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March 22, 2023

Planning and Zoning Commission
Town Hall Annex
238 Danbury Road
Wilton, CT 06897
Attn: Mr. Michael Wrinn – Director of Planning and Land Use Management

**Re: ASML US, LLC; Long-Term Goals**

Dear Mr. Chairman and Members of the Planning and Zoning Commission:

We submit this letter on behalf of ASML US, LLC simultaneous with three preliminary/informal applications to the Commission as follows:

1. Application for informal review of a proposed text change; and
2. Application for informal review of the proposed new building entry at 77 Danbury Road; and
3. Application for informal review of the proposed addition to the 77 Danbury Road building to accommodate the proposed Materials Intake Contamination Control area, commonly known as the MICC.

This letter is also to provide an overview of the various additional development projects for which ASML hopes to have review and approval in the coming weeks and months, at the company's 28.642-acre property at 77 Danbury Road.

As you know, ASML has also recently acquired the 24.67-acre property at 20 Westport Road which is also zoned DE-10 and is improved with office space and appurtenant parking capacity. This letter and its attachments also briefly discusses the company's plans at 20 Westport Road.

In essence, ASML seeks to increase the level of permitted development of its 77 Danbury property by increasing the allowable building height, building coverage and site coverage. The proposed text change is limited to the 77 Danbury Road property and does not affect the DE-10 zoned ASML property at 20 Westport Road.[1]

Although the text change is the subject of one of the three informal applications above, for ease of reference a redlined copy of the proposed changes is attached here as **Exhibit 1.**

The requested changes are to increase the following:

Building Coverage from 25% to 40%
Site Coverage from 50% to 60%[2]
Building Height from 55 feet to 75 feet

The proposed development made possible by these changes, in general/conceptual terms, is shown on the attached "multi-colored" master plan drawing prepared by Tighe & Bond and attached as **Exhibit 2** (titled "MP-01").

**Background, ownership history, and surroundings of the 77 Danbury Road property:**

The 77 Danbury site has been used for commercial purposes for over sixty years, since at least 1963, beginning with Manson Laboratories and Hallicrafters in the 1960s, followed by Perkin Elmer from 1966 to 1996, and then SVG Lithography Systems, which was acquired by ASML in 2001.

At present, the 77 Danbury site is zoned as a Design Enterprise District (DE-10) and is used by ASML for the assembly of component parts of the company's renowned lithography machines. These machines are used worldwide to produce microchips which are in turn essential for use in thousands of consumer, industrial, commercial, military, medical, research and household applications. ASML does not make the microchips but rather is one of very few manufacturers of the highly sophisticated lithography machines which make the microchips. ASML has the majority share of the worldwide market for lithography machines and is the recognized global leader in that technology.

The 77 Danbury property has 1,065 feet of frontage on Route 7. The properties directly to the north are accessed by Arrowhead Road and are zoned for, and used as, single family homes. Along its northerly property line ASML is subject to a super setback of 150 feet because the Arrowhead neighborhood is zoned residential one acre (R-1A). Most of the 150' setback is wooded.

To the east is Route 7 and a high concentration of commercial and office uses in the DE-5 Zone. Also to the east is the Norwalk River and for a good part of the 1,065 feet of frontage the parcel is heavily wooded, including a wetland corridor precluding development.

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[1] ASML is in the process of designing the spaces necessary at 20 Westport to accommodate relocated and newly-hired office-based employees as well as some additional "Clean Room" space and "Light Lab" space. The focus of the Clean Room and Light Lab spaces will be limited to research, design and testing but not actual production. Once finalized, the plans will be the subject of separate applications to ARB, Planning and Zoning, and the Inland Wetlands Commission.

[2] We note the fact that Zoning Regulations of the Town of Wilton permit up to eighty (80%) percent site coverage in the Design Retail Business (DRB), General Business (GB), and Wilton Center (WC) Districts.

To the south the property boundary is defined by the course of the Norwalk River. South of the Norwalk River are additional commercial uses in the DE-5 Zone.

To the west the property is bordered by the Danbury Line branch of the Metro North railroad, which is a minimum of fifty (50') feet wide, and an additional buffer corridor with a minimum width of 300 feet of state owned land which has been reserved for the future extension of the Super 7 highway. Also to the west the ASML property is burdened with an easement in favor of Eversource. That easement is eighty (80') feet wide and precludes development for an additional ten (10'), for a total of ninety (90') feet. Beyond the railroad right of way and the Super 7 reserved strip of state-owned land are single family houses in the R-2A zone. The house closest to the existing ASML facility is 705 feet to the west and was built in 1994. Others of similar vintage are across a large pond and approximately 710 to 1050 feet distant. The neighborhood is served by Chessor Lane and McFadden Drive.

Due to the characteristics of the site and surrounding area, much of the property at 77 Danbury Road cannot be developed. This is because of the aforementioned easement, the residential super setback, the Norwalk River and its tributaries and wetlands, and the topography of the knoll on the premises, among other things. A drawing by Tighe & Bond illustrating these impediments and encumbrances has been attached as **Exhibit 3** (titled "Site Limitations Plan – Slopes over 15%," labeled as sheet "SL-06").

The nature, use, topography and forested conditions of the surrounding properties are also worthy of note because, although ASML is suggesting more development, the company is fortunate to be able to demonstrate that the new and larger buildings will have either zero or very little visual impact on neighboring properties. The fact of very little impact on other properties results from a combination of topographic good fortune[3], the size of the ASML site (28.642 acres) and close attention to the design and placement of the new improvements. It is our intention to demonstrate the minimal impacts at the informal presentation.

**Recent developments in the microchip industry:**

Being the worldwide industry leader in the lithography machine business for the production of microchips, ASML has seen very large increases in demand for its machines. In particular, ASML's worldwide sales increased by thirty-three (33%) percent in 2021 and fourteen (14%) percent in 2022. Over the next seven years, it is expected that ASML's annual revenue may grow as much as 14% annually.[4] Therefore, there is an urgent need for a significant increase in its production capacity, which requires more production and Clean Room space.

As to the human-expertise component of increased production, the company is currently actively recruiting in order to add approximately 1,000 employees to the workforce in the coming years.[5] As to its need for additional production and Clean Room space, ASML has for some time been taking many steps

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[3] There is a large hill and a wide swath (150-200') of forested land between the northernmost ASML building and the residences to the north.

[4] Ondrej Burkacky et al., *The semiconductor decade: A trillion-dollar industry*, MCKINSEY (April 1, 2022), https://www.mckinsey.com/industries/semiconductors/our-insights/the-semiconductor-decade-a-trillion-dollar-industry.

[5] The new employees will not all be located at 77 Danbury Road. At present, roughly 43% of ASML's employees are responsible for processing and assembling optical components at the 77 Danbury Road location. The remaining employees are in engineering, design, and other roles, such as customer relations, sales, service, accounting, HR and other back-office jobs. The majority of the office-based employees will be relocated to 20 Westport and less than half of the new employees will be located at 77 Danbury Road.

to be ready to substantially expand its Clean Room assembly space within the existing footprint of the 77 Danbury facility, while moving other employees' functions elsewhere in Wilton.

**The ASML Investments and Efforts in Response to Increased Need for Production Space:**

ASML has, for over the past two decades, invested heavily in its Wilton facility at 77 Danbury and seeks to continue using the property for many years. On September 12, 2022 ASML hosted a press conference attended by senior officials of state and local government, and announced its intention to invest $200,000,000 in its Connecticut facilities and operations.

At the heart of the ASML facility at 77 Danbury are the "Clean Rooms" where the major components of the lithography machines are assembled before they are shipped to their company headquarters in Veldhoven, the Netherlands, where the assembly process is completed. Lithography machines are very large; about the size of a bus. They are also very heavy; EUV machines weigh nearly 200 tons and EXE top modules, which are assembled in Wilton, weigh close to 40 tons. As a consequence, the Clean Rooms are at ground level to handle the high floor loads, and the various sections of the clean rooms must be contiguous to prevent contamination. There are no elevators capable of moving the lithography machines to another floor.

**Steps taken by ASML to prepare for and ultimately meet the greater production demand:**

In response to the increased need for production space, ASML has taken a series of steps to maximize the Clean Room production space at 77 Danbury Road. In short, wherever possible, and with great investment of capital, various functions within the building have been moved away from the Clean Rooms at 77 Danbury, or to entirely different sites in Wilton to make room for more contiguous Clean Room space.

