its arts community. This means producing and supporting cultural activities as well as arts events. It also means assuring diverse representation in District governance, leadership, management, community engagement, and programming.

Community Engagement

Stakeholders, many of whom work and/or live in the District, emphasize the need for ongoing stakeholder and community engagement in the workings of the District. They view engagement as necessary to assure District management and governance remain connected to community realities and opportunities, and to generate community support for District initiatives. There should be multiple channels for stakeholder and community engagement, such as elections, advisory bodies, feedback opportunities, and evaluations.

Organizational Structure: Building Management Capacity

The consensus on needing professional management reflects the District's readiness to evolve from organic growth to strategic development. The strong support for a Business Improvement District (BID) model among stakeholders indicates understanding that sustainable funding requires buy-in from property owners and businesses who benefit from District improvements.

The recommended transition approach—beginning with the City Business Development & Tourism Office as manager before evolving to a BID—offers

a practical pathway that builds capacity while developing community support. This model provides accountability through its revenue structure while ensuring community connection through its governance approach.

There was a strong theme of recognizing the importance of collaboration with existing organizations, suggesting that effective management should coordinate rather than replace current creative initiatives. The District management entity should serve as a connector and amplifier for the community's existing energy and expertise.

Navigating Areas of Tension

Several productive tensions emerged from community conversations, reflecting the District's complexity and the need for nuanced approaches to its development.

Geographic Scope and Identity: While some feel the current District boundaries are too expansive and unfocused, others recognize the economic development potential of the larger geography. A consistent theme to "connect all areas" while maintaining distinct identities suggests a both/and approach. The District can embrace its geographic diversity as a strength while developing sub-area programming that celebrates each neighborhood's unique character.

Development Balance: The tension between encouraging growth and preventing displacement requires careful attention to development scale and type. There were strong preferences expressed to focus on developing more opportunities for small "organic" businesses, particularly encouraging local entrepreneurs. This approach can distinguish and strengthen the local identity and appeal of the District.

Programming Philosophy: The community's top ranking of street performers and outdoor live arts, combined with their emphasis on community-focused events, suggests a preference for programming that serves residents first while naturally attracting visitors. However, their recognition of major signature festivals as important indicates openness to larger-scale programming when it aligns with community values.

Opportunities for Transformation

The identified needs point toward significant opportunities for positive change. The community's enthusiasm for programming, evidenced by detailed suggestions ranging from historical reenactments to community festivals and celebrations to programming that provides opportunities for all ages, reveals deep engagement and creative energy ready to be channeled.

The strong preference for family programming and youth offerings—particularly the call for "more offerings for children, especially young kids"—indicates opportunity to position the District as a multigenerational community asset. The suggested activities and programming for various age groups demonstrate an appetite for programming that brings different demographics together.

The community's vision extends beyond programming to encompass District identity, with calls for merchandise that lets residents show community pride. This reflects understanding that the District should be something residents claim and celebrate, not just a destination for outsiders.

The overwhelming sentiment from community engagement reflects a population ready for authentic, inclusive

arts programming that celebrates Norwalk's unique character while supporting local businesses and fostering genuine connections. This readiness, combined with the District's official designation and existing creative infrastructure, creates a foundation for transformative development that honors community values while achieving ambitious goals.



THE PLAN



"Wall Street Is On the Rise" Mural
Victoria Urso, 2025

INTRODUCTION

This plan provides a comprehensive framework for developing the Norwalk Arts District into a thriving cultural and economic hub. Building on extensive community engagement, comparative research, and analysis of successful districts nationwide, the plan addresses the unique opportunities and challenges facing Norwalk's geographically expansive district. The following sections outline the strategic components necessary for the District's success:

Identity of the District establishes the authentic character and distinctive positioning that will differentiate Norwalk in the regional cultural landscape, building on its post-industrial heritage, diversity, and creative energy.

District Geography addresses the District's larger-than-typical footprint and presents strategies for organizing it as a collection of connected sub-districts—Wall Street, Waypointe, and Washington Street/SoNo—each functioning as walkable mini-districts within the larger whole.

Functions of the District defines four core strategic priorities that will guide management efforts: Connectivity and Unification, Marketing and Branding, Economic Development, and Programming and Activation. These interconnected functions create a comprehensive framework for cultural and economic development.

Management, Operations and Governance recommend a phased approach beginning with City-led management and transitioning to an independent Business Improvement District (BID) structure, ensuring professional capacity and sustainable operations.

Funding outlines diverse revenue streams necessary to support District operations, from special assessment districts to grants, sponsorships, and earned income.

Consolidated Recommendations and Implementation Grid provide a prioritized roadmap organized by timeline and function, with clear actions, priorities, and resource requirements to guide implementation over the coming years.

Together, these elements create a practical pathway forward that honors Norwalk's authentic character while building the infrastructure, programming, and community connections necessary for long-term success



Lockwood-Mathews Mansion Museum
Jeff Klein, 2019

IDENTITY OF THE DISTRICT

The Norwalk Arts District's identity emerges from a compelling blend of authentic realness and creative transformation that sets it apart in Fairfield County's cultural landscape. Unlike the polished affluence of neighboring communities, Norwalk embraces what stakeholders consistently describe as its "gritty, authentic" character—a post-industrial edge that artists and developers recognize as a genuine differentiator rather than a limitation to overcome.

Historic Foundation, Contemporary Vision

The District's identity is anchored in the historic authenticity of Wall Street and Washington Street, where stakeholders see opportunity to honor the past while boldly shaping the future. This isn't about museum-piece preservation but rather about leveraging historic character as a foundation for contemporary creativity. The area's industrial heritage, evidenced in its sturdy brick buildings and authentic urban texture, provides the kind of substantial creative spaces that artists seek and the atmospheric backdrop that makes cultural districts memorable.

Norwalk has evolved from its industrial origins into something new: a post-industrial landscape where, in early stages of redevelopment, "lower rents and commercial properties made it possible for extraordinary and unique assets like the

Factory Underground" and similar creative enterprises to take root. This economic accessibility, rare in the region, has enabled organic artistic development that feels authentic rather than manufactured. There were strong sentiments expressed that though this was the basis for the current character, it will be challenging to expand given the rise in rents and realities of development occurring within the District.

Diversity as Distinguishing Strength

Perhaps most significantly, the District's identity is defined by Norwalk's racial, ethnic, and economic diversity—a characteristic that multiple community groups celebrated as fundamental to the area's appeal and future potential. This diversity isn't incidental to the District's cultural identity; it is the cultural identity. In a region where many communities struggle with homogeneity, Norwalk's

multicultural character provides both creative richness and market differentiation.

This diversity extends beyond demographics to encompass the range of artistic expression, business types, and community needs that the District must serve. The substantial and growing residential population ensures that the District's identity will always be shaped by people who call Norwalk home, creating natural balance against purely tourism-driven development.

Building on Established Assets

The District's identity builds on substantial existing assets that provide both credibility and momentum. The Norwalk Conservatory of the Arts, which is expanding its real estate footprint, student body, and degree programs, establishes the area's educational credentials while Factory Underground and associated music venues give it contemporary creative authenticity. The Maritime Aquarium serves as a proven regional draw, while the growing concentration of arts businesses on Wall Street demonstrates market validation of the District's creative potential.

The Norwalk River Valley Trail represents both literal and metaphorical connection—linking the District to broader regional recreation networks while embodying Norwalk's relationship with its natural environment. The area's historic architecture provides the substantial, character-rich spaces that creative enterprises require and that visitors find memorable.

The District has multiple transportation assets offer multiple current and future potential benefits. The South Norwalk station, which is served by the Metro-North Railroad and is an Amtrak stop, is located just two blocks south

of Washington Street and provides walking access to the broader District. The station will also become a greater transportation hub, since the City plans to move its Norwalk Transit bus hub to the station in about two years. These connections will directly benefit connectivity within the District, linking rail and bus service in Norwalk. In addition, the station is the focal point of a Transit Oriented Development (TOD) Redevelopment Plan, which calls for mixed use development in the area that could encompass affordable artist housing, live/work, and arts spaces. The TOD Redevelopment Plan also calls for sidewalk, streetscape, and bike lane improvements to enhance mobility.

Regional Differentiation

In the competitive Fairfield County cultural landscape, the District's identity offers clear differentiation from more sanitized destinations. Where Stamford presents corporate sophistication and other regional communities offer suburban charm, Norwalk provides urban authenticity with genuine creative energy. The District's post-industrial character and economic accessibility attract artists and creative entrepreneurs who might be priced out of more gentrified areas, ensuring ongoing creative vitality.

Evolutionary Pathway

The District's identity will likely evolve along the trajectory from "gritty but changing" to "authentically creative"—maintaining its industrial character and economic accessibility while adding layers of artistic sophistication and cultural programming. This evolution should enhance rather than replace the characteristics that currently attract creative residents and businesses.

The key to successful identity evolution lies in celebrating what makes Norwalk distinctive rather than trying to

replicate what works elsewhere. The District's identity should amplify its diversity, honor its industrial heritage, and leverage its authentic urban character as assets that differentiate it in an increasingly homogenized regional market.

As the District matures, its identity will be measured not just by what it offers visitors but by how well it serves as a creative home

for the diverse community that gives it life. This residential grounding ensures that the District's identity remains authentic and sustainable rather than merely performative—a crucial distinction that will determine its long-term success and regional significance.

"Art Capital of the World" Mural
Scott Chiappetta, 2021





South Norwalk
Patrick Sikes, 2021



Main Street Mural
Unknown, 2025

DISTRICT GEOGRAPHY

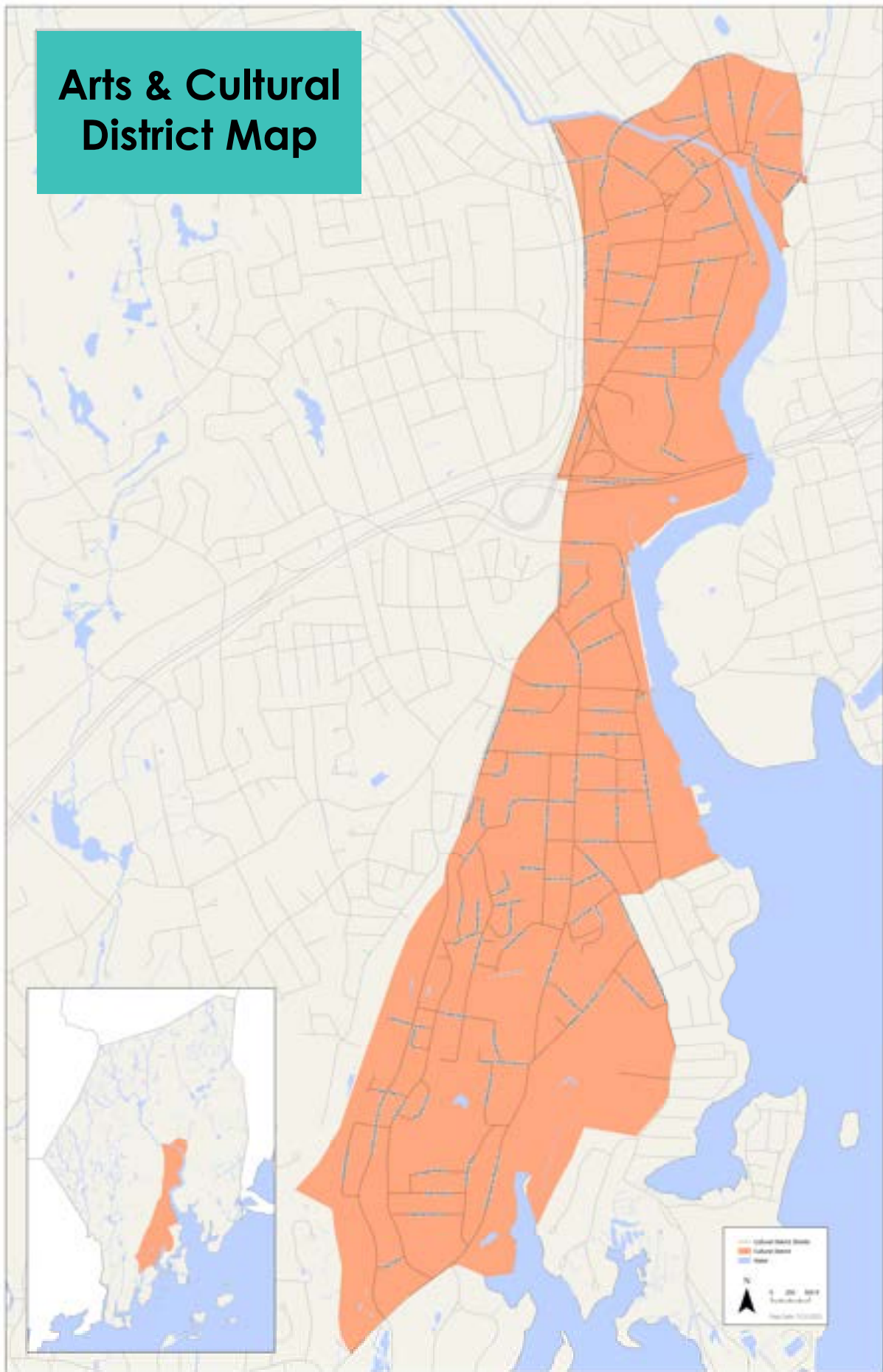
The Norwalk Arts District encompasses a larger-than-normal geographic area, offering both challenges and advantages. Its core area extends approximately 1.5 miles from Wall Street through West Avenue to Washington Street, and nearly 4.5 miles from its northern to its southern boundary with an average width of about a half-mile wide. In addition, the northern and southern areas are bifurcated by I-95. This does not match the classic definition for a district to be “compact and walkable.” Smaller areas have the benefit of concentrating the visitor experience, encouraging strolling and exploration, and strengthening the sense of place. Accordingly, Norwalk’s sprawling size is a distinguishing feature requiring specific adaptations to compensate but also to capitalize on its advantages.