Some of these steps are shown on the attached multi-color aerial photo prepared by Tighe & Bond and attached here as **Exhibit 2.** The changes are as follows:

1. To increase efficiency and improve Traffic Safety, a new access road leading to the northern end of the parking garage is currently under construction after being approved by the Wilton Inland Wetlands Commission (IWC), Planning and Zoning Commission (P&Z) and the Architectural Review Board (ARB) This new road keeps hundreds of employee cars from transiting the logistics and loading docks area twice a day and will also allow expansion of the Materials Intake Contamination Control (MICC), which will in turn allow an increase in materials decontamination capacity and therefore also production capacity.
2. The cafeteria has been quadrupled in size after receiving approval from the ARB and P&Z.
3. ASML has recently purchased the property at 20 Westport Road which is improved with over 340,000 square feet of office space and 1,139 parking spaces.
4. As ASML seeks ways to increase their production capacity all non-assembly related staff will be moved to 20 Westport Road. The building at 20 Westport Road will also accommodate the majority of new hires.
5. The Design and Engineering laboratory space at 77 Danbury will eventually be moved to 20 Westport to make room for future Clean Room expansion.
6. ASML continues to outsource the production of less-critical components to increase their assembly capability at 77 Danbury Road.

7. The company owns and makes use of the property at 71 Danbury Road.
8. ASML leases additional space at 50 Danbury and 59 Danbury Road. In addition, the company leases remote parking lots for its employees. A preliminary traffic study performed by Tighe & Bond evaluating the 77 Danbury Road driveway intersection with Route 7 and Grumman Hill Road shows that the intersection has capacity for up to 60% more traffic entering and exiting the driveway. A parking supply and demand analysis is in process.
9. A New Entry for 77 Danbury Road, which includes enhanced and more efficient security functions and an Experience Center to help attract employees, has been designed and is the subject of the second informal application noted above.
10. A new and larger capacity MICC addition is proposed as described in detail in the third informal application noted above. The MICC will have increased Clean Room space and four stories above the Clean Rooms to accommodate engineers and other personnel/functionality required to oversee production.
11. ASML is in the very preliminary design phase for a new Central Utilities Building (CUB) to support the increased production capacity and consolidate utility appurtenances that will ensure production continuity and help meet ASML's sustainability goals.
12. ASML anticipates continued strong growth and demand for its machines in the coming years and therefore, in the relatively near term, intends to expand the clean rooms at the north end of the existing building; the general location of this future addition is shown in purple on the multi-color drawing (**Exhibit 2**). The size and placement of this future addition are in the conceptual stage at this point.

**The Wilton location provides many benefits to ASML:**

1. Many ASML employees and their families live in Wilton. At present, approximately 75 employees and their families are Wilton residents.
2. There is a valuable supply of well-educated professionals in Wilton and the region.
3. The possibility of living in Wilton, with its excellent schools, has been a significant factor in the company's recruitment efforts.
4. The infrastructure of the Town provides easy access by the local Route 7, Super Seven, the Merritt Parkway, Interstate 95, and by rail. The company currently utilizes employees shuttles between its properties and will continue to do so. ASML is also exploring the possibility of having company shuttles travel to local train stations.
5. Recent approvals of new housing developments provide local options for ASML employees. In addition, there are a number of multi-family proposals before the Planning and Zoning Commission.
6. There have been, and continue to be, office expansion opportunities for ASML along the Route 7 corridor in South Wilton, allowing the company to occupy spaces that may otherwise be underutilized.

**ASML provides many benefits to the Wilton community:**

1. As noted in the 2019 Plan of Conservation and Development (POCD), ASML was Wilton's largest employer and remains so.
2. ASML provides depth and breadth to the Town's tax base.

3. In the past, and in the future, many ASML employees will choose to live in Wilton adding to its vitality.
4. ASML enjoys being a resident of Wilton and ASML and its employees are sponsors and involved with Ambler Farm, Rise Against Hunger, Riverbrook Regional YMCA, Wilton Land Conservation Trust, Wilton Library, and Wreaths Across America.
5. ASML conducts its work in a very quiet, clean and non-polluting fashion and makes every effort to avoid negative impacts on its neighbors, especially its residential neighbors.
6. ASML will continue to be in full compliance with the portions of the Wilton Zoning Regulations intended to prevent "nuisance" conditions.

**The Proposed text amendment, as well as the proposed building additions, are in accord with the stated goals and objectives of the 2019 Plan of Conservation and Development:**

The ASML 77 Danbury facility is in the South Wilton section of the town as identified by the 2019 POCD. The support and expansion of commercial activity in the South Wilton section of Town is expressly sought and encouraged as a municipal goal by the POCD. *See* **Exhibit 4** (excerpts of the 2019 POCD with highlights).

**ASML objectives in presenting the three informal applications:**

The ASML intention is to bring fully documented formal applications before the Architectural Review Board, the Inland Wetlands Commission and the Planning and Zoning Commission before finalizing any of its plans. However, ASML respectfully requests these three informal reviews filed now, as well as review and comment on its future plans for 77 Danbury and 20 Westport so that it may plan for the future.

ASML has had a large team of its own employees, independent architects, engineers, landscape architects, construction managers and wetlands-environmental specialists working on these three proposals for many months. The process is known as "Designing at Risk".
The building additions permitted by the proposed Text Changes, as a result of careful design, will provide significant benefits to ASML and to the Town, with very little, if any negative impact on its neighbors.

ASML respectfully requests a thorough discussion and favorable review of its three proposals so that it may "Design with Direction".

Very truly yours,

James D'Alton Murphy

CC w/Exhibits:
Ms. Lynne Vanderslice – First Selectwoman
Rob Sanders, AIA – Chair, Architectural Review Board
Mr. Rick Stow – Chair, Inland Wetlands Commission
Mr. Michael Wrinn – Director of Planning and Land Use Management
Mr. Mike Conklin – Director of Environmental Affairs

**Exhibit 1**

F. AREA AND BULK REQUIREMENTS: The following area and bulk requirements shall be applicable to all developments in the DE-5 and DE-10 Districts, as indicated. Dimensions are in feet unless otherwise indicated.

| | DE-10 | DE-5 |
|---|---|---|
| 1. Minimum Front Yard | 100 | 50 (a) |
| 2. Minimum Side Yard (each) | 100 | 50 |
| - When abutting a residential district | 150 | 100 |
| 3. Minimum Rear Yard | 100 | 50 |
| - When abutting a residential district | 150 | 100 |
| 4. Minimum Parking and Loading Setbacks (Side and Rear Yards) | 40 | 25 |
| - When abutting a residential district | 75 | 75 |
| 5. Maximum Building Height (Stories/Feet) | 3/39 (b)(c)* | 3/39 (b)*(c)* |
| 6. Maximum Building Coverage (%) | 25 (d) | 25 |
| 7. Maximum Site Coverage (%) | 50* (e) | 50 |
| 8. Minimum Lot Size (acres) | 10 | 5 |
| 9. Minimum Lot Frontage | 150 | 150 |

(a) Except setbacks shall be 100 feet along Route 7.

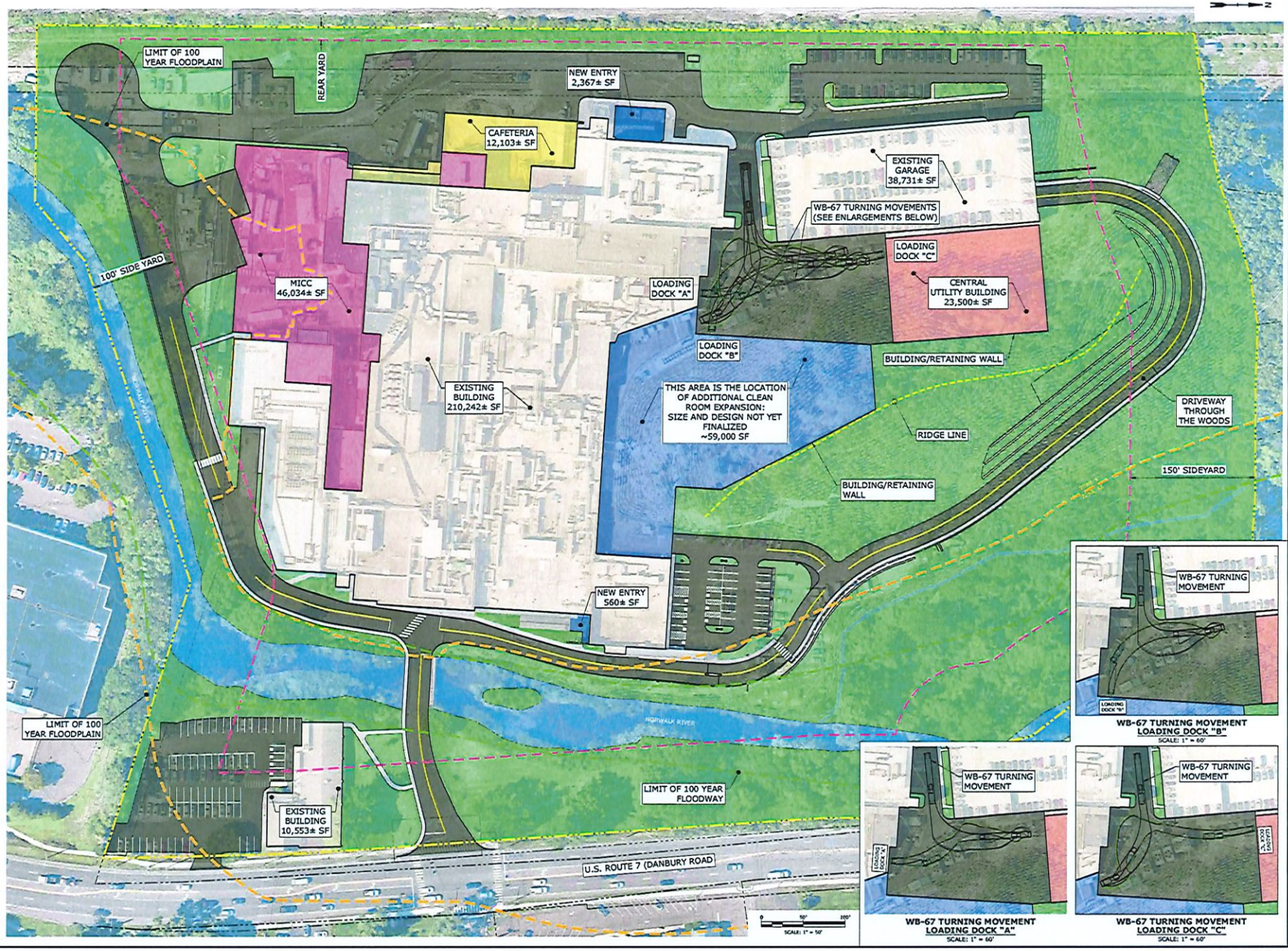
(b) Except as otherwise provided in Section 29-4.C.1.

(c) A 4-story and/or 55-foot high building may be located on lots that are in conformance with minimum area requirements of the DE-10 or DE-5 district. A 5-story and/or 75-foot high building may be located on lots in the DE-10 zone in excess of twenty (20) acres on the western side of Danbury Road. They shall not be permitted by action of the Zoning Board of Appeals.

(d) The maximum building coverage may be increased to forty (40%) percent for properties in the DE-10 zone in excess of twenty (20) acres on the western side of Danbury Road.

(e) The maximum site coverage may be increased to sixty (60%) for properties in the DE-10 zone in excess of twenty (20) acres on the western side of Danbury Road.

**Exhibit 2**




Tighe&Bond
1000 Bridgeport Avenue
Suite 320
Shelton, CT 06484
(203) 712-1100

ASML

Campus Master Plan

77 Danbury Road
Wilton, Connecticut

| MARK | DATE | DESCRIPTION |
|---|---|---|
| | | |

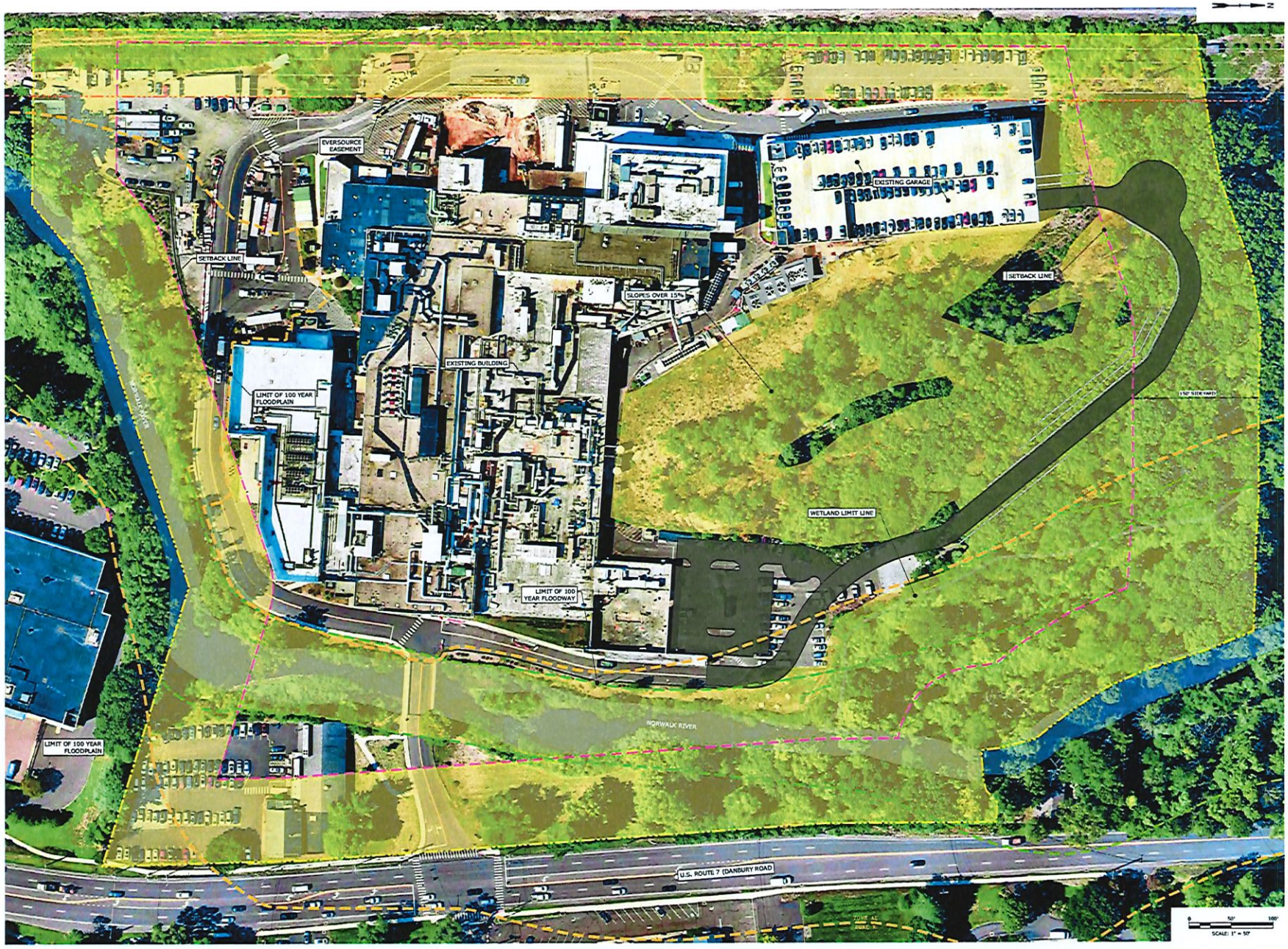
| | |
|---|---|
| PROJECT NO: | A0969-020 |
| DATE: | 03/10/2023 |
| FILE: | A0969-020-C-000-MASTER PLAN 8.dwg |
| DRAWN BY: | MDS |
| DESIGNED/CHECKED BY: | JAC |
| APPROVED BY: | NWB |

MASTER PLAN

SCALE: 1" = 50'

MP-01

**Exhibit 3**




Tighe&Bond
1000 Bridgeport Avenue
Suite 320
Shelton, CT 06484
(203) 712-1100

**NON-BUILDABLE AREA:**

- SETBACKS 355,287 s.f.
- EVERSOURCE EASEMENT 73,379 s.f.
- FLOODWAY 80,294 s.f.
- WETLANDS 26,517 s.f.
- SLOPES OVER 15% 175,824 s.f.