For example, the large geographic area has multiple overlays with other districts and zones providing economic and other benefits. There are an Opportunity Zone and an Enterprise Zone offering incentives and other resources for targeted economic activity. There are also three historic districts that offer designation and incentives and .

underscore the community’s history and architecture: Washington Street, Whistleville, and Wall Street. In addition, the Redevelopment Area, encompassing a Transit-Oriented Development (TOD) District and the Lexington Avenue Neighborhood, is contained within the District boundaries in South Norwalk. See Building on Established Assets, above, for more information on transportation and connectivity related to the TOD and the South Norwalk train station

The Norwalk Arts District can best be seen and organized as a collection of sub-districts that each function as “compact and walkable” mini districts. The most recognizable are Wall Street, Waypointe, and Washington Street/SoNo. The District management can address the diversity and complexity of places and identity with clear programming and marketing that differentiates and promotes each. The District’s size also underscores the need to provide connectivity among its sub-areas, through programs, public art, urban design, transportation, and wayfinding.

Arts & Cultural District Map





Halloween Nightfair
Lori Hillsberg, 2025

FUNCTIONS OF THE DISTRICT

The Norwalk Arts District serves multiple interconnected functions that together create a comprehensive framework for cultural and economic development. Through extensive community engagement, four core functions emerged with remarkable consensus, each addressing fundamental needs while building toward a unified vision for the District's future. The four core functions that should serve as the strategic priorities of a management entity are:

- Connectivity and Unification
- Marketing and Branding
- Economic Development
- Programming and Activation

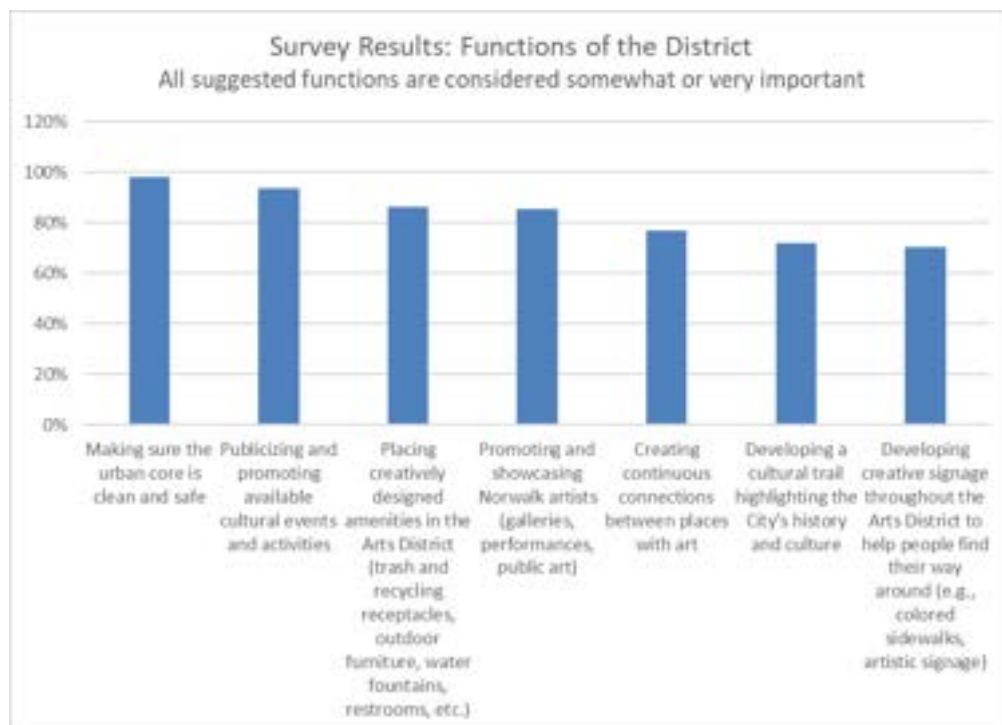


Figure 2 How IMPORTANT are the following to include in the Norwalk District plan?..

In addition to the four core functions, the District will need to address issues common to business improvement districts, such as street and sidewalk cleaning, safety patrols, lighting that promotes security, street concierge services, and the like.

Connectivity and Unification: Bridging Divided Communities

Perhaps the most critical function of the District is serving as a unifying force that connects its sub-areas, for example the Wall Street corridor and South Norwalk—communities historically divided by the I-95 barrier. This physical separation has created not just logistical challenges but psychological distance between neighborhoods that share common interests and complementary assets. The District functions as both a literal and symbolic bridge, creating reasons for residents to move fluidly between areas while developing a shared identity that transcends geographic boundaries.

This connectivity function extends beyond overcoming highway barriers to encompass the broader challenge of linking diverse neighborhoods, demographic groups, and economic sectors under one cultural umbrella. Three primary sub-areas are Wall Street, Waypointe and Washington Street/SoNo. The District also serves as common ground where East Norwalk residents can connect with South Norwalk businesses, where longtime residents can engage with newcomers, and where different cultural communities can find shared celebration and expression.

Marketing and Branding: Establishing a Unified Identity

The District functions as Norwalk's primary vehicle for developing and projecting a coherent cultural identity both locally and regionally. This branding function addresses the consistent community call for unified identity, comprehensive wayfinding, and coordinated promotion that helps residents and visitors alike understand what Norwalk offers and how to access it.

Wayfinding² : Wayfinding includes signage but, in an Arts District, may also express and augment the creative identity of the place. It is an opportunity to create distinction between each of the three sub-districts – Wall Street, Waypointe, SoNo – as well, that may include color coding, graphic images, and other tools in the design of a wayfinding 'brand book.' Wayfinding for the District should be about navigating the resources, venues, assets (e.g., murals, designated busker points, studios and galleries, etc.) and businesses in each sub district. One set of wayfinding issues concerns helping people find the District's assets – informing them about its different theatres, hotels, arts organizations, parks and other spaces, as well as its historic buildings, and directing people to them. A second set of issues is helping people coming for a performance or event navigate from parking or mass transit to their destination. A third set of issues relates to the entry and exit pathways to the District and guiding people into or through it. It is an opportunity to show intersection with the Norwalk River Valley Trail. A fourth is the creative possibilities of engaging people in an arts experience as they explore or navigate the District. It is recommended that a priority step when management is in place is to develop a wayfinding plan, in connection with the brand, that can explore and develop these ideas.

²An example of a wayfinding project in Berea, KY, funded through the NEA's Creative Placemaking program

Branding: Rather than simply promoting individual businesses or events, the District can develop an umbrella brand that elevates the entire area's profile. This includes developing visual identity systems, creating consistent messaging, and ensuring that the District's authentic character translates clearly to different audiences. The marketing function encompasses both digital promotion and physical wayfinding that makes the District's assets discoverable and accessible.

Marketing: There is a great deal of marketing "noise" in the environment and consumers now receive and seek out information in many more and distinct channels than in previous generations. The District's marketing task is more complex and must be nuanced and nimble to be effective. This suggests a robust digital and social media effort supplemented by advertising in traditional media, printed materials (e.g., flyers, postcard, posters), a word-of-mouth effort, and other tactics. District management should partner with and build on current marketing efforts for Norwalk, and supplement its work with research to measure and refine the outcomes of its marketing. District marketing should be based on a comprehensive marketing plan and program that is developed as an initial step once management is in place. Key issues and opportunities for the marketing plan and program are to:

- Establish a brand and identity for the District
- Develop an audience for the District that builds upon existing efforts for each sub area of the District (Wall Street, SoNo and Waypointe).
- Establish partnerships and clarify roles with marketing partners, such as the Wall Street Business Alliance.
- Create a process for achieving consensus on and coordination of

marketing messages and approaches beginning with the Advisory Board and in directing marketing efforts with constituents across the District

- Create promotions and cross-promotions with businesses and other entities within the District.
- Create promotions for Norwalk residents that "invite" the community to experience the District.
- Create promotions and experiences designated for the large population of residents of the District.
- Create and maintain a District website.
- Create a mobile app to support district marketing and activities, perhaps with a geolocation function.
- Establish and manage an ongoing and robust social media program.
- Create an internal communications platform for District stakeholders.
- Establish communications with street ambassadors (clean-and-safe staff), concierges and other people in the District.
- Establish success metrics and an assessment program to monitor progress and adjust the plan as appropriate and in relation to assessment findings.



Economic Development: Catalyzing Sustainable Growth

The District should function as an economic engine that supports existing local businesses while attracting new investment, visitors, and residents. Economic development here operates on multiple levels: generating foot traffic for retail businesses, creating market conditions that support creative enterprises, and establishing Norwalk as a destination that retains educated workforce and attracts creative professionals. The District contains overlapping zones for Enterprise, Redevelopment, Opportunity and Transit, each of which offers economic benefits and incentives that can align with District objectives.

This function recognizes that cultural districts succeed economically when they create authentic value for multiple stakeholders. Local businesses benefit from increased visibility and customer base, property owners see enhanced values, and the broader community gains from increased tax base and job creation. The District's economic function balances support for existing enterprises with attraction of new businesses that complement rather than displace established community assets.³

Programming and Activation: Creating Continuous Vibrancy

"In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired."

The District functions as a platform for regular programming that keeps public spaces active and provides ongoing reasons for people to visit, linger, and return. This activation encompasses everything from street-level performers (buskers), weekly farmers markets, to annual signature festivals, creating a calendar of activities that serves different demographics and interests while maintaining consistent energy throughout the District. It also serves to tie each sub-district together as a coordinated geography.

Programming serves multiple subfunctions: providing performance and exhibition opportunities for local artists, creating family-friendly activities that build community connections, generating economic activity for local businesses, and establishing Norwalk's reputation as a place where interesting things happen regularly. Programming should build on community preferences for street performers, outdoor live arts, and community-focused events while creating space for larger signature festivals that attract regional attention.



SoNo Saturday Market
VisitNorwalk.com, 2025

³ Examples of economic development, programs to support creative practices and businesses will be referenced here. An example of professional development opportunities is [Assets for Artists](#)—A4A.

⁴ Creative Placemaking, Markusen, Ann; Gadwa, Anne; National Endowment for the Arts White Paper, 2010.



Scott Chiappetta, 2021

Creative Experiences: Providing creative experiences on the street expresses the identity and heart of the District. The field of possibility is substantial, with opportunities to activate public spaces throughout Wall Street, Waypointe, and Washington Street/SoNo. These experiences celebrate Norwalk's post-industrial character, maritime heritage, and diverse creative community. Note that these experiences overlap with and support the programming priorities discussed earlier in this section.



Lori Hillsberg, 2025

Performance Activation Outside Venues: Creative opportunities exist to extend performances beyond traditional venues. This might include lunchtime performances in parks and public spaces near cultural institutions like the Norwalk Conservatory of the Arts, Factory Underground, and District Music Hall, as well as pre- and post-performance activities that encourage audiences to linger and explore the District. Outdoor spaces like Irving Freese Park and areas along the Norwalk River Valley Trail offer natural gathering points for these activations.



Biking in Norwalk, John Vorhees III, 2025

Art Trail and Wayfinding Integration: The Norwalk River Valley Trail and West Avenue corridor provide natural pathways for an art trail concept that could include permanent and temporary installations, performance spaces, and interactive elements. This art trail could connect the District's sub-areas while celebrating Norwalk's industrial heritage and natural environment. QR codes at installations could link visitors to artist information, local businesses, and digital content, creating an integrated physical and virtual experience.



capitoloutdoor.com

Electronic Information Points: As the District develops its wayfinding system, consideration should be given to including digital information kiosks at strategic locations. These could serve the dual purpose of providing promotional content about upcoming events and venues while also displaying rotating digital art pieces by local artists. Integration with the District's broader digital marketing strategy would ensure consistent messaging and user experience.



projections, and temporary artworks. The District management should work with the City to develop streamlined permitting processes that encourage rather than restrict creative expression, building on the successful mural policy advocated by the Arts and Culture Commission. Designated busking points with clear guidelines could provide performance opportunities for local musicians and artists while enhancing the District's vibrancy.