TOTAL = 711,301 s.f. (16.32 acres)

**ASML**

Campus Master Plan

77 Danbury Road
Wilton, Connecticut

| MARK | DATE | DESCRIPTION |
|---|---|---|

| | |
|---|---|
| PROJECT NO: | A0960-029 |
| DATE: | |
| FILE: | A0960-029-C-000-NON-BUILDABLE.dwg |
| DRAWN BY: | MDS |
| DESIGNED/CHECKED BY: | JAC |
| APPROVED BY: | NWB |

SITE
LIMITATIONS PLAN
SLOPES OVER 15%

SCALE: 1" = 50'

SL-06

**Exhibit 4**

# Wilton 2019

## Plan of Conservation and Development

Adopted September 23, 2019

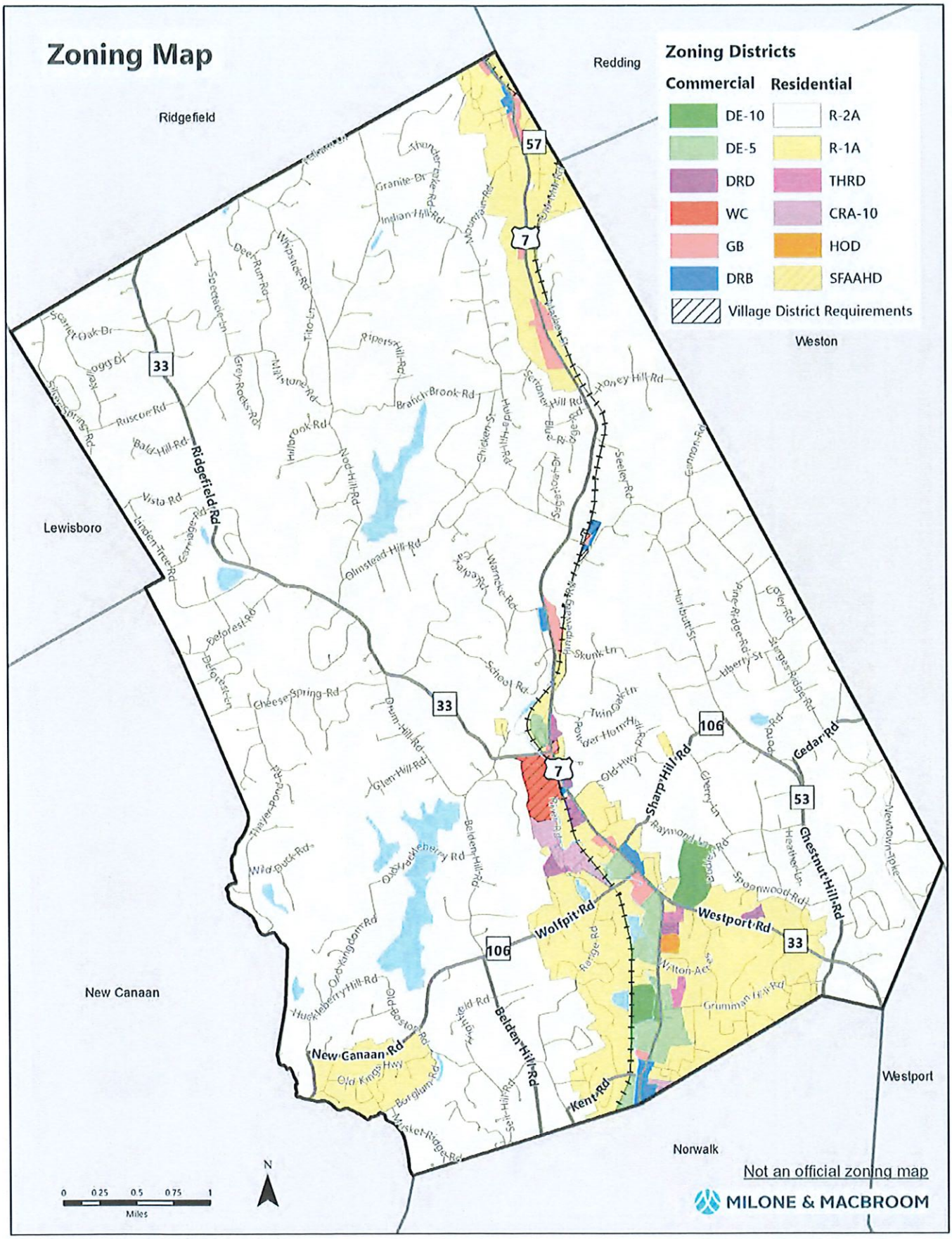
Effective October 1, 2019

Prepared by:

The Town of Wilton Planning and Zoning Commission

*with assistance from*

MILONE & MACBROOM


Zoning Map
Zoning Districts
Commercial
Residential
DE-10
DE-5
DRD
WC
GB
DRB
R-2A
R-1A
THRD
CRA-10
HOD
SFAAHD
Village District Requirements
Redding
Ridgefield
Weston
Lewisboro
New Canaan
Westport
Norwalk
Ridgefield Rd
Sharp Hill Rd
Cedar Rd
Chestnut Hill Rd
Wolfpit Rd
Westport Rd
Belden Hill Rd
New Canaan Rd
Kent Rd
57
7
33
106
53
N
0 0.25 0.5 0.75 1
Miles
Not an official zoning map
MILONE & MACBROOM
This map is intended for planning purposes only. Delineations may not be exact.

## Town Fiscal Indicators

Wilton has strong fiscal standing and is one of a handful of municipalities in the State with an AAA bond rating from Moody's. Property tax revenue comprises 88.1% of Town expenditures. Wilton ranks 11th in the state in Equalized Net Grand List per capita, reflecting high property values. Residential uses comprised 74.5% of the grand list as of Grand List Year 2016. The Town has a diverse tax base for a suburban community, with 14.2% of the Town's Grand List comprised of commercial, industrial, or utility property. Compared to its neighboring communities, only Norwalk has a greater share of commercial, industrial, or utility property in its Grand List. In FY 2016, the per capita property tax levy in Wilton was in the middle of its peer group, but among one of the highest in the State, due to the high quality of services and the local school system that the Town provides.

Wilton's residents and businesses are increasingly sensitive to the effect of local property taxes and state fiscal policy on cost of living, home values, and business competitiveness of the Town. The Town has seen a decline in its Grand List value for the FY 2017 revaluation performed this year. This is due in part to changing real estate markets and lack of demand for more expensive single-family homes in the Wilton market. It is also due to market pressures on traditional commercial retail and suburban office products like Wilton's, which have been affected by internet commerce, an increased desire of younger workers to work in urban areas, softening economic conditions and fiscal policy at the state level and uncertainty in state economic and fiscal policy affecting local property tax structures and costs of doing business.

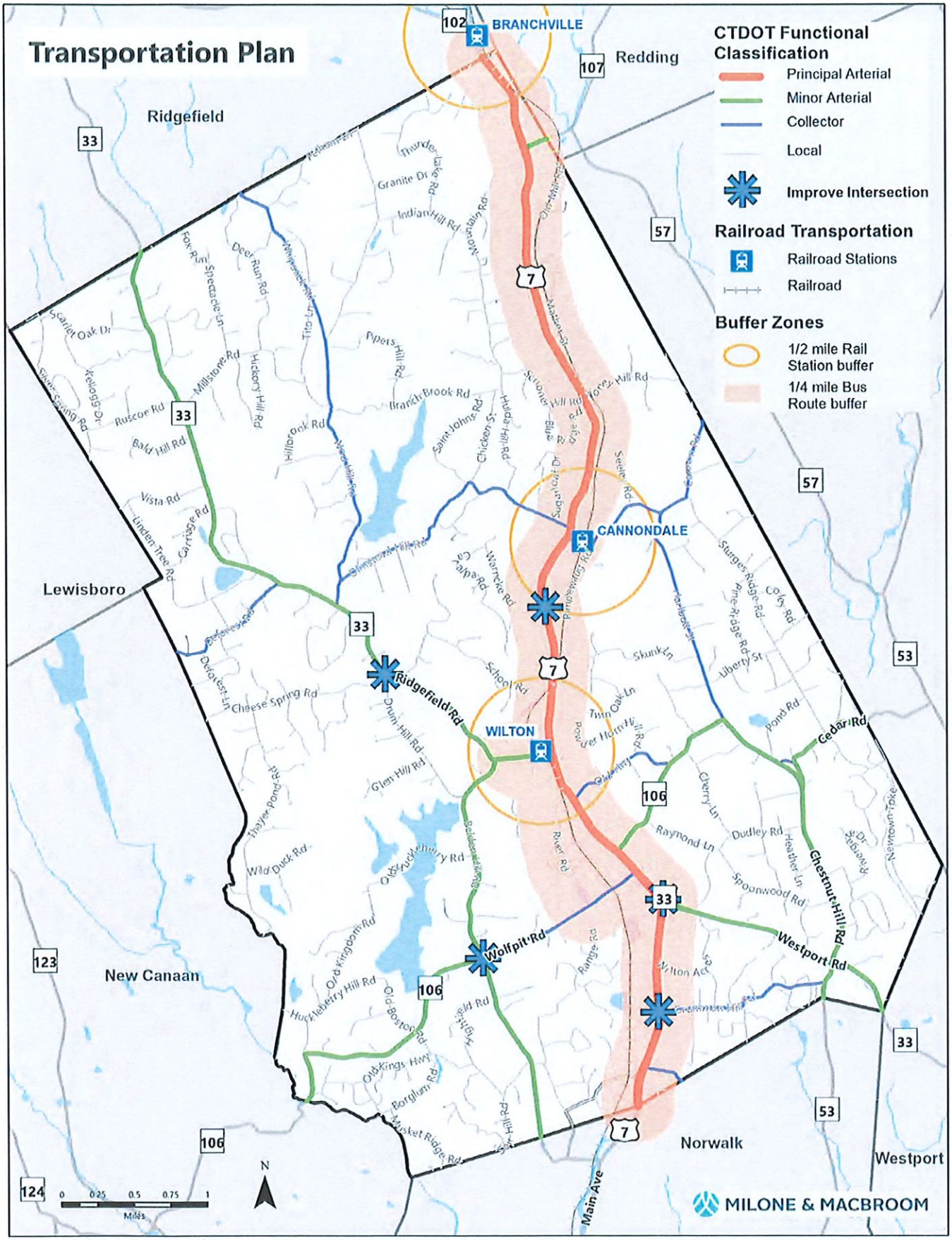
## Transportation System

Wilton residents benefit from a variety of ways to travel. Wilton is served by two Metro North Stations on the Danbury Branch Line and several bus stops operated by the Norwalk Transit District and Housatonic Area Regional Transit. Danbury Road (Route 7) is the major thoroughfare for automobile travel, though the Town is also served by several state roads connecting Wilton to neighboring Towns, including State Route 33, connecting the Town north and south to Ridgefield and Westport, respectively, and State Routes 106 and 53, connecting the Town to New Canaan to the west and Weston to the east.

Since the last Plan there have been several major transportation projects in Town. In 2009-2010, Danbury Road (Route 7) was widened from two to four lanes between Wolfpit Road (Route 106) and Olmstead Hill Road. Future widening is being evaluated for the section between Grist Mill Road and Route 33.

In 2016, about 69% of Wilton's 7,429 commuters drove alone to work, while 12.8% took the train. The number of rail commuters increased by nearly 70% from 2010 to 2016. The average commute time for all commuters is 38 minutes, a 15% increase since 2010. Increasing commute times underscore the importance of making regional transportation improvements during the next decade that preserve and enhance Wilton's connections to employment opportunities to the south.

The Community's desire for improved pedestrian and bike infrastructure and connectivity has increased in recent years. Since the last Plan, the Town has seen the completion and integration of several sections of the Norwalk River Valley Trail, which now serves as one of the most used and appreciated pedestrian, dog-walking, and biking assets in Town and the region. Additional sections are planned to be built over the next decade connecting the path south through Norwalk to the shore and north up to Danbury.




This map is intended for planning purposes only. Deviations may not be exact

| | Overarching Theme: | Goals: |
|---|---|---|
| Natural and Historical Environment | *Wilton will preserve and protect its natural resources, rural areas, and historic resources; and, provide residents with access to high quality open spaces, and recreational opportunities. The Town will continue to be a state leader in sustainability and conservation efforts.* | 1) Conserve and Enhance Open Space and Greenways<br>2) Protect Wilton's abundant natural resources<br>3) Continue to lead the State in energy conservation and resiliency, waste reduction, sustainability, and public health<br>4) Preserve Wilton's Rural Character, Historic Resources, and Cultural Landscapes |
| Human and Economic Environment | *Wilton will support diverse housing types while protecting its low-density residential neighborhoods. The Town will maintain its high quality schools, town facilities, and services, and will foster a sense of community.* | 1) Continue to increase housing options to benefit the shared interests of the Town's residential and commercial communities<br>2) Preserve and protect Wilton's established rural and lower-density residential neighborhoods<br>3) Enhance the strength and diversity of the local economy and its connections to the region<br>4) Continue to cultivate and maintain a high-quality school system under local control<br>5) Foster community engagement, coordination, and a culture of self-governance |
| Built Environment | *Wilton will pursue attractive and appropriate development that increases the vibrancy of its village centers and commercial corridors, while preserving its historic character. High quality transportation and utility infrastructure will support both residents and the business community.* | 1) Strengthen Wilton Center as a vibrant economic, residential, recreational and cultural hub for the community and region<br>2) Pursue context-sensitive economic development on Danbury road<br>3) Strengthen the economic viability of the Cannondale area while protecting its unique design and historical character<br>4) Strengthen the Georgetown node through mixed-use, transit and pedestrian oriented development<br>5) Enhance Wilton's transportation network for all modes and users<br>6) Improve and maintain Town-owned facilities and services in a fiscally prudent manner<br>7) Maintain safe and efficient public utility services and infrastructure |

## Goal 3: Enhance the strength and diversity of the local economy and its connections to the region

**Issues and Trends:**

**Both Wilton's local economy and the regional economy benefit from Wilton's skilled and highly-educated local workforce. A vast majority of these workers commute to jobs outside of Wilton.**

- Local unemployment rates are among the lowest in the State and county.
- Nearly 80% of Wilton adults have a four-year college degree. Nearly 40% have a graduate or professional degree.
- Wilton has a large and growing "work from home" population. As of 2016, more than 11% of residents worked from home.
- About 15% of employed Wilton residents work in Wilton. Fewer residents are working within Wilton compared to ten years ago.
- According to the EDC Analytical Survey, many Wilton businesses were established in Town because the owner or senior leadership had a connection to the Town (i.e. live nearby or in Town).
- Over the last few years, ASML, Wilton's largest employer, has expanded its presence within the Town.

**Wilton has strong financial standing and has strengthened the Town government's relationship with the business community. However, the State's current fiscal challenges make the Town increasingly reliant on local property tax revenues to fund essential government services.**

- The Town established an Economic Development Commission (EDC) in 2012 to help identify business needs, establish a Town marketing and branding campaign, and better market and promote Wilton as a place to live, work, and do business.
- Wilton is one of the few communities in Connecticut to maintain an AAA bond rating.
- Residential properties represent about 75% of the Town's tax base and will continue to be the largest part of the tax base over the next decade. Additional commercial development and Grand List growth will help reduce the overall property tax burden on residential property owners.

**Many members of the community believe that Wilton's economic environment is not thriving, and property taxes are too high – although data analysis shows more mixed conditions, with some business sectors outperforming the State and nation.**

- As of 2016, there were 8,590 Wilton residents in the labor force and 12,978 jobs in Town, indicating that Wilton is a net importer of employees and sees its daytime population grow during the work day. The number of jobs in Wilton increased by 22% between 2007 and 2016.
- The regional retail market has a lower vacancy rate compared to the State and national averages, although high rents, driven higher in part due to triple-net operating costs (e.g., property taxes, insurance, utilities, and common area maintenance) are putting considerable pressure on local business tenants and may be deterring some retail businesses from moving to Wilton.
- Public survey responses indicate that 78% of respondents do not believe, to one degree or another, that Wilton's economic environment is thriving. This belief may be linked to the lack of recovery in residential property values over the last decade and larger regional and State economic and fiscal issues.
- The commercial office market in the Central Fairfield County submarket has weakened, with a vacancy rate of about 23% as of 2018. Office buildings built before 1970 have a vacancy rate of 38.9%. There may be opportunities to adaptively reuse underperforming office buildings during the next decade.
- The EDC analytical survey conducted in 2016 indicated that many businesses desire improved communications with the Town regarding zoning and want to explore modifications to regulations to give businesses and property owners greater flexibility in attracting tenants.

**Town of Wilton Principal Employers: 2018**

| Rank | Name | Nature of Business | Employees | Percent of Total Town Employment |
|---|---|---|---|---|
| 1 | ASML Lithography Systems | Printing Machinery & Equipment | 893 | 10.8% |
| 2 | Bridgewater Associates Investments | Investment Advisors | 462 | 5.6% |
| 3 | Tauck, Inc. | Tour Operator | 243 | 2.9% |
| 4 | Wilton Meadows | Nursing Home | 234 | 2.8% |
| 5 | Melissa & Doug LLC | Toy and Puzzle Wholesaler | 230 | 2.8% |
| 6 | Cotiuti | Recovery Auditing | 182 | 2.2% |
| 7 | Henkel Corporation | Household Products Provider | 182 | 2.2% |
| 8 | Tracy Locke Partnership | Marketing Communications Services | 166 | 2.0% |
| 9 | Louis Dreyfus | Agri Business | 159 | 1.9% |
| 10 | Wilton Retirement Housing | Nursing Home | 156 | 1.9% |
| 11 | TLP Inc. | Pharmaceutical Preparations | 150 | 1.8% |
| 12 | Deloitte & Touch LLP | Household Products Provider | 111 | 1.3% |
| Total | All Principal Employers | - | 3,368 | 37.3% |

Source: Town of Wilton Comprehensive Annual Financial Report, 2018

## Objectives and Strategies:

### 3.1 *Brand and market Wilton as a preferred location for businesses in targeted clusters*

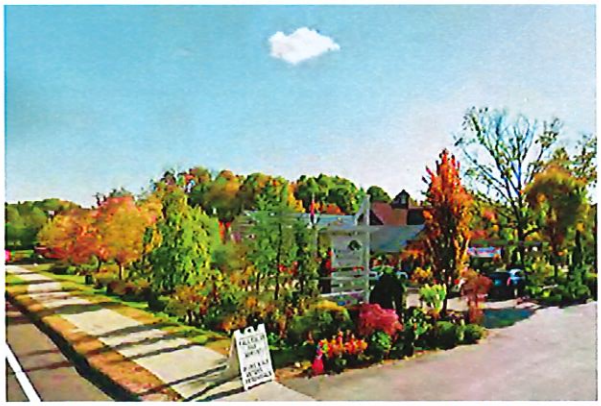
Wilton has many assets, including a highly educated and talented workforce, strong financial standing, successful small businesses, major corporate entities, and access to a large and diverse labor pool via the Route 7 corridor. Since the establishment of the EDC in 2012, Wilton has made significant progress in marketing its benefits and assets to prospective businesses.