Parks and Public Spaces: The District contains several parks and public gathering spaces that can serve as venues for regular programming. Irving Freese Park, spaces along the Norwalk River Valley Trail, and pocket parks throughout the District offer opportunities for yoga and fitness sessions, mini-performances, noontime concerts, and community gatherings. Programming these spaces approximately 60% of daytime hours would provide consistent activation while maintaining their character as public gathering places. Collaborative festivals and events produced in partnership with District organizations could activate larger areas seasonally.



Digital and Virtual Experiences: While the District focuses on authentic, in-person creative experiences, digital components can enhance visitor engagement and accessibility. The District's mobile app and digital presence could include self-guided tours of historic buildings, public art walks, and location-based storytelling experiences. Geolocation services could serve as a digital docent for visitors exploring the District. Some public art installations might incorporate augmented reality components that reveal additional layers of meaning or historical context.

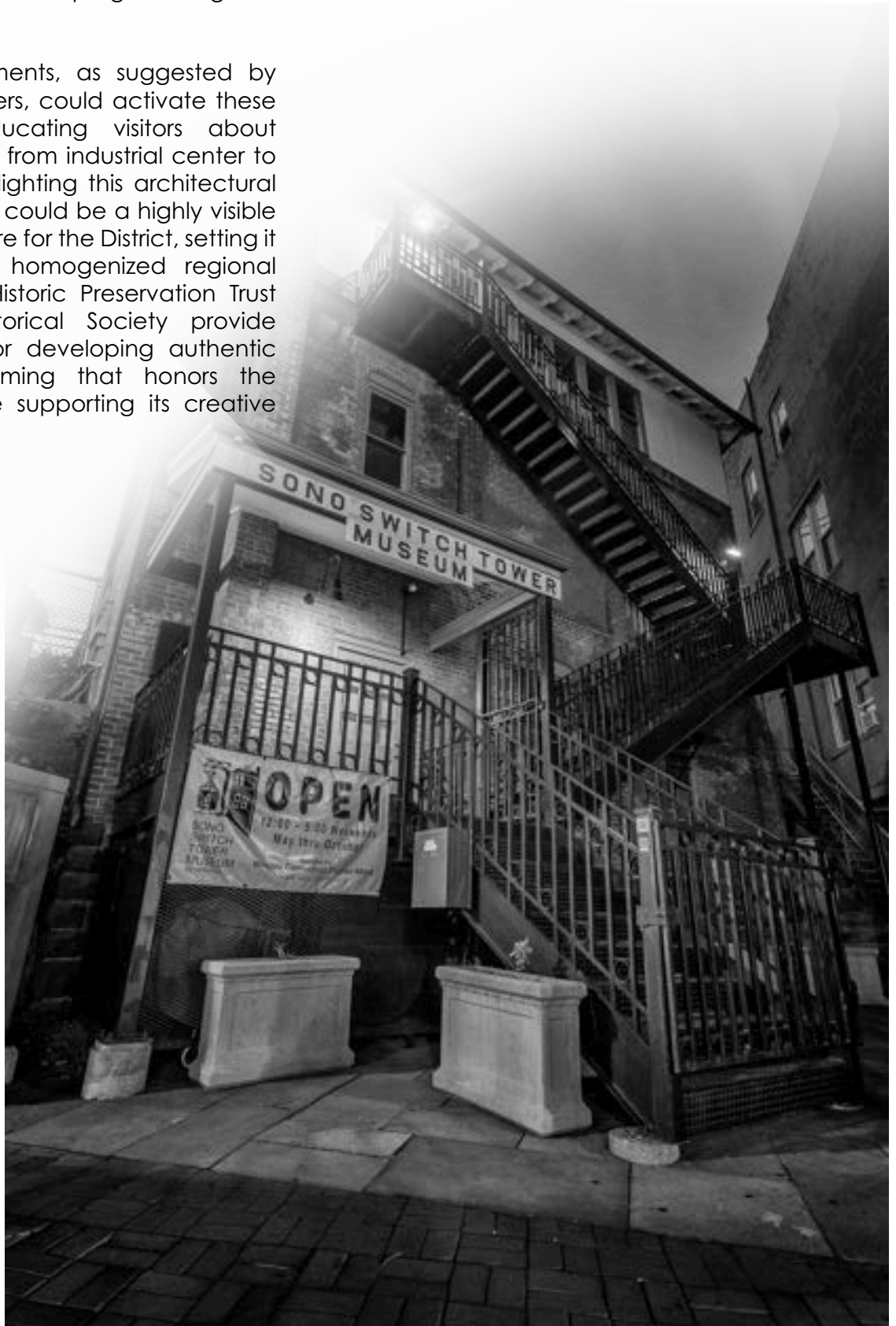


Street Activation Throughout the District: The District should embrace street-level creative experiences including busking, temporary art installations, food trucks, and pop-up performances on sidewalks, parks, and other public spaces. Multiple walls and buildings throughout the District could serve as canvases for murals, digital

Historical Experiences and Heritage Activation: The District is distinguished by significant historic structures including the Lockwood-Mathews Mansion, historic buildings along Wall Street and Washington Street, and the currently closed Palace Theater. Maritime heritage sites and industrial-era buildings throughout the District provide rich opportunities for historical interpretation. These assets offer

possibilities for engaging visitors through digital storytelling, interpretive signage, architectural tours, historic lighting installations, and creative programming that brings history alive.

Historical reenactments, as suggested by community members, could activate these spaces while educating visitors about Norwalk's evolution from industrial center to creative hub. Highlighting this architectural and cultural history could be a highly visible distinguishing feature for the District, setting it apart from more homogenized regional destinations. The Historic Preservation Trust and Norwalk Historical Society provide natural partners for developing authentic historical programming that honors the District's past while supporting its creative future.



SoNo Switch Tower Museum
Jeff Klein, 2019

Public Art Integration: Enhancing Visual Identity: The District functions as a canvas for public art that enhances visual appeal while expressing community character and values. This function can operate through multiple mechanisms: requirements or incentives for private developers, expansion of existing city programs, and individual project opportunities that arise organically.

Public art serves both aesthetic and practical functions—creating landmarks that aid wayfinding, generating social media content that promotes the District, providing platforms for local artist expression, and contributing to the authentic creative atmosphere that differentiates Norwalk from more sterile destinations.

The development of public art guidelines and processes ensures that artistic interventions align with community values while maintaining high quality standards.

The District's public art can build on existing storefront improvement programs, supporting small-scale temporary interventions like creative signage and storefront exhibits that allow individual businesses to contribute to the District's overall creative character while expressing their own identity.



"Welcome to Norwalk" Mural
Ernesto Maranje, 2024

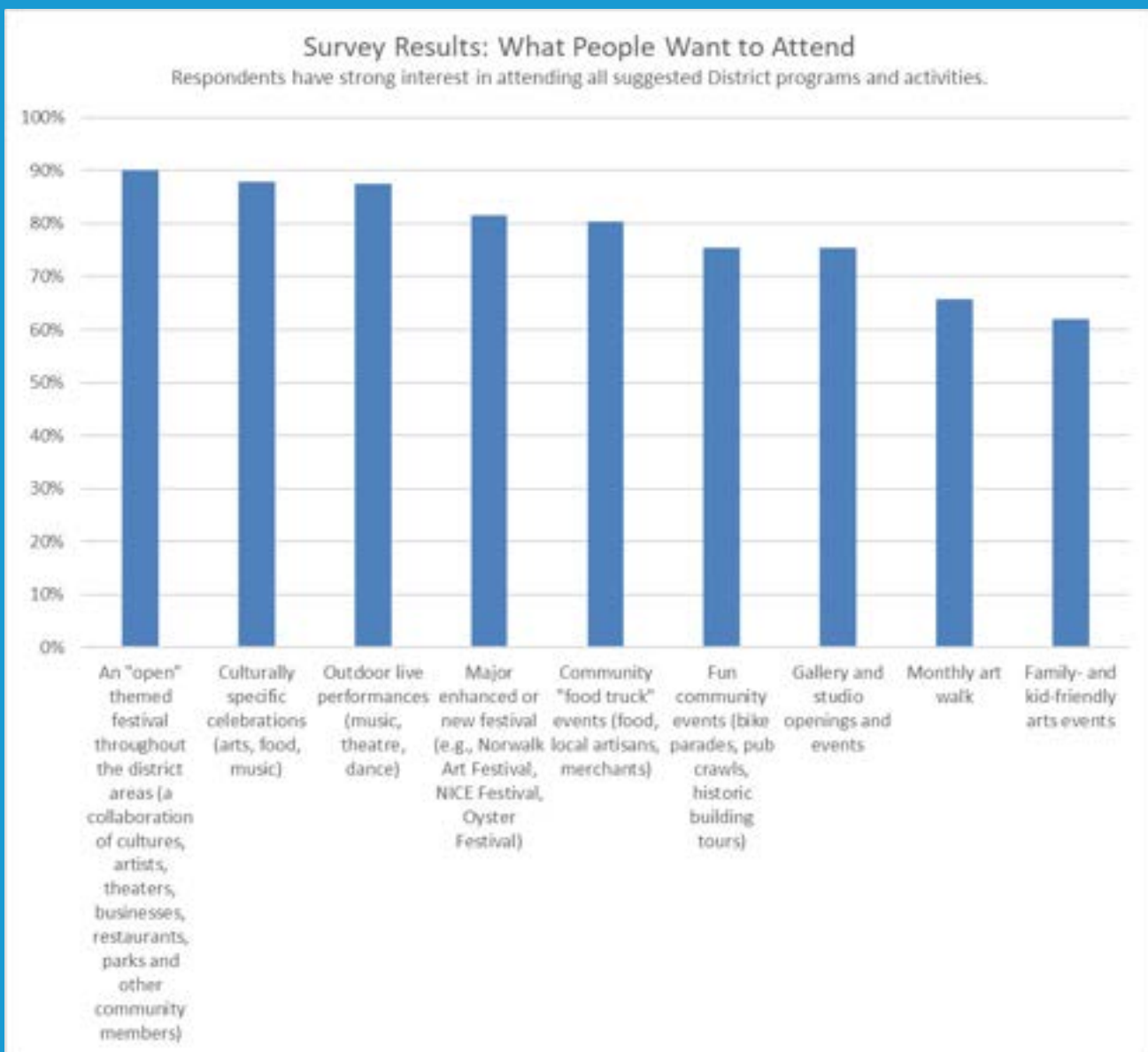


Figure 3 How interested would you be in visiting the Wall Street/West Avenue and South Norwalk districts to attend each of these events or activities?

Festival and Signature Events: Establishing Regional Presence: The District functions as host for major festivals and signature events that establish Norwalk's regional cultural presence while celebrating its unique identity. These larger-scale events complement regular programming by creating annual moments of concentrated activity that attract visitors, generate media attention, and provide economic impact that supports year-round operations.

Signature events should emerge from and express Norwalk's distinctive characteristics—its diversity, maritime heritage, post-industrial character, or creative community. Rather than importing generic festival concepts, the District's signature event function should develop programming that could only happen authentically in Norwalk, creating competitive advantage in the regional cultural marketplace.

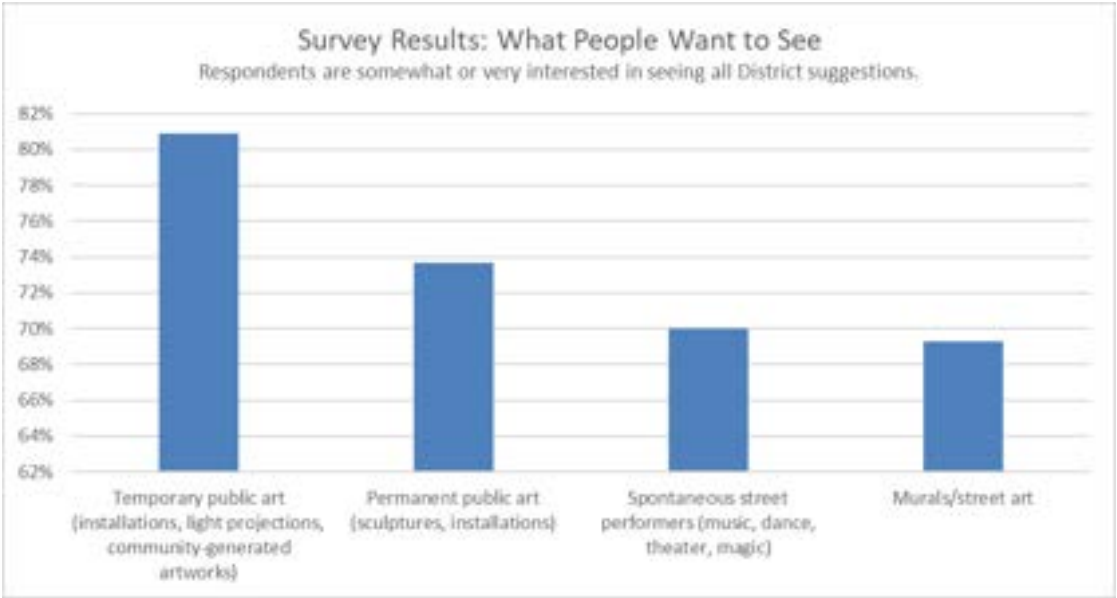


Figure 4 How interested would you be in visiting the Wall Street/West Avenue and South Norwalk districts to see the following?