- Support EDC efforts to market to business clusters that already have a presence in, or are appropriate for Wilton's existing workforce, development scale, and business mix. Target clusters identified in the EDC's 2014 Strategic Plan include: healthcare, professional and technical services, marketing/marketing research, film/performing arts, retail, and other entrepreneurial "clean energy" organizations.
- Promote Wilton's talented workforce, education systems, quality of life, and character (landscape, historic resources, etc.) in marketing the Town to businesses. This includes both amenities within Wilton as well as those within the larger region, which are accessible to Wilton residents.

### 3.2 *Support the redevelopment of underperforming commercial properties*

Wilton has little vacant commercially-zoned land that can support new development in current configurations. In order to grow the commercial component of the tax base, Wilton will need to promote the redevelopment of underperforming properties into higher and better uses, including by consolidation where appropriate to achieve zoning goals. With limited projected demand for additional office space during the next five years, vacant older office and retail buildings are likely to have the greatest potential for adaptive reuse or redevelopment over the coming decade.

- Conduct an expert-assisted zoning analysis that assesses potential barriers to reuse of underperforming commercial properties, and consider amendments to regulations to improve redevelopment potential. This should include evaluating form-based zoning approaches, permitted uses relative to market conditions, as well as dimensional and parking requirements, among other considerations.
- Evaluate targeted changes to zoning regulations that enable greater utility from as-of-right and special-permitted uses in commercial districts; consider making certain special-permitted uses as-of-right.
- Consider potential tax and grant incentives for improvements and/or redevelopment. Implement and market the most appropriate incentives.



*There is limited vacant commercially-zoned land left in Town. As a result, most recent projects have involved the redevelopment of existing properties. For example, the former Young's Nursery site (left) is currently being redeveloped into an assisted living facility (right). Photo Credit: Google Maps*

## 3.3 *Balance modern economic development with the need to preserve the Town's original and unique character*

The lack of vacant land will naturally put development pressure on older, less expensive, and/or underutilized properties. Without formal historic protections, antique structures are often seen as redevelopment candidates. Antique structures contribute to Wilton's community history, design character and sense of scale and place. At the same time, Wilton needs to grow its grand list in order to continue to provide high quality Town services. The PZC should initiate a process with input from both the HDC and EDC to ensure the proper balance is struck between preservation and economic development needs.

- Conduct an expert-assisted joint PZC/ HDPC process to explore zoning incentives (setbacks, density bonus, etc.) and potential form-based zoning strategies for the reuse, preservation, rehabilitation, restoration, reconstruction, and/or relocation of historic structures.
- Conduct a joint PZC/ EDC process to explore changes to sign regulations to ensure the appropriate balance between business-friendliness and aesthetic quality.
- Consider ways to reduce parking requirements in light of current and impending changes in transportation technology such as car sharing and other vehicular innovations. Interim steps towards reduced overall parking requirements may include: enabling deferred construction or pervious parking of some proportion of spaces, encouraging shared parking arrangements, and providing regulatory incentives for bike, pedestrian, and car-share amenities.

## 3.4 *Support existing businesses*

- Update signage regulations with business and community input. Updates should balance business needs with community aesthetic and safety considerations.
- Work collaboratively with the Chamber of Commerce to establish a business visitation program to identify issues and opportunities.
- Consider co-locating Town permitting departments (building, planning & zoning, Town clerk) in a centralized location as the Town implements its Town-wide Facilities Plan.
- Continue to work with public and private landowners and utilities to encourage improvements to telecommunications infrastructure, particularly wireless and fiber that enable high-bandwidth uses and applications.
- Consider developing business center amenities (such as a high-speed wireless infrastructure and internet infrastructure) at the Wilton Public Library or other Town buildings to support the Town's large and growing "work from home" population.
- Consider developing a co-working or "makerspace" (like in Danbury and New Milford) at a publicly accessible location, perhaps Comstock or the Wilton Public Library or other Town building, to support entrepreneurship and new locally-owned businesses.
- Assess the Town's zoning regulations and identify any potential regulatory barriers that impact the Town's growing work-from-home population.

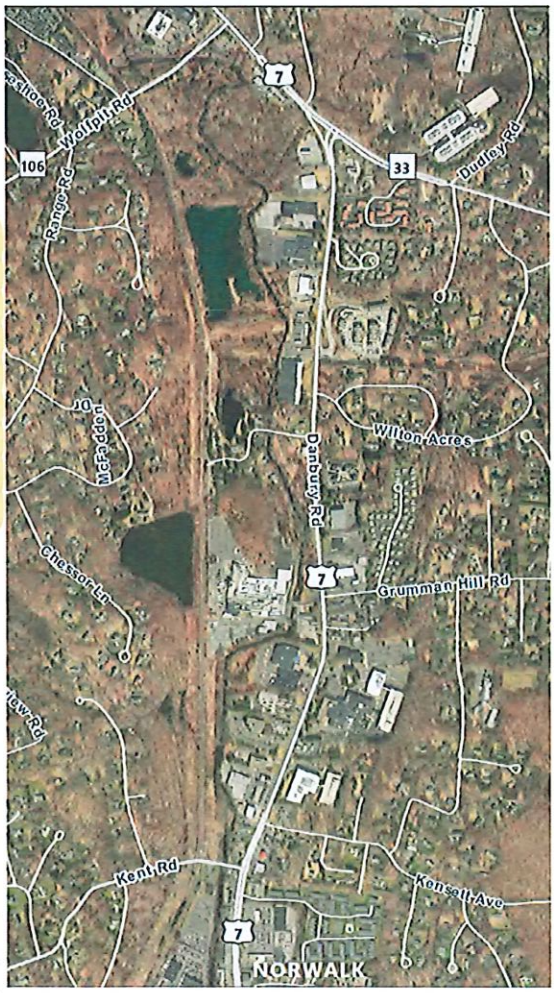
## *Goal 2: Pursue context-sensitive economic development on Danbury Road*

### Issues and Trends:

**Danbury Road has the necessary infrastructure in place to support higher density development, particularly in areas south of Olmstead Hill Road.**

- In 2010, Danbury Road was widened to two lanes in each direction between Olmstead Hill Road and Wolfpit Road. Future widening is planned between Lambert Corner and Grist Mill Road.
- Traffic volumes on Danbury Road are much higher than on other roadways in Wilton and range from 18,500 vehicles per day in Georgetown to 30,300 vehicles per day in Lambert Corner. Traffic volumes on Danbury Road have been stable in South Wilton and Georgetown between 2010 and 2015. However, traffic volumes on the central portion of Danbury Road have increased significantly since the widening project was completed. Between Wolfpit Road and Olmstead Hill Road, traffic volumes increased by 20% to 30% between 2010 and 2015.
- Sewer and water service are available on Danbury Road south of Olmstead Hill Road to the Norwalk border.
- Since 2010, natural gas service has been extended to Wilton Center and River Road as well as all schools and the Comstock Community Center.
- The public indicated general support for higher-density development, including residential and mixed-use on Danbury Road south of Cannon Road in areas already served by water and sewer infrastructure.

**Danbury Road has distinct segments, each with differing land use patterns, natural features, and historic resources. Future development should align with the unique features of each segment.**




### Norwalk to Wolfpit Road

- Already fully-developed with commercial retail, office, industrial and warehouse properties and an overall higher-density of housing than elsewhere in Town, the primary focus in this area may be supporting existing development or redevelopment for mixed-use and higher-intensity uses on Danbury Road. There is public support for commercial and mixed-use development in this area, including the highest levels of support for apartments and condominiums (though, still less than 50% support).
- The highest traffic volumes in the corridor occur in this section.
- Water, sewer, and natural gas service is available.
- Access management is a concern due to high peak traffic congestion and numerous commercial curb cuts.
- This section is capped by Lambert's Corner with its significant assemblage of historical structures and cottage commercial use, which is a protected historic district.
- Some areas of this section also abut or drain directly into the Norwalk River, making it important to address water quality, wetlands, conservation and flood issues proactively in assessing development strategies.

## Objectives and Strategies:

### 2.1 *Plan and regulate for transition in development patterns along Danbury Road from more intense uses in the southern corridor to more rural patterns in the northern corridor*

The Town should perform a zoning mapping analysis to enhance distinct design character areas of the Danbury Road corridor and more strongly define senses of place.