Integrated Function Framework

These core functions work synergistically rather than independently. Connectivity enables more effective marketing by giving visitors coherent experiences to promote. Economic development provides resources for programming and public art. Programming creates content for marketing while generating economic activity. Public art enhances the District's marketability while providing venues for programming.

The District's success will be measured not by excellence in any single function but by how effectively they reinforce each other to create a comprehensive cultural and economic development platform that serves residents, supports businesses, and attracts visitors while maintaining the authentic character that makes Norwalk distinctive.



The Norwalk Art Space Performance
Patrick Sikes, 2021

MANAGEMENT, OPERATIONS, AND GOVERNANCE

To fully realize the potential of the District will require establishing a governance structure that reflects the range of stakeholders and creating a management structure for comprehensive operations that has the authority, capacity and resources necessary for implementation of this plan.

Management

Stakeholders agree that an effective and efficient management structure for the District is critical and must be led by a capable, consolidated organization. There are several options that emerged through the planning process that include integrating management within the City or creating a new entity whose sole purpose is District management. While the option of embedding District management within an existing organization was suggested, no clear or obvious organization was identified through the planning process.

It is recommended that for the greatest impact and efficiency that a sequential approach be considered, beginning with integrating management within the City, and transitioning over a period of three to five years to a structure under an independent business improvement district (BID).

Step 1: The Business and Tourism Development Office (BTDO) already manages most arts and cultural initiatives within the District and has demonstrated community-oriented effectiveness. There will be considerable effort needed to create and manage the District, requiring dedicated staff whose sole function is District management and development.

It is important that this not be seen as simply an extension of existing city services but a distinct function within BTDO. It would be best for the City to commit to multiyear funding for District operations and activities during start-up, while the BID is being planned, to provide a more stable base of implementation of this plan. BTDO would act as the District's initial fiscal agent and would provide policy direction, personnel management, programmatic oversight and organizational direction during the startup phase. BTDO has the existing relationships and experience to launch the District effectively. This initial phase would minimally take two to three years but may be up to five years. The department will need

qualified staff to oversee all aspects of District formation and initial programming. The first step in launching the District is for the Common Council and Economic and Community Development Committee to review this recommendation and authorize the department to serve as the incubating agency.

Step 2: Based on stakeholder input, there is strong interest in establishing a special services district, more commonly termed a Business Improvement District (BID), covering the District area. Property owners have expressed willingness to participate in such a structure. The BID should be a single entity that manages the Arts District, along with other BID responsibilities, for efficiency and minimal duplication of effort. This organization would be responsible for maintaining the brand and vision of the District, working with appropriate City departments regarding development and programming, and building capacity to raise private funds to support operations. The BID model would provide sustainable funding through property assessments while allowing for additional revenue through grants, sponsorships, and earned income. As it matures, this entity might also play a role in raising capital dollars to develop needed cultural facilities and artist housing.

Given the scale and geographic scope of the District, it may be advisable to establish two subdistricts within the BID – one from Wall Street to I-95 and a second in SoNo. The BID can be structured from the start to accommodate subdistricts and serve their differing interests..

The BID would assume the Arts District functions initiated by the BDTO but could continue to partner on specific initiatives. City staff or contract positions could transfer to the BID, in a negotiated process becoming employees of the BID.

For more detail on creating a BID, please see Business Improvement District section.

Priorities

When District management is established, it is recommended that their work plan include:

- Establish design standards for the District and serve as steward of the brand, including public art guidelines, streetscape improvements, economic development priorities, marketing and promotion, and signage/wayfinding systems.
- The management entity should work closely with Planning and Zoning, the Arts and Culture Commission, and the Historic Preservation Trust to ensure that development and improvements enhance the District's authentic character while supporting arts and cultural uses. This includes developing guidelines that encourage rather than restrict creative expression, as demonstrated by the successful mural policy advocated by the Arts and Culture Commission.
- District staff should maintain formal liaison relationships with the Arts and Culture Commission, Planning and Zoning, the Special Events Committee, Parks and Recreation, Historic Preservation Trust, and business associations whose work directly affects the District.

The success of the District will depend on high levels of communication, coordination and collaboration among the various stakeholders that operate within the District boundaries. The District Manager can provide a key coordination point that supports the activities of each partner while advancing the overall vision for the arts and culture District. Regular quarterly meetings should be established to ensure ongoing alignment and collaborative problem-solving.

The District should prioritize hiring staff with demonstrated experience in arts administration, economic development, marketing/promotion, and community engagement.

Given Norwalk's diversity and the District's commitment to authentic community representation, staff should reflect the community's demographics and have proven ability to work across cultural and economic differences. Initial staffing should include a District Manager and a Programming Coordinator, with expansion based on revenue growth and programming success. There will eventually be need for marketing, development, and other positions.

Business Improvement District

Since a Business Improvement District, known technically as a Special Services District, is the recommended management and governing entity for the Arts District, following a start-up period, it's useful to outline how a BID is formed and what it can do. A BID provides substantial authority and capacity, which will greatly assist the Arts District to fulfill its goals and promise. A BID has taxing authority, can own property, borrow money, provide municipal services, and/or own and operate public improvements.

BIDs in Connecticut are governed by state as well as municipal law. Creating a BID involves significant planning and preparation, plus voter approval by a majority of property owners in the district.

Steps to create a BID are:

1. Municipal ordinance: Norwalk's Common Council formally initiates the process by adopting an ordinance establishing the district. While, Norwalk has designated the Arts District, the BID would require a separate action. Note that while the common Council must take action, a BID is typically initiated by property owners seeking extra public services and willing to pay for them through higher property taxes.
2. Property owner approval: The ordinance takes effect only if the affected property owners vote within 60 days to approve it.
3. Voting requirements: A district is formed if a majority of the taxpayers within each grouping approves it in a referendum and the assessed value of their property exceeds half the assessed value of all property within their grouping.

Different types of properties and property owners can be treated differently within a BID, to reflect the benefits they receive. The BID can define groupings of properties, such as by land use (commercial, residential, industrial) and/or subdistrict within the overall geography of the district (Wall Street, SoNo). These groupings may be taxed at different rates, or at a zero rate, since they may receive different levels of benefits. This means, for example, that individual residential properties (houses, condos) can be effectively included in the BID but not taxed or taxed at a lower rate. Voter approval in forming the district is adjusted accordingly, so each grouping of property owner must approve the district formation with a majority of taxpayers and at least half of the assessed value of all property in the grouping.

It is important to note that a BID formed under Connecticut law is a public entity with governmental authority, not a nonprofit organization. State law requires that a BID be governed by an elected Board of Commissioners, elected every two

years. There may also be ex officio Board members. Board composition and selection is set by the municipality within certain state guidelines but, for example, can include tenants as well as property owners in elections of Commissioners. This provides an important mechanism for community responsiveness and political accountability.

A BID clearly provides a powerful platform for Arts District leadership and management, while facilitating community engagement and accountability.

Governance

The City should establish a District Advisory Board to assist in the formation and ongoing guidance of the District. This advisory body should be drawn from the existing Steering Committee that participated in this planning process, augmented by additional stakeholders who can bring resources, policy knowledge, and community representation. It is recommended that the Advisory Board be initiated as a sub-committee of the Arts and Culture Commission. The board should include members from the Arts and Culture Commission, Wall Street Association, business and property owners, artists, cultural organizations (such as the Norwalk Conservatory of the Arts, Factory Underground, Art Space), and community representatives. This advisory body can transition at a later date into an oversight Board of a Business Improvement District (BID) when launched, as a sub-committee of the BID Board of Commissioners..



Miracle on Wall Street
Scott Chiappetta, 2022

FUNDING

Successful districts require a management structure with strong organizational capacity. Capacity is necessary for the myriad tasks of District management, to lead, program, and market the District, develop and promote its identity, manage relationships, and fulfill the District's goals. All of this, of course, requires sufficient operating funds and human resources. In addition, having diversified revenues is desirable, providing greater financial stability and buffering downturns in one or more sources of revenue.

Norwalk is in the process of considering creation of a special services district (SSD or business improvement district) for areas within the Norwalk Arts District. SSDs require a majority of property owners in the district to agree to an additional property tax to fund agreed-on benefits. This is a strong possibility for providing at least some of the needed funding and management for the Norwalk Arts District. There is strong precedent for this approach. A number of Connecticut cities, including Stamford, New Haven, New Britain, Danbury, and Manchester have special services districts, although none are organized to fund an arts district. Several of the comparison cultural districts elsewhere in the U.S. rely on business

improvement districts at least in part for funding and management. The key advantages are that an SSD provides a stable source of basic operating support, organizational capacity, and direct accountability to property owners. An SSD for Norwalk would presumably encompass valuable functions in addition to the arts, such as clean and safe streets, marketing of local businesses, and programming, all of which would align with and benefit the Norwalk Arts District.

It will clearly be important to integrate funding for the Norwalk Arts District into planning for a potential SSD in Norwalk. Also, the larger geographic area of the Norwalk Arts District suggests considering a similarly large geographic area for an SSD, which would generate substantially more revenues and benefit a larger group of stakeholders. It will also be imperative to articulate the benefits of the Norwalk Arts District for property owners to justify their support for including it in an SSD.

In addition to potential SSD property tax revenues, the Norwalk Arts District can cultivate diversified funding. Sources include sponsorships, contributions, City funding, program revenues, private grants, state and federal funding, fundraising events, and memberships.

City Funding

The City can finance the cost of launching the District for an initial period of time, while an SSD is developed and a managing organization stood up. In the future, the City be a funding partner for ongoing operations and special projects. The City can also continue to leverage its infrastructure improvements, as it has been doing in the Wall Street area, and other City spending to benefit the District.

Program Revenues

These can be generated through vendor fees, admissions, concessions, and other income generated by District activities involving sales.

Private Grants

Grants from foundations and corporations will be dependent on an alignment of the donor's fields of interest with District needs.

State and Federal Grants

These grants are currently in a state of disruption and uncertainty but have in the past been valuable sources for arts projects, capital projects, and other initiatives (as opposed to general operating support).

Fundraising Events

Events generally require a large outlay of resources, human and financial, but can generate significant community support.

Memberships

A "Friends of" organization can generate membership fees and contributions to support the District, particularly among District residents.

Diversifying funding will require the Norwalk Arts District to have an active fund development office with qualified staff and to manage multiple donor and grantor relationships.



Norwalk Art Festival
Patrick Sikes, 2021

CONSOLIDATED RECOMMENDATIONS AND IMPLEMENTATION

The Norwalk Arts District is at a pivotal moment, ready to capitalize on the recent designation from the State of Connecticut, with significant potential to become a driving force for economic development, cultural vitality, and community connection. This plan, built on extensive community and stakeholder engagement, and an analysis of successful district models nationwide, identifies a clear pathway forward that builds on Norwalk's distinct character while addressing its unique challenges as a geographically expansive district.

The recommendations prioritize establishing professional management capacity, creating sustainable funding mechanisms, and implementing programming that serves both residents and visitors while supporting local artists and businesses. Success will depend on taking a phased approach that builds momentum through early wins and lays the groundwork for long-term sustainability and growth.

Foundation Building (Years 1-3)

IMMEDIATE MANAGEMENT STRUCTURE

- **ESTABLISH CITY LED MANAGEMENT:** THE BUSINESS DEVELOPMENT AND TOURISM DEPARTMENT SHOULD SERVE AS THE INITIAL DISTRICT MANAGEMENT ENTITY, HIRING DEDICATED STAFF WHOSE SOLE FUNCTION IS DISTRICT DEVELOPMENT AND OPERATIONS. RECRUIT A DISTRICT MANAGER AND PROGRAMMING COORDINATOR WITH DEMONSTRATED EXPERIENCE IN ARTS ADMINISTRATION, ECONOMIC DEVELOPMENT, AND COMMUNITY ENGAGEMENT. IDEALLY, THE DISTRICT MANAGER (AND OTHER DISTRICT STAFF) IS IN PLACE AS A CITY EMPLOYEE IN THE FIRST PHASE AND TRANSITIONS TO WORKING FOR THE BID WHEN ESTABLISHED.
- **COMMIT MULTI-YEAR CITY FUNDING:** A COMMITMENT OF MULTI-YEAR FUNDING WILL BE NECESSARY TO BUILD THE MANAGEMENT SYSTEMS AND INFRASTRUCTURE FOR THE DISTRICT. THE CITY SHOULD PROVIDE STABLE FUNDING FOR DISTRICT OPERATIONS DURING A 3-YEAR STARTUP PHASE WHILE A BUSINESS IMPROVEMENT DISTRICT (BID) IS DEVELOPED AND IMPLEMENTED, AND THERE IS A RAMP-UP OF RESOURCES TO OPERATE THE DISTRICT.
- **CREATE A DISTRICT ADVISORY BOARD:** FORM AN ADVISORY BODY DRAWING FROM THE CURRENT STEERING COMMITTEE, AS WELL AS IDENTIFYING OTHER REPRESENTATIVES FROM THE ARTS AND CULTURE COMMISSION, BUSINESS OWNERS, PROPERTY OWNERS, ARTISTS, CULTURAL ORGANIZATIONS, AND COMMUNITY MEMBERS THAT WOULD PROVIDE GUIDANCE IN DISTRICT DEVELOPMENT.
- **ESTABLISH A BUSINESS IMPROVEMENT DISTRICT:** WHEN IN PLACE, A PRIORITY FOR MANAGEMENT IS TO LAY THE GROUNDWORK FOR AN INDEPENDENT BID STRUCTURE WITH SUSTAINABLE PROPERTY ASSESSMENT FUNDING.
- **DIVERSIFY REVENUE STREAMS:** DEVELOP THE CAPACITY IN THE FIRST THREE YEARS FOR SEEKING GRANTS, SPONSORSHIPS AND PROGRAM REVENUES. THIS WILL CREATE A PLATFORM THAT CAN TRANSITION TO THE BID.

Essential Infrastructure Improvements

- **Commission Design of a Comprehensive Wayfinding System:** Install consistent signage and digital wayfinding that connects Wall Street, Waypointe, and Washington Street/SoNo sub-districts, establishes a system for geographic differentiation and enhances the brand of the District.
- **Address Basic Infrastructure Needs:** Focus on cleanliness and maintenance, improved lighting for safety perceptions, and enhanced parking solutions.
- **Develop Transportation Connectivity:** Explore development of a trolley or shuttle system to physically connect District sub-areas and serve as a branding opportunity. Consider building on the City's existing Wheels 2U on-call transportation service as an alternative to a dedicated trolley/shuttle. Leverage the upcoming relocation of the City's Norwalk Transit hub to the South Norwalk train station as an opportunity to address District transportation needs. Support increased mobility improvements called for in the South Norwalk TOD Redevelopment Plan (sidewalks, streetscape, bike lanes, arts spaces)

Quick Win Programming

- **Launch Monthly Art Walks:** Establish First Friday or similar regular programming to create consistent District activation and visitor expectations.
- **Initiate Public Art Projects:** Begin small-scale, temporary public art installations and expand existing mural programs. Consider community-involved projects to increase public engagement.
- **Activate Street-Level Programming:** Establish a program to encourage and support street performers (e.g., create designated areas with guidelines or policies for permitting, hours, use of electronic amplification, etc.), outdoor live arts, and pop-up activations that

enhance liveliness throughout the District.

- **Considerations in Programming:**
 - Maintain a regular programming calendar that serves multiple demographics and interests.
 - Create family-friendly activities that build community connections while attracting visitors.
 - Provide performance and exhibition opportunities for local artists.
 - Balance community-serving events with larger signature festivals for regional attraction.

Ongoing Priority Considerations

Expanded Programming and Identity

- **Develop Signature Annual Events:** The process of developing one or more signature events should begin in Phase 1. It may be an opportunity to build upon/expand existing events that have the potential for growth. Large-scale festivals would ideally celebrate Norwalk's unique identity—diversity, maritime heritage, and post-industrial character and leverage the distinct nature and geography of the District.
- **Strengthen Sub-District Programming:** Develop distinct programming for Wall Street, Waypointe, and Washington Street/SoNo while maintaining a unified District brand.
- **Support Artist Community:** Address the needs of Norwalk's artist community, such as facilitating opportunities to increase or maintain affordable space and live/work projects. Also, developing artists' funding programs and work opportunities, promoting local artists and productions, and incentivizing artist residencies. Artists should be engaged in leadership and decision making for the District on an ongoing basis. The District can also set standards to assure professional compensation for artists' work in the District.
- **Expand Public Art:** Continue and expand the initial focus on temporary, community-engaged, and mural projects to include add larger and

iconic artworks. Look for opportunities to use public artworks to reinforce connectivity (on trails, as wayfinding, and for gateways).

Marketing and Branding

- **Implement Design Standards:** Establish District design guidelines in collaboration with Planning and Zoning and the RDA that enhance authentic character while supporting arts and cultural uses and establish a cohesive visual identity and messaging that authentically represent Norwalk's character.
- **District and Event Marketing:** Implement a multi-channel marketing strategy including digital, traditional media, word-of-mouth, and other creative efforts that reflect the multiplicity of ways people now access information. Partner with existing marketing efforts while developing District-specific promotional capacity.

Community Centered Approach

- **Prioritize Residents:** Prioritize programming and development that serves residents first while naturally attracting visitors.
- **Build on Norwalk's Authenticity:** Maintain authentic character by building on the existing creative community and preventing displacement.
- **Community Representation:** Ensure diverse community representation in governance and programming decisions.

The success of these recommendations depends on recognizing that the Norwalk Arts District's geographic scale and diversity are assets to be leveraged rather than problems to be solved. By embracing its authentic character, supporting its existing creative community, and building professional management capacity with sustainable funding, the District can become a unique regional destination that genuinely serves its community while driving economic development and cultural vitality.

Implementation Grid

Year 1 focuses on establishing the management foundation; establishing the District brand and a master marketing plan; launching quick-win programming and beginning the BID development process.

Year 2 emphasizes building momentum through infrastructure improvements including installation of wayfinding and geographic demarcation of the District and subdistricts, expanding programming, and formalizing the BID structure.

Year 3 centers on completing the transition to independent BID management, launching major signature programming, and achieving marketing maturity.

Years 4-5 target sustainable operations, physical development projects, and regional leadership.

Each phase builds logically on the previous one, with early actions creating the foundation for later developments. The plan balances immediate visible wins (like First Friday events) with longer-term capacity building (like BID establishment), and includes specific metrics for tracking progress. The structure allows for flexibility while maintaining clear priorities and accountability timeframes.

Function/Strategy	Action	Resources
YEAR 1: Foundation Building (Months 1-12)		
Immediate Priority Actions (Months 1-3)		
Establish Management Structure		
	Common Council Economic and Community Development Committee reviews and authorizes ECDD to serve as incubating agency	Staff and committee time
	Secure multi-year City funding commitment (minimum 3 years)	Funding required for specific line items below. Focus is on city supporting the District operations for a period of up to 3 years until the BID (special services district) is established and providing operating funds.
	Hire District Manager (full-time position)	Est. \$100-125K annually for salary, benefits and related costs
	Establish District Advisory Board drawing from Steering Committee and additional stakeholders	Staff and committee time

Launch Quick Win Programming

	Initiate monthly First Friday Art Walk (or similar regular event)	Staff time in organizing along with resources invested in promotional materials
	Begin street performer/busking pilot program with designated locations and guidelines. Additionally, identify infrastructure improvements to create designated busking areas/zones.	Establish guidelines and review with Advisory Board and internal city departments as required
	Activate existing public spaces with small-scale temporary programming	See appendix section on links to small-scale activation examples and suggestions and approaches and budget ranges to consider.

Begin Infrastructure Planning

	Identify priority lighting and safety improvement locations	Coordinate with public works and develop a capital needs budget
	Survey parking and transportation connectivity challenges	Staff time and potential consultant cost

Short-Term Actions (Months 4-12)

Build Management Capacity

	Hire Programming Coordinator	Estimate salary and related costs of \$75-85,000 annually.
	Establish formal liaison relationships with Arts & Culture Commission, Planning & Zoning, Historic Preservation Trust, Parks & Recreation	Staff time
	Create quarterly stakeholder coordination meetings	
	Develop District operations manual and brand guidelines framework	

Initiate BID Development Process		
	Convene property and business owners to introduce BID concept	Staff time
	Present benefits analysis and funding projections	
	Begin informal polling of property owner support	
	Research Connecticut BID models and legal requirements	
Develop Brand and Marketing Foundation		
	Issue RFP for brand identity and marketing plan development	Staff time and research
	Commission brand identity system (logo, visual standards, messaging)	Est. consulting and related costs in a range from \$40,000-\$60,000. Refer to the appendix section for resources for branding and wayfinding design firms
	Launch basic District website and social media presence	Design and consulting fees
	Create initial promotional materials and event calendar system	Design and consulting fees
	Conduct comprehensive wayfinding needs assessment	Consulting fees for design firm specializing in wayfinding and placemaking. Estimate fees in the range of \$30,000-\$50,000 for assessment. Refer to section the appendix on resources for wayfinding design firms.
Expand Programming		
	Establish 2-3 additional recurring programs (outdoor concerts, family activities, etc.)	Refer to appendix section on examples and approaches to activation
	Launch small-scale temporary public art projects	
	Pilot weekend street activation in one sub-district	

Community Engagement		
	Host quarterly community forums to build resident and business connection to and a sense of ownership of the District	Staff time
	Establish artist/creative community advisory group	
	Create business owner networking events	
	Survey residents and visitors on programming preferences to establish ongoing assessment and evaluation processes of District activities	
YEAR 2: Building Momentum (Months 13-24)		
Priority Actions (Months 13-18)		
Complete Essential Planning		
	Finalize and adopt comprehensive wayfinding plan	Consulting fees for design firm specializing in wayfinding and placemaking. Estimate fees in the range of \$50,000-\$90,000 – this may include the assessment indicated above. Refer to section the appendix on resources for wayfinding design firms.
	Complete marketing strategy and implementation roadmap	Engage a marketing firm to develop a comprehensive marketing master plan. Estimate fees in the range of \$50,000 - \$75,000
	Develop public art guidelines and installation procedures	Engage a firm specializing in public art master planning and program design to develop procedures and program guidelines. Estimate range of \$40,000 - \$70,000.
	Create design standards for District development	Integrated with branding and/or wayfinding design projects

Implement Infrastructure Improvements - Phase 1		
	Install priority wayfinding signage at major entry points and key intersections	Capital expenditure. Costs will depend on design, fabrication and materials costs
	Complete lighting improvements in highest-priority areas	Capital expenditure, to be determined
	Launch improved parking information system (signage, digital, maps)	Capital expenditure, to be determined
Formalize BID Structure		
	Develop BID petition and secure property owner signatures	Staff time, legal and professional costs of BID approval and formation
	Common Council adopts ordinance establishing special services district	
	Plan and advocate for, and conduct, the required property owner voter referendum	
	Designate District Advisory Board as BID oversight body	
	Establish BID operational budget and assessment structure	
Expand Marketing and Promotion		
	Launch comprehensive digital marketing campaign	Staff time and expenses to be determined with marketing plan
	Develop partnerships with regional media outlets	Staff time
	Create District mobile app or enhanced digital presence	Engage app design firm. Cost and fees to be determined
	Implement multi-channel event promotion system	Staff time

Ongoing Actions (Months 13-24)

Programming Expansion

	Develop first signature annual festival concept and plan	Year one is likely to require significant investment in key components and testing revenue models to build into an annual event. Recommend budget up to \$300,000 for initial event
	Expand monthly programming to all three sub-districts	To be determined. Utilize guide on small scale activation for budget development
	Launch public art installation series	Staff time plus project costs TBD
	Establish artist-in-residence or artist showcase program	Establish an annual budget for artist in residence fees with a range of \$12,000 - \$18,000 annually per residency plus allocation for project costs (materials, etc.)