- Re-evaluate the zoning map Town wide to meet the land use goals of this Plan.
- Perform a zoning review of the past and future impact of the Danbury Road widening on abutting property owners.
- Encourage compatible and context-sensitive design of commercial, mixed-use, and multi-family properties where appropriate.
- Explore alternatives to the current design review process, such as establishing an architectural review board with review over all commercial projects on Danbury Road and/or exploring expanded or new Village Districts on Danbury Road.
- Review "orphan" and indistinct buffer zones and consider consolidating zones within different segments of the corridor.
- Rezone the corridor with distinct segments to ensure compatible and desirable development.

**Zoning Recommendations for South Wilton (Norwalk Line to Wolfpit Road):**

- Allow more intensive commercial development, with potential for mixed-use.
- Consider incentives for parcel consolidation or small-scale development where appropriate.
- Promote better access management and curb cut consolidation by requiring easements over neighboring properties for access and egress, facilitating integrated site planning between multiple property owners.
- Promote pedestrian and biking improvements.
- Evaluate appropriate landscaped setbacks and enhance landscaping/ streetscape requirements.
- Consider zoning incentives for historic structure preservation (See Natural and Historical Environment Goal 4).

**Zoning Recommendations for Central Wilton (Wolfpit Road to Cannon Road):**

- Allow commercial, residential, and mixed-use development that emphasizes transit-oriented development, community, and village design character and connections to Wilton Center. Evaluate form-based zoning approaches.
- Establish landscaping, signage, and site design standards that help to define this section of Danbury Road as a part of, or a gateway to, Wilton Center.
- Promote better parking utilization, access management, and curb cut consolidation by reviewing parking requirements, requiring easements over neighboring properties for access and egress and facilitating and incentivizing integrated site planning between multiple property owners.
- Consider zoning incentives for historic structure preservation (See Natural and Historical Environment Goal 4).

Photo Credit: Wilton Economic Development Commission

# 7: Future Land Use Plan

The Future Land Use Plan illustrates the proposed pattern of conservation and development for the Town of Wilton over the next ten years. It recommends the most appropriate locations for and relationships between major land uses, including mixed, residential, commercial, and industrial uses as well as conservation priorities. The Future Land Use Plan is both a narrative and graphic presentation of the Town's vision for the future.

The Future Land Use Plan focuses largely on existing land use and development patterns, environmental and natural features, physical features, current and potential zoning designations, and planning analyses conducted as part of the overall drafting of the Plan of Conservation and Development.

## Relationship between Future Land Use and Zoning

The Future Land Use Plan presents an overall vision of the types and locations of different land uses throughout the Town as well as a basis for potential zoning changes. It differs from the Town's zoning regulations in that it is meant to inform and guide, not regulate, future development. The key to successful future development is the creation of zoning regulations, design guidelines, and implementation strategies that explicitly outline and promote the goals, objectives, and strategies of this Plan and their manifestation in Wilton's Future Land Use vision.

## Future Land Use Plan

The Future Land Use Plan contains ten "land-use" categories that are depicted on the map on the following page and described in the ensuing pages. Due to the generalized nature of the Future Land Use Plan, there may be individual properties within a given area whose use differs from the Future Land Use Plan or properties that may serve more than one use.

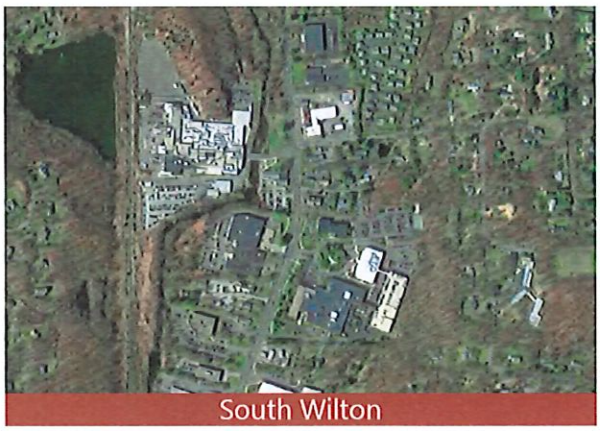
Residential Rural Density – Rural residential areas are found in northern and central Wilton and will continue to comprise a majority of the Town's land area. These areas contain detached single-family residences on lots of 2 acres or more and are served by well water and on-site septic systems. Rural residential areas also contain extensive natural resources including forests, wetlands, riparian corridors, ridgelines, and open space. Much of the area is within a public water supply watershed, which means that lands drain directly into a public drinking water supply. Due to limited public infrastructure, including smaller public roads, lack of water, sewer or gas service, and the prevalence of sensitive environmental resources in this area, conservation and low-impact development are the priorities. In addition, these areas have a unique design character and landscape, including many historic buildings, farm fields, stone walls, ridgelines, rolling terrain, and scenic winding roads that should be preserved.

Residential Rural Density

Residential Low Density – Low-density residential areas are found in the southwestern and southeastern neighborhoods in Wilton as well as in northern Wilton on the outskirts of Georgetown. These areas are comprised of single-family homes on lots generally ranging from 1 acre to 2 acres. Many low-density residential areas are served by public drinking water as opposed to wells. All new residential developments should be on lots that can accommodate subsurface on-site waste disposal. Sewer extension should only be considered for existing developments where they are requested by the community or needed for public health purposes.

Residential Low Density

South Wilton – South Wilton encompasses the area along Danbury Road from Lambert Corner south to the Norwalk Line and serves as the southern gateway to the community. South Wilton contains the most commercial and highest-density and intensity land uses within Town. This area of Town is served by public water and sewer infrastructure, and contains a mix of uses including retail, office, light industry, and multi-family residential uses. Due to its mixed-use character, the Town should focus its efforts on mixed-use redevelopment of existing commercial areas, particularly those in or along gateway areas, access management, pedestrian improvements, landscaping, and signage improvements so that this area develops in a cohesive and attractive manner. Due to the availability of infrastructure and proximity to highways, South Wilton is one of the Town's priority development areas. Nonetheless, efforts should be made to protect


South Wilton

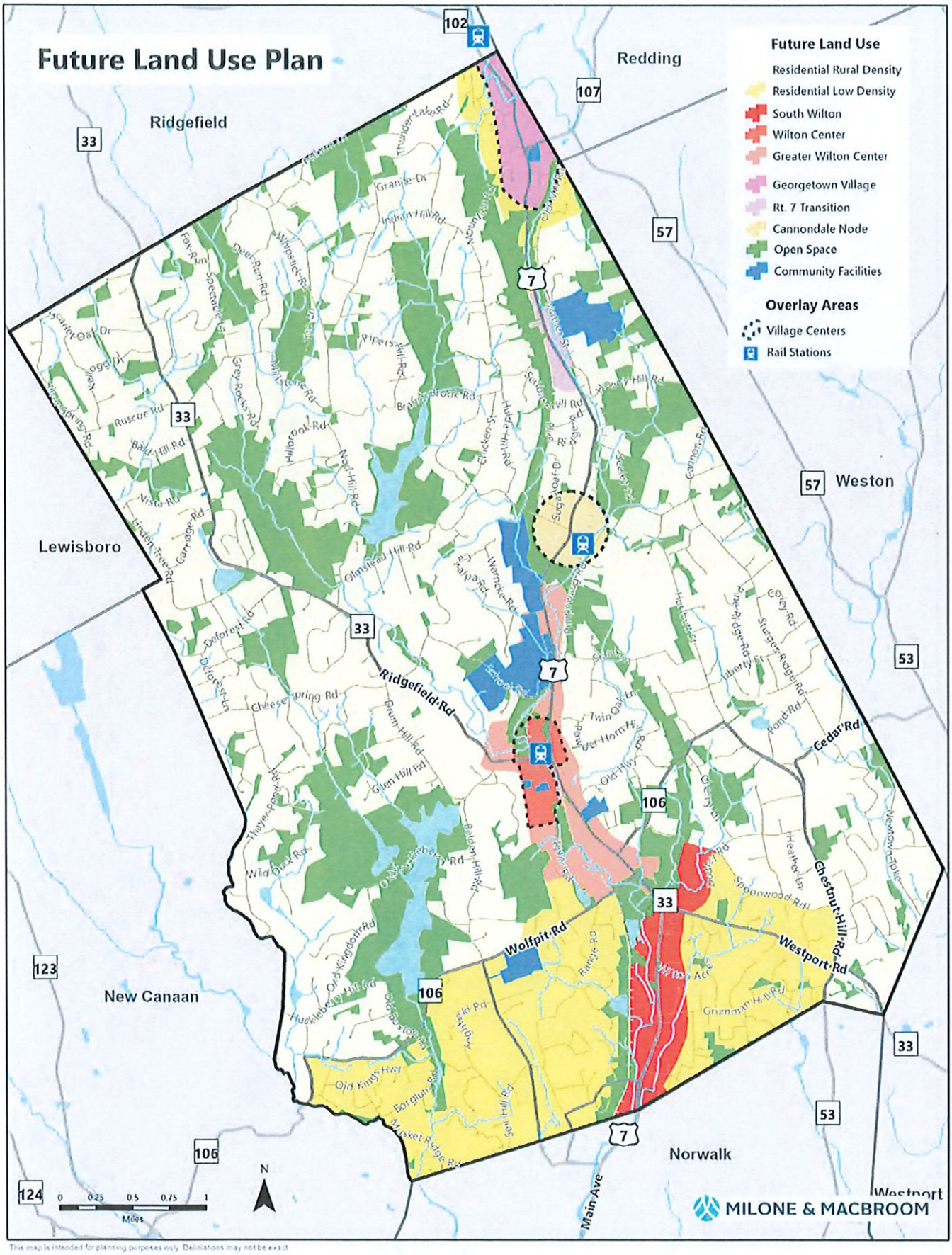
sensitive natural resources, especially the Norwalk River and future Norwalk River Valley Trail corridor.