Artist and Creative Community Support

	Identify and catalog affordable space opportunities	Staff time
	Launch small grant or microgrant program for artists	Budget to be determined based on the number of microgrants available in the program. Recommend minimum microgrants of \$5,000 with 10-12 available annually
	Create artist directory and promotional platform	Staff time

Revenue Development		
	Hire or contract for development/fundraising capacity	Costs will vary depending on if engaging hourly or on standing retainer. Anticipate hourly minimum of \$50 - \$75 an hour for grant writers
	Secure first major corporate or business sponsorships	Staff and/or contract time
	Apply for state and federal grants	Staff and/or contract time
	Launch "Friends of Norwalk Arts District" membership program	Staff time for program design, launch and ongoing management
Community Engagement		
	Host quarterly community forums to strengthen resident and business connection to and a sense of ownership of the District	Staff time
	Continue artist/creative community advisory group	
	Continue business owner networking events	
	As needed, survey residents and visitors on programming preferences to establish ongoing assessment and evaluation processes of District activities	

YEAR 3: Consolidation and Growth (Months 25-36)		
Priority Actions (Months 25-30)		
Complete BID Transition		
	Transfer District management from City to independent BID structure	Staff and Advisory Board time
	Transition District Manager and staff to BID employment	
	Establish BID Board of Commissioners with formal governance structure	
	Implement full BID revenue collection and operations	
Infrastructure Improvements - Phase 2		
	Complete comprehensive wayfinding system installation	Capital expenditure budget to be developed as needed
	Implement additional lighting and safety improvements	
	Launch trolley/shuttle feasibility study or pilot program	
	Complete streetscape improvements in priority areas	
Major Programming Launch		
	Debut first major signature annual festival	Staff time and program budgets for each item as developed during planning
	Establish full calendar of recurring monthly/weekly programs	
	Launch substantial public art commissions (temporary or permanent)	
	Implement historical interpretation/heritage activation projects	

Ongoing Actions (Months 25-36)		
Organizational Capacity Building		
	Add Marketing Director position	Estimate salary and related costs between \$90,000 - \$110,000
	Expand programming and operations staff as needed	To be determined based on available fund through newly established BID
	Develop volunteer program structure	Staff time
Evaluate and Refine		
	Conduct comprehensive program evaluation	Staff time
	Survey stakeholders, residents, and visitors	
	Assess economic impact and foot traffic data	
	Refine strategies based on performance data	
Long-Term Planning		
	Develop 5-year strategic plan for BID	Staff time if managed internally. Estimate \$45,000 - \$70,000 if consulting/external planners are engaged
	Identify capital project priorities (Palace Theater, public spaces, etc.)	Staff time
	Plan affordable housing/live-work space development strategies	Staff time. Integrate with strategic planning
	Expand artist support programs and anti-displacement initiatives	Staff time. Integrate with strategic planning
Deepen Community Integration		
	Expand multicultural programming reflecting Norwalk's diversity	Staff and Advisory Board time
	Strengthen youth and family programming	
	Enhance accessibility and inclusion across all programs	
	Build neighborhood-specific programming in each sub-district	

Community Engagement		
	Host quarterly community forums to strengthen resident and business connection to and a sense of ownership of the District	Staff time
	Continue artist/creative community advisory group	
	Continue business owner networking events	
	As needed, survey residents and visitors on programming preferences to establish ongoing assessment and evaluation processes of District activities	
YEARS 4-5: Maturation and Expansion. - Strategic Goals for Measuring District Success		
Sustainable Operations		
Achieve stable diversified revenue streams (BID assessments, grants, sponsorships, earned income)		
Demonstrate measurable economic impact (property values, business growth, job creation)		
Maintain robust programming calendar year-round		
Physical Development		
Support adaptive reuse of historic buildings (Palace Theater priority)		
Facilitate artist housing and live-work space development		
Implement major public space improvements		
Complete connectivity improvements between sub-districts		
Program Excellence		
Establish signature events with regional/national recognition		
Maintain diverse programming serving multiple demographics		
Support thriving local artist community with opportunities and resources		
Create model for equitable cultural district development		
Regional Leadership		
Position Norwalk as Connecticut cultural district model		
Share best practices with other communities		
Attract state and national attention/awards		
Generate cultural tourism economic impact		



ATTACHMENTS

SMALL SCALE ACTIVATIONS

Following are examples of small-scale activations and approaches to placemaking for consideration in developing a program for the Norwalk Arts District.

Examples:

- Sebastopol, California's temporary parklets using plywood and OSB walls, customized by adjacent businesses for a successful one-day activation
- Nashville's Civic Design Center using PARK(ing) Day parklets to demonstrate value of public space before transitioning to permanent installations
- Minneapolis' Cultural Districts Pop-up Art & Cultural Activations Program providing grants up to \$5,000 for temporary projects including dance, drumming, performance, interactive installations, and hands-on activities
- Seattle's Arts in Parks program commissioning site-specific outdoor temporary artworks lasting 45 days to eight weeks
- Three New York City BIDs partnering to display art in vacant storefronts and create gallery walks
- Downtown Orlando's activation program expecting over 850 experiences programmed annually with \$1.189 million in funding
- Boston's Neighborhood Activation Grant program supporting community-focused arts activations in public spaces
- Covington, Kentucky's themed parklets including a life-size xylophone outside a toy shop and a boxing ring near a barber shop

Quick Win Programming: Small-Scale Temporary Activations

Street-Level Pop-Up Installations

Parklets (Temporary Public Spaces) Parklets transform one or two parking spaces into vibrant community gathering places, typically measuring 8 feet by 18 feet, with elevated platforms that create seating areas, greenery, and bike parking. In Sebastopol, California, community members constructed three temporary parklets using plywood floors and OSB walls, which were then customized by adjacent businesses with seating and artwork for a one-day activation that demonstrated strong community interest. Nashville's Civic Design Center used temporary parklets on PARK(ing) Day to advocate for permanent public space, eventually leading to their first permanent parklet installation.

For Norwalk: Wall Street and Washington Street could host temporary parklets outside restaurants, galleries, or music venues like District Music Hall, creating instant gathering spaces that test community interest before committing to permanent installations.

Pop-Up Parks and Play Spaces Moveable and pop-up installations can be deployed flexibly, including locating freestanding play installations on sidewalk corners, creating "pop-up parks-within-parks" at existing parks, or housing installations in repurposed shipping containers that transport between locations. The Bethel Revitalization Initiative hosted a two-day "Bethel Better Block" event with multiple pop-ups in the downtown area, incorporating a temporary multimodal lane for walking, bicycling, and wheelchairs.

For Norwalk: Irving Freese Park or spaces along the Norwalk River Valley Trail could host weekend pop-up play installations or interactive art experiences, particularly family-friendly activations that address community requests for more children's programming

Community Arts Activations

Temporary Art Installations and Interactive Projects Minneapolis' Cultural Districts Pop-up Art & Cultural Activations Program provides grants up to \$5,000 for temporary projects including dance, drumming, songwriting, performance, improv theater, poetry, puppetry, interactive installations, hands-on activities for youth and families, and storytelling through film and visual art. Seattle's Arts in Parks program commissions artists to create site-specific outdoor temporary artworks or social practice activities lasting 45 days to eight weeks, with projects designed to activate spaces, engage pedestrians, and create unique sense of place through creative practice.

For Norwalk: District management could launch a small grants program (starting with \$1,000-\$3,000 awards) for local artists to create temporary installations at rotating locations throughout the three sub-districts, building on Norwalk's existing creative community at spaces like Space 67 Studios and Factory Underground.

Vacant Storefront Activations Three New York City BIDs partnered with an arts nonprofit to display art and create gallery walks in vacant storefronts, creating themes, putting together calls for submissions to artists, and recruiting property owners. Downtown Orlando's activation program, managed by United Arts with \$1.189 million in funding, focuses on public spaces, sidewalks, storefronts, and buildings, expecting over 850 experiences programmed throughout the year.

For Norwalk: Empty storefronts along Wall Street could become rotating artist showcases or community exhibition spaces, with simple window installations visible 24/7 and occasional open-studio hours on First Fridays.

Performance and Cultural Programming

Street Performance and Busking Programs Minneapolis Downtown Improvement District produced live streaming shows from street performers and specially recorded "Street Show Gems" taped at quintessential downtown locations, with artist payments matched by contributions to social justice organizations.

For Norwalk: Launch a designated busking program with permitted performance spots at key locations (outside Factory Underground, along Washington Street restaurant row, at the Waypointe plaza) with clear guidelines for hours, amplification, and tip collection. Start with weekend programming and expand based on community response.

Social Practice and Community Engagement Activities Boston's Neighborhood Activation Grant program supports community-focused arts and cultural activations including site-specific performance art, immersive arts installations, community celebrations, interactive theater productions, film screenings with conversation, cultural festivals, and community dialogues that center the arts. Funded activations emphasize community engagement and site-specific responsiveness, incorporating hands-on activities that respond directly to community needs while centering community-driven cultural practices.

For Norwalk: Host monthly community art-making events in public spaces (similar to the successful "Wishing Tree" engagement used during planning), outdoor film screenings on building walls, or storytelling circles that celebrate Norwalk's diverse immigrant communities and multicultural heritage.

Tactical Urbanism and Demonstration Projects

Quick-Build Street Transformations Pop-up designs and activations use a "do-it-yourself" approach to temporarily transform public space, using examples like converting parking spaces into parklets and using alleys for community events, with planning consisting of engaging community members, building demonstration projects, and hosting events. In Covington, Kentucky, a group called Curb'd created temporary parklets as fun reflections of neighboring areas—including a life-size xylophone outside a toy shop, a boxing ring themed parklet near a barber shop, and a huge igloo where visitors could hang personal handwritten wishes.

For Norwalk: Create themed temporary installations that reflect neighborhood character—maritime-themed parklets near the waterfront in SoNo, music-themed installations near District Music Hall, or industrial-heritage designs along Wall Street's historic corridor.

Pilot Programming Before Permanent Investment Pop-up parklets in Sebastopol used lightweight, moveable furniture that residents could easily reconfigure for different group sizes, and umbrellas that could be repositioned for shade, demonstrating that flexible design elements invited more visitors and led several businesses to express interest in permanent parklets.

For Norwalk: Test concepts like the proposed trolley/shuttle with a weekend pilot using rented vehicles before committing to permanent infrastructure. Try temporary protected bike lanes with paint and cones before permanent installation. Host a one-day "open streets" event closing part of Wall Street or Washington Street to cars.

Implementation Strategies for Quick Wins

Low-Cost Materials and DIY Approach Start with simple, affordable materials: plywood platforms, potted plants, folding chairs, string lights, paint, and chalk. Partner with local businesses, artists, and community volunteers for design and construction.

Lending Library of Materials Communities can reduce expenses associated with pop-ups by creating a lending library of materials that community members can use to host events, and by creating resources to help build safer pop-up installations including guidance for quick-build parklets and pedestrian plazas.

Streamlined Permitting Work with the City to develop expedited permit processes for temporary activations lasting one day to several months, similar to approaches used during COVID-19 for outdoor dining.

Seasonal and Event-Based Timing Launch initial activations during warmer months (May-October) and tie them to existing events (farmers markets, First Fridays, festivals) to build on existing foot traffic.

Evaluation and Documentation Photograph all activations, count participants, gather informal feedback, and track social media engagement. Use data to demonstrate impact and build support for permanent installations or expanded programming

Budget Considerations

Micro-Activations: \$500-\$2,000

- Chalk art installations
- Temporary window displays
- Small pop-up performances
- Community art-making stations

Small-Scale Activations: \$2,000-\$5,000

- Simple parklets (one weekend)
- Temporary mural projects
- Pop-up artist showcases
- Interactive installations

Mid-Scale Activations: \$5,000-\$15,000

- Multi-day events
- Multiple simultaneous activations
- More substantial temporary structures
- Artist residencies or extended programming

These quick wins generate immediate visibility, test community response, demonstrate District momentum, and create content for marketing—all while building toward more substantial long-term programming and infrastructure investments.



Norwalk Mural Park
Scott Chiappetta, 2021



Washington Street
Jeff Klein, 2019

RESOURCES FOR WAYFINDING PROGRAMS

MIG is a comprehensive multidisciplinary firm offering Environmental Graphic Design and Wayfinding as part of broader planning and design services including Cultural Places, Downtown Planning and Design, Placemaking, and Public Art Consulting.

RSM Design specializes in well-designed wayfinding systems that add value to cultural centers, galleries, museums, and entertainment districts.

Corbin Design has proven experience with Fort Worth's Cultural District, creating systems that differentiate districts while trailblazing between them using color logic incorporated into signage

Two Twelve is a minority- and women-owned New York firm with extensive performing arts experience including the Perelman Performing Arts Center and David H. Koch Theater at Lincoln Center

Mijksenaar has 35 years of experience with museums and cultural environments, focusing on creating identity through wayfinding

Gensler is a global architecture, design, and planning firm with extensive wayfinding experience with MoMA, Cedars-Sinai Hospital, San Francisco Airport, and other clients.



Sheffield Island Ferry
Patrick Sikes, 2021

CULTURAL DISTRICTS COMPARISON STUDY

The purpose of the comparison study is to inform planning and management choices for the Norwalk Arts District. Six districts were selected based on having one or more relevant characteristics to Norwalk: mixed arts/history focus; significant residential population; nearby competition; strong business/property owner presence; and/or similar city population size (~92,000). To be clear, arts and culture districts are highly individualized and distinct from one another, reflecting their unique mix of cultural assets, history and culture, objectives, and many other factors. Therefore, this comparison is best viewed as a collection of insights from across places that share both similarities and differences to Norwalk.

Boulder CO Pearl Street District
Fort Worth TX Cultural District
Knoxville TN Arts District
New Orleans Warehouse Arts District
Philadelphia Avenue of the Arts
Portland ME Arts District

A table with data for each district on the following is attached:

- Identity
- Area
- Goals
- Key Assets
- Programs
- Management
- Funding
- Population
- Observations

Overall Conclusion: The most successful cultural districts combine professional management, stable funding, consistent programming, and compact geographic scale. Norwalk's challenge will be adapting these proven models to work within its larger geographic footprint while leveraging its unique maritime heritage, historic properties, and multicultural character to create a differentiated regional arts destination.



SONO Sign
Patrick Sikes, 2021

Overall Observations

- **Goals and Functions:** All districts have an objective of marketing and promotion. Most focus on cleanliness, safety, and walkability – the visitor experience. Also, most produce a wide variety of public programming, much of it free. Districts with a strong presence of arts institutions rely less on district-produced programs and more on programming offered by the institutions.
- **Management:** All but one district have a management entity with professional staff and ongoing operational funding. Boulder and Knoxville have two organizations that collaborate, dividing responsibility for arts and a business improvement district. The Arts District of New Orleans is the outlier, being a small budget and all-volunteer nonprofit.
- **Area:** Four districts have “compact, walkable areas” that are strongly associated with successful districts, since they provide a concentration of assets and visitor experience. By contrast, Norwalk is larger, extending approximately 1.5 miles from Wall Street through West Avenue to Washington Avenue, and nearly 2.5 miles to its southern boundary. Philadelphia and Fort Worth were selected as comparable districts in part because they also have larger areas. Philadelphia extends approximately 1 mile and Fort Worth 2.1 miles.
- **Connectivity:** Larger geographic areas pose significant challenges with connectivity and coherence. The larger districts – Philadelphia and Fort Worth – have made specific efforts to enhance connectivity. Philadelphia has the advantage of a corridor (a ten-block area of Broad Street) served by a subway line; it has made long-term and ongoing efforts to improve the pedestrian experience and create public spaces with streetscaping and urban design improvements. Fort Worth has relied primarily on mixed use real estate developments to provide infill and connectivity.
- **Programming:** Apart from the programming provided by the arts organizations and businesses in the district, districts themselves produce regular and special event programs to provide consistent activation and define the character/attraction of the area. The most common program is a monthly art walk, which provides continuity and help creates connections within the district. All districts produce large, signature events. Most also produce a range of activations, programs, and events throughout the year.
- **Residential Population:** Several districts have significant residential population and have supported residential/mixed use real estate development. Philadelphia has an active “Friends of” organization that produces networking, social, and community services events. The presence of residents – those who live in the district or in the city – influences the character of programming and marketing, as distinguished from districts focused primarily on tourism.
- **Key Assets:** Each district has a unique mix of cultural assets that help define its identity. That said, there are different emphases that inform programming and other activities. Philadelphia is focused primarily on performing arts and Fort Worth on its major museums and entertainment venues. Boulder, Knoxville and Portland rely on smaller-scale, community-oriented events, shopping, restaurants, and arts venues. New Orleans is heavily influenced by its long history and NOLA cultural traditions that predated the formation of the district.
- **Funding:** All districts except New Orleans have ongoing sources of operating funds that support a level of organizational capacity for management, marketing, programming and other functions. Sources include business improvement district revenues, city funding, grants, contributions, sponsorships, fundraising events, program revenues, and state and federal funding.

Considerations/Options for Norwalk

BID or Dual Management Structure (Boulder & Knoxville)

- Business Improvement District managing infrastructure/services
- Potentially partnering with separate Arts Alliance for cultural programming and advocacy
- Professional staff with volunteer board governance
- Stable special assessment funding from property owners

Portland's Nonprofit Partnership Model

- Creative Portland Corporation as official nonprofit arts agency
- City partnership with grant funding leverage
- Professional management with community engagement focus

Programming Success Patterns

Monthly Programming Anchors: Every successful district features **First**

Friday/Saturday Art Walks as their cornerstone:

- Consistent 5-8 PM timeframe across all districts
- Free, self-guided format with 15-30 participating venues
- 1,000-30,000 attendance depending on district size

Annual Signature Events: Large summer festivals (20,000-30,000 attendance) serve as economic drivers:

- New Orleans: White Linen Night (August) - 20,000-30,000 attendees
- Knoxville: Recognized as #2 "Best Arts District" nationally
- Portland: First Friday model operating since 2000

Unique Positioning: Norwalk can leverage its distinctive assets:

- Annual Art Festival
- Maritime heritage (Oyster Festival model)
- Multicultural population (NICE Festival approach)
- Historic architecture and waterfront location

Promotion of Programs Produced by Arts Organizations and Venues in the District: Coordinating and promoting programs without having to produce them.

Additional Programs, Projects & Activities: Provide ongoing, continuous activity and granularity:

- Gallery openings, small-scale music performances
- Street performers/busking
- Public art, temporary installations, and community-involved arts projects
- Bike parades, dog events

Program Norwalk as Two Areas: Brand and program Wall Street and SoNo as distinct areas.

CULTURAL DISTRICT DATA TABLE

DISTRICT	BOULDER CO PEARL STREET DISTRICT	PORTLAND ME ARTS DISTRICT	NEW ORLEANS WAREHOUSE ARTS DISTRICT	KNOXVILLE TN ARTS DISTRICT	FORT WORTH TX CULTURAL DISTRICT	PHILADELPHIA AVENUE OF THE ARTS
IDENTITY	40+ year old historic district with strong mix of arts venues, retail, and dining in pedestrian-friendly environment. Not a formal arts district, rather a de facto arts district within the downtown area.	Designated in 1995, it is a formal arts district within downtown Portland.	THE AREA DATES TO THE 19TH CENTURY AS STORAGE AREA FOR THE PORT BUT WAS DESIGNATED IN THE 1990S FOR REVITALIZATION AND REMAINS AN AUTHENTIC NOLA CULTURAL DISTRICT. GROWING RESIDENTIAL POPULATION	Not a formally designated arts district, rather a downtown managed by a business improvement district with a strong arts partner.	State-designated cultural district west of downtown Fort Worth. Strong residential population (4,000+) and significant growth and mixed-use real estate development.	Philadelphia's premier performing arts and mixed-use downtown district with a substantial residential population (4,000+). Major urban design improvements are underway to increase connectivity and pedestrian experience and create new outdoor and pop-up performances and public art.
AREA	Compact 3- by 6-block area straddling Pearl Street.	Highly walkable area centered on Congress Street in downtown Portland, a few blocks from the waterfront and approximately 10-15 square blocks total	LOCATED ON THE 300-600 BLOCKS OF JULIA STREET AND THE IMMEDIATE SURROUNDING AREA, THE DISTRICT ENCOMPASSES A HISTORIC SECTION OF DOWNTOWN NEW ORLEANS.	0.67 square-mile, walkable historic downtown district (Volunteer Landing to the Southern Railway tracks north of Jackson in the Old City, and 11th Street west of the Knoxville Art Museum to Hall of Fame Drive).	While the museum area is 120 acres, the entire geography is much larger, extending 2.1 miles wide and including residential, entertainment, and mixed-use areas.	A one-mile stretch of Broad Avenue, extending alongside into the neighborhoods.

GOALS	To engage both visitors and locals through arts, culture, innovation, and inclusive, community-driven experiences in downtown Boulder	To promote Portland's cultural community and creative economy	To connect, promote and support the architecturally distinctive historic area and its diverse businesses.	To ensure a vibrant, flourishing downtown. The mission of the Arts & culture Alliance of Greater Knoxville is to serve and support a diverse community of artists, arts organizations, and cultural institutions.	To invest in the success of the district; promote a cohesive and identifiable district; maintain the safety, security, and mobility of the district; and participate in dialogue with key stakeholders about promotion and preservation of the district.	To encourage cultural and economic development in the district.
KEY ASSETS	200+ stores, restaurants, galleries, public art, public spaces	Galleries, theatres, Main College of Art & Portland Museum of Art, dance studios, music venues, bars, cafes, restaurants and specialty shops	Contemporary art galleries, National WWII Museum, Ogden Museum of Southern Art, jazz clubs, a rotating outdoor public sculpture collection, numerous cafés, bars and restaurants, including James Beard award-winning restaurants.	Knoxville Museum of Art, Emporium (Arts) Center, UT Downtown Gallery, Old City (historic area), Blount Mansion, James White Fort, Curio at Maker Exchange, Museum of East Tennessee History, Women/s Basketball Hall of Fame, additional art galleries, studios, murals & performance spaces.	Amon Carter Museum of American Art, Kimbell Art Museum, Modern Art Museum of Fort Worth, Fort Worth Museum of Science and History, and National Cowgirl Museum and Hall of Fame. Will Rogers Memorial Complex, Dickies Arena, and Casa Manana, and the Fort Worth Community Arts Center. Fort Worth Botanical Garden and Will Rogers Memorial (equestrian) Center, public art throughout.	The district is anchored by major institutions on and near Broad Street: Kimmel Center for the Performing Arts, the Academy of Music, Miller Theater, Wilma Theater, Liacouras Center, Suzanne Roberts Theatre, and the Pennsylvania Academy of Fine Arts. There are 73 restaurants and 10 hotels.

PROGRAMS	Annual Pearl Street Arts Fest, "Bands on the Bricks" outdoor performances, street performers, galleries, artisan shops, public art. Programming continues in winter including a series of holiday events.	First Friday Art Walk, digital A/R V/R public art walk, Movies in the Park, Alive at Five Music Series, ongoing arts programs and activations, holiday events, dog events.	Monthly free gallery receptions, three major annual fundraisers (Jammin' on Julia, White Linen Night & Art for Arts' Sake), plus programming in the institutions and businesses located in the district.	First Friday ArtWalk, programming by the organizations, venues, institutions and businesses in the district.	Programming is provided primarily by the institutions in the district.	Programming is provided primarily by the institutions in the district.
MANAGEMENT	Shared management structure: 1) the City manages public spaces and provides arts support, and 2) Downtown Boulder Partnership (BID) manages the overall district. In addition, the Downtown Management Commission has an advisory role.	Creative Portland Corporation, a nonprofit designated as the city's official arts agency.	Arts District of New Orleans Association, a small-budget volunteer-run nonprofit organization.	Downtown Knoxville Alliance is a business improvement district managing the historic downtown area. The Arts & Culture Alliance of Greater Knoxville is the designated local arts agency supporting the arts community and producing programming.	Managed by the Fort Worth Cultural District Alliance, a nonprofit which operates as a membership-based organization. The organization manages both the cultural programming and advocates for district development and improvement.	Managed by Avenue of the Arts, Inc., a nonprofit that focuses on marketing, promotion, coordination, and development. In addition, Friends of the Avenue of the Arts, an associate organization of the district, is a community of residents and those who work in and around the Avenue of the Arts district. The group supports the businesses and arts organizations in the area through social, networking and community service events.

FUNDING	1) city funding, 2) business improvement district revenues, 3) sponsorships & contributions	City funding, grants & contributions.	Fundraising events, grants, sponsorships & partnerships.	The Downtown Knoxville Alliance relies primarily on special assessment district revenues. The Arts & Culture Alliance is a nonprofit with government funding, grants, contributions, and other revenues.	The Fort Worth Cultural District Alliance operates through a membership-based funding model. The district also benefits from major private development investments, as evidenced by several luxury mixed-use projects that have opened or are under construction.	Avenue of the Arts, Inc. operates through a project-based funding model, with state grants, private donations, foundation grants, and project-specific allocations from the city. It is currently requesting a five-year funding commitment from the city to stabilize operating support.
CITY POPULATION	106,000	66,000	364,000	198,000	978,000	1.55 million
OBSERVATIONS	Strength comes from well-established and -integrated visitor experience in concentrated area: shopping, restaurants, arts, activation, community events, historic preservation, etc.	A well-established destination in a compact historic downtown area with strong arts character and activity.	This district does not have a well-funded management organization but provides a limited amount of programming and marketing.	Knoxville's arts ecosystem operates through a collaborative network of organizations within the broader downtown improvement district framework.	The district stands out as an organization focusing on and benefitting from strong partnerships with the private sector. The district is currently exploring, in partnership with the City and area business owners, the establishment of a Public Improvement District.	The district has strong connectivity along its one-mile corridor, with a subway line under Broad Street and strong walkability. Density of assets, infrastructure improvements, and infill developments have contributed to this, with a major streetscape project underway.

GROUP EVENT ENGAGEMENT INPUT

Artist & Creatives Roundtable Mixer

Spacecat Whisker Room
57 Chestnut Street
4/15/25

Overview of the event: Approximately 40 individual artists and creatives attended an evening open house session that included food and drinks, networking/socializing, and comments relevant to the Norwalk Arts District Plan. Posterboards provided information and posed questions to attendees.

What should be the purpose of the Arts District (Wall Street and SoNo)? What should the district try to accomplish?

Help make a name for Norwalk - will attract visitors!

To act as a hub for artists to collaborate/showcase their art/work, 2) provide activated space for the community to gather that isn't eating/drinking, 3) allow a space for the community to express itself.

Create space for celebration of the arts.

Make Norwalk the arts capital of Fairfield County.

Inclusivity and inspire, let people know art is for everyone.

To make art (ripple, ripple).

To educate the values of culture and curiosity.

To improve quality of life through regular exposures, access to art as both consumers and creators.

Purpose: engage the community, educate, and inspire. Aim: have workshops, musical performances, dance performances and classes, affordable opportunities to learn.

Accomplish what schools leave out. Anyone can make art. Music is for everyone. Arts and culture fill in the gaps.

To create the best environment where people feel they can best express themselves.

Should accomplish unity. Community. Spark interest. Create space that fosters expression. Partner with local businesses interested in showcasing local artists.

What should the Arts District (Wall Street and SoNo) do? What should its functions be? What should it not do?

Do more events all year long!!

Do not limit the district to one type of media/medium.

Bring live theatre back!

Do: 1) celebrate the arts year round through event., 2) draw in visitors, 3) create a safe space for artists.

Don't: 1) encourage unaffordability and gentrification, 2) create barriers to entry, 3) be exclusive to one type of business/media/medium.

More events. Be open to all artforms. Affordable open studios.

I echo my support for other comments to do more events like pop-ups, showcases and collaborations with schools, but i would also like to see more community-focused events that incorporate local artists. For example, having an art studio bring supplies for an ornament-making station at the Wall Street Xmas event.

Keep doing events, get involved in Manresa Lab Corp, offer pop-up workshops at local events and schools.

It should not drive out lower income citizens.

Improve facilities.

Operational and marketing support for arts orgs.

Provide grants.

Focus on spaces to create and connect rather than galleries which can feel inaccessible.

Showcase local creatives, host an event or events where creatives can submit event ideas or create a platform where ideas can be submitted. Possibly a forum where other creatives can see and reach out.

Create a forum where ideas can be seen by investors or people who want to sponsor ideas.

Offer grant programs and partner with local creatives who are willing to take out permits for events in public places and spaces but can't cover funds for insurance policies.

Hosting community and creative events where artists, musicians, and all others can share their gifts and talents. Awareness creates opportunities.

What would a successful arts district (Wall Street and SoNo) look like 5-10 years from now?

A successful and revitalized Palace Theater.

Affordable artist live/work areas/opportunities.

Cohesive hub for art and artists to thrive and bloom.

The arts are essential for the town, the community and the world; especially these days.

Artist resource spaces, collaboration, educational information, grants, funding opportunities, open calls, renting space.

Look at communities that have this already. Ridgefield CT, Palo Alto CA, S. Bend, Miami. What do they have?

Create a great community environment that promotes people who share ideas and explore different opportunities.

Occupied spaces that are currently empty. Collaborative spaces that partner to share with the community.

Regular events where artists can perform and ? Do pop-ups!

Featured artist pop-ups! Healthy kick-starts for up and coming artists.

Physical space to convene, collaborate, and showcase.

How can the arts district (Wall street and SoNo) benefit Norwalk's creative sector? Your organization/business or creative practice?

Create opportunities for grant programs to support business and artists and events.

Help local creatives with similar events connecting different creatives.

Help creatives connect through events, social media.

Among the obvious, it could allow for collaborations among artists, businesses, schools, and city officials.

Second this! Make connections between working artists and businesses in need of art.

Demand generation.

Have multiple interviews on local channels and highlight Wall Street artists to show what we can do!

Develop a platform in which creatives can share ideas on collaborations, make connections, and have more events like these. :)

Providing financial opportunities for creatives and entrepreneurs to stay funded is always appreciated

Continue to host events like today. Spread the word of this event as much as possible. Offer suggestion boxes for ideas/events and sponsor one or more.

How can the arts district (Wall Street and SoNo) benefit the community?

Gives the community an accepting space to explore their interests and childlike side.

Cohesive marketing and identity with a focus on arts and cultural assets and businesses.

Be fearless when sharing art with the people.

Lots more marketing! Many freelance marketers in the area that could help with that :)

Not only multicultural but multigenerations. Bring populations together.

It would be beneficial for the community in many ways. Positively effecting our youths and OG artists. Creating mentorships and connections.

Art benefits the community because art heals. Art has been proven to boost economies.

More independent cinema.

Diverse events downtown can bring our very diverse city together.

What are the strengths of the arts district (Wall Street and SooNo)? What makes it special and what should we be building on?

Diversity of cultures and diversity of arts assets.

FAM Art Studios lead by 5ivefingaz consists of a group of diverse artists. We host quarterly open studios and regular workshops. Wall Street.

Supporting local artists and all types of art. These events are great.

Open Mic Night @ EcoEvolution

Ask local businesses to host artists. Give them a place to show their art for a short time.

A strength of the Wall st. area in particular is that it already has some established corner stores in the community including Factory Underground and the District Music Hall.

Geographic location.

Norwalk Film Festival

Free music in Irving Freese Park!

I haven't heard much about the arts here and I've been here six years. More exposure!!

There's an abundance of local talent, skilled artists, and arbiters of taste. I don't want to be a hidden gem - artists and neighborhoods need money and exposure.

Great representation for visual arts - needs more space for local (original) music!

Celebrate immigration! N.I.C.E Festival.

Great music @ District Music Hall.

Business Mixer

Space67 Studio

7/31/25

Overview of the event: Approximately 35 stakeholders from the business and creative community attended an evening open house session that included food and drinks, networking/socializing, and comments relevant to the Norwalk Arts District Plan. Posterboards provided information and posed questions to attendees.

Do the observations and thoughts on identity, strengths and purpose of the District resonate with you?

Norwalk is an amazing place to live. It just is!

How can we celebrate our history? Who are our heroes?

Love the history and diversity of Norwalk.

It's too easy to be anonymous these days. Give folks every excuse to feel like Norwalk is home and they're proud of it!

How can the Arts District support and promote businesses in the District?

Educational nature walks & foraging to raise awareness and incorporate art into nature

Art walk or murals and pieces sponsored by local businesses. QR code and optional donation to the Norwalk Public Schools.

Help us develop the local audience.

Advocate for the removal of limited commercial kitchen licenses that are driving up the restaurant rents in South Norwalk.

Welcome more shops. Less restaurants and bars.

Figure out ways to subsidize rent for businesses that will draw street traffic.

Have Norwalk Chamber website be better organized to separate businesses by industries to make it easy to reach others in similar fields.

Highlighting businesses during community events to increase awareness for businesses.

Provide funding (low rent) to local shops.

Keep highlighting us and our events online and on local flyers, etc.

Small business Saturday/Sunday highlighting different one each week - a portion of profits to go to local community nonprofit or education/education health access, etc.

We need a place to get a healthy lunch!

City-owned - not developer - housing for artists at affordable rents.

How can the Arts District benefit the community?

Generating a feeling of connection, belonging and pride to be in a great community

By differentiating Norwalk from other towns

Connect all of Norwalk (including East Norwalk)

Show what smart development looks like - arts, nature, responsible housing, culture - balanced

The Art District makes Norwalk a wonderful place to live, work, and visit! It helps install a sense of pride of place.

Recognize people in the community who have had a large impact.

Prevent soul-less development/architecture. We don't need more Waypointes.

Don't trash Norwalk institutions for short-sighted development gains

Develop a brand and identity and offer merch so folks can show their pride

Work with Space 67 and Factory Underground and other spaces to offer affordable/free spaces for clubs

Provide residents and guests with a safe space to share their creativity and promote collaboration

Tell the stories of the amazing people who live here

Support local gathering spaces

Promote clubs and groups people can join

Youth programs and education

Access to arts and education for low income families

Programming Ideas (a sticky dot exercise to indicate approval)

All choices received at least 4 dots

Street performers and outdoor live arts (10 dots)

Gallery, studio and art walk events (9 dots)

Community-focused events (8 dots)

Major signature festivals (6 dots)

Pop-up and temporary art activations (5 dots)

Family-friendly arts programming (5 dots)

Cultural-specific celebrations (5 dots)

Permanent and temporary public art (5 dots)

Historic events and heritage resources (4 dots)

Do the suggestions on programming resonate with you? Any thoughts or additions?

More music, opportunities for local music artists

Make it easier for people to find out about events

They are all wonderful ways to celebrate Norwalk

Historical reenactments

Would love to see all of these - be sure to distribute activities and involve existing organizations in these areas

More offerings for kids! Especially for little kids!

Roundtables for local business owners

Yes to all of this! Plus more ways for citizens to get involved and volunteer

Connect with people who aren't on social to promote these events

Free classes/workshops (art, featured speaker events) - working with local businesses to sponsor

Long table community dinners

More international touring groups

Find some Norwalk -centric way to install multiple outdoor art projects with a musical component, artist-painted ?, chimes, etc.

First Friday open house events

What activities, programs, events and projects would you like to see in the South Norwalk area?

We used to have a paint bar that was so cool. I miss that! I think it would be really cool to see again.

Bring back the Palace Theater!

One hour segments during the week and weekend for adults and kids to have some kind of activities, scavenger hunt, experience, pass the ball.

Group dance meeting for different ages in a community

Farmers market, art festival, halloween block party, more winter-based events

1st Nights in Norwalk with art vendors, food vendors, and live music

Sip and paint in the park for adults and teens

Something like the St. Kate Hotel in Milwaukee – art and lodging

More community-involving events

More closed street events with music and vendors

Thrown Stone CT Short Play Fest

What activities, programs, events and projects would you like to see in the Wall Street/West Avenue area?

Live theater please!!!

More outdoor theater!

Rec area: ping pong, space for people to learn to paint, draw, sewing, art space, small business pop-ups, laser tag, go karts, riding bicycles, group rides

Book club

Small businesses

Immersive museums

Full moon events

Block party event on Orchard

Skate nights

Film, theater

Working artists

More connections to nature - clean ups, tree plantings, invasive plant removal

Street Fair, Halloween parade, tree lighting, small concerts in the park

More social events where different professionals can connect

Art events or exhibits that tie in with wellness

Tree of Hope and Connection

Creative engagement alternative provided at the Business Mixer. Paper and art materials provide to create “leaves” to attach to a freestanding tree. Prompts: Write or draw one of the following, 1) a hope or wish you have for this community, 2) a word, symbol, or image that represents your culture, identity, or roots, 3) decorate your leaf with color, pattern, or texture.”

4th of July / Halloween doggy parade

Art to benefit our schools

Attraction lights for event lighting / theme lights

Community communication

Expand library for more gallery / meeting space

Extend rail trail to Wilton

Free dance lessons

Get rid of interstate lights on Wall Street

Historical art

Historical stuff

Incorporating proceeds to benefit our schools

Jazz club

Lunch service for visiting boaters, better access to SoNo restaurants

Mardi Gras parade with help from troop 429 & jazz musicians

More buildings converted to dorms

More free gatherings

More guest ships at marinas along harbor

More kids' activities

More public art

Norwalk conservatory to expand to have bachelor's & masters degree in visual arts

Play game nights festivals

Support for women artists

VR Experiences / art scene

Wish: a place to try something new

Wish: everyone in Norwalk feels like they belong

Wish: to see Norwalk thrive

Wish: want Norwalk to be recognized for all of the talent and deep-rooted community history it has



GLOSSARY

Arts District – A well-recognized, labeled area of a city in which a high concentration of cultural facilities and programs serve as the main anchor of attraction, helping to strengthen local economies, create an enhanced sense of place, and deepen local cultural capacity.

BID (Business Improvement District) – A defined area within a municipality where local businesses and property owners agree to pay an additional assessment or fee to fund improvements and services that benefit the district. These services typically include enhanced cleaning, security, marketing, beautification, events, and infrastructure improvements that go beyond what the local government provides. BIDs are managed by a nonprofit organization or public-private partnership and are designed to revitalize commercial areas, attract customers, and increase property values.

Busking – Street performance by musicians, artists, or other entertainers in public spaces, often in designated areas with established guidelines for permits, hours, and amplification.

Creative Placemaking – A process where partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities to animate public spaces, rejuvenate structures, improve business viability and public safety, and bring diverse people together.

Cultural District – See Arts District.

Enterprise Zone – A designated geographic area that offers economic incentives and tax benefits to encourage business development and investment.

First Friday/Art Walk – A recurring monthly event (typically held on the first Friday of each month) where galleries, studios, and cultural venues open their doors for extended evening hours, often featuring new exhibitions, performances, and special programming.

Opportunity Zone – A federally designated area offering tax incentives to encourage long-term investments in low-income communities.

Public Art – Artwork created for and displayed in public spaces, including sculptures, murals, installations, and interactive pieces accessible to the community.

SSD (Special Services District) – See Business Improvement District (BID). In Connecticut, this term is often used interchangeably with BID.

Sub-district – A smaller, walkable area within the larger Arts District that has its own distinct character and identity. In Norwalk, the three primary sub-districts are Wall Street, Waypointe, and Washington Street/SoNo.

TOD (Transit-Oriented Development) District – A designated area focused on mixed-use residential and commercial development within walking distance of public transportation, designed to increase ridership and reduce car dependency.

Wayfinding – A comprehensive system of signage, maps, digital tools, and design elements that help people navigate and discover assets within a district, including venues, public art, historic sites, and businesses.