Wilton Center – Wilton Center will continue to serve as the cultural, social, and economic center of the community. This area contains the current Wilton Center (WC) zone and also extends across the Norwalk River to include Danbury Road and the Train Station area. The Town will need to consider whether and how to expand the Wilton Center zone to encompass more of Danbury Road. Wilton Center is the Town's highest-priority development area. Wilton Center contains a mix of retailers, restaurants, public institutions, offices, and multi-family housing. Additional mixed-use development should be encouraged in alignment with the vision established as part of a Master Planning process. Efforts should be made to enhance river access and views, including fostering better connections to the Town green and nearby parks and open spaces such as Schenck's Island, Merwin Meadows, and the Norwalk River Valley Trail.

Wilton Center

Greater Wilton Center – Greater Wilton Center encompasses areas on the outskirts of Wilton Center that are intended to provide a residential and employment base supportive of Wilton Center businesses. The area extends west to the Wilton Playshop and Old Town Hall area, north to the School Road, south to Wolfpit Road and the Horseshoe Park area, and east to Danbury Road. The area is served by public water and sanitary sewer service. It may be intended to be a step-down in density between Wilton Center and the adjacent rural- and low-density residential neighborhoods, though Danbury Road could better support the traffic of higher density and intensity of uses, so this distinction should be carefully evaluated. Multi-family residences, offices, institutions, and mixed-use development should be encouraged, particularly as transit-oriented development within extended walkable distance to the Wilton Train Station. Greater Wilton Center is mostly built out and is a master planning and redevelopment priority area. As properties are redeveloped, efforts should be made to preserve existing historic structures along Danbury Road.

Greater Wilton Center


Future Land Use Plan
Future Land Use
Residential Rural Density
Residential Low Density
South Wilton
Wilton Center
Greater Wilton Center
Georgetown Village
Rt. 7 Transition
Cannondale Node
Open Space
Community Facilities
Overlay Areas
Village Centers
Rail Stations
Ridgefield
Redding
Weston
Lewisboro
New Canaan
Norwalk
Westport
Ridgefield Rd
Wolfpit Rd
Westport Rd
Cedar Rd
Chestnut Hill Rd
Main Ave
N
0 0.25 0.5 0.75 1
Miles
MILONE & MACBROOM
This map is intended for planning purposes only. Delineations may not be exact

## Consistency with State and Regional Plans

CGS Section 8-23 of the also requires that local POCDs consider the State Conservation and Development Policies Plan and note any inconsistencies. While a draft update to the State Plan was completed in 2018, it has not yet been adopted by the Connecticut General Assembly. Therefore, the 2013-2018 State Plan was reviewed. Generally, Wilton's plan is consistent with the State's six growth management principles as described in the following table.

| State of Connecticut Growth Management Principals | Wilton POCD Consistency Analysis |
|---|---|
| 1. Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure | Wilton's POCD prioritizes development in areas with existing sewer and water infrastructure, particularly along Danbury Road and in Wilton Center. |
| 2. Expand Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs | The Plan recommends evaluating ways to make the zoning regulations less restrictive for appropriate multi-family developments. In addition, the Plan contains several action items to develop housing options for all life stages, particularly young adults and seniors. |
| 3. Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options | The Plan calls for the concentration of higher density development in areas served by many transportation modes including sidewalks, bus, and rail. The Plan also calls for the expansion of the Norwalk River Valley Trail that will connect with neighboring Towns. |
| 4. Conserve and Restore the Natural Environment, Cultural and Historical Resources, and Traditional Rural Lands | The conservation priorities of this plan are natural resource protection, the protection of riparian corridors, and the Norwalk River Valley Trail. In addition, the Plan calls for the protection of cultural landscapes through design guidelines, historic preservation, and scenic road designations. |
| 5. Protect and Ensure the Integrity of Environmental Assets Critical to Public Health and Safety | The Plan prioritizes conservation measures within public water supply watersheds. The Plan also encourages low-impact development and other innovative stormwater management techniques as a means of improving water quality. |
| 6. Promote Integrated Planning across all Levels of Government to Address Issues on a Statewide, Regional, and Local Basis | Wilton's POCD encourages participation in regional and statewide efforts, particularly on issues that cross town boundaries such as greenways, economic development, water quality, and transportation. |

# Human and Economic Environment

## Goal 3: Enhance the strength and diversity of the local economy and its connections to the region

| Objective 3.1. Brand and market Wilton as a preferred location for businesses in targeted clusters | | | | |
|---|---|---|---|---|
| **Index** | **Strategy** | **Lead Entity** | **Support Entity** | **Timeframe** |
| **3.1.1** | Support EDC efforts to market to business clusters that already have a presence in, or are appropriate for Wilton's existing workforce, development scale, and business mix. Target clusters identified in the EDC's 2014 Strategic Plan include: healthcare, professional and technical services, marketing/marketing research, film/performing arts, retail, and other entrepreneurial "clean energy" organizations. | BOS, BOF | EDC | O |
| **3.1.2** | Promote Wilton's talented workforce, education systems, quality of life, and character (landscape, historic resources, etc.) in marketing the Town to businesses. This includes both amenities within Wilton as well as those within the larger region, which are accessible to Wilton residents. | EDC | | O |

| Objective 3.2. Support the redevelopment of underperforming commercial properties | | | | |
|---|---|---|---|---|
| **Index** | **Strategy** | **Lead Entity** | **Support Entity** | **Timeframe** |
| **3.2.1** | Conduct an expert-assisted zoning analysis that assesses potential barriers to reuse of underperforming commercial properties, and consider amendments to regulations to improve redevelopment potential. This should include evaluating form-based zoning approaches, permitted uses relative to market conditions, as well as dimensional and parking requirements, among other considerations. | PZC | EDC, P&Z Dept. | M |
| **3.2.2** | Evaluate targeted changes to zoning regulations that enable greater utility from as-of-right and special-permitted uses in commercial districts; consider making certain special-permitted uses as-of-right. | P&Z Dept. | EDC, Assessor, BOF | M |
| **3.2.3** | Consider potential tax and grant incentives for improvements and/or redevelopment. Implement and market the most appropriate incentives. | EDC | BOF, PZC, WHS | M |

# Human and Economic Environment

| Objective 3.3. Balance modern economic development with the need to preserve the Town's original and unique character | | | | |
|---|---|---|---|---|
| **Index** | **Strategy** | **Lead Entity** | **Support Entity** | **Timeframe** |
| **3.3.1** | Conduct an expert-assisted joint PZC/ HDPC process to explore zoning incentives (setbacks, density bonus, etc.) and potential form-based zoning strategies for the reuse, preservation, rehabilitation, restoration, reconstruction, and/or relocation of historic structures. | PZC & HDPC | EDC, P&Z Dept. | M |
| **3.3.2** | Conduct a joint PZC/ EDC process to explore changes to sign regulations to ensure the appropriate balance between business-friendliness and aesthetic quality. | PZC & EDC | P&Z Dept. | S |
| **3.3.3** | Consider ways to reduce parking requirements in light of current and impending changes in transportation technology such as car sharing and other vehicular innovations. Interim steps towards reduced overall parking requirements may include: enabling deferred construction or pervious parking of some proportion of spaces, encouraging shared parking arrangements, and providing regulatory incentives for bike, pedestrian, and car-share amenities. | PZC | P&Z Dept., EDC | M/L |

| Objective 3.4. Support existing businesses | | | | |
|---|---|---|---|---|
| **Index** | **Strategy** | **Lead Entity** | **Support Entity** | **Timeframe** |
| **3.4.1** | Update signage regulations with business and community input. Updates should balance business needs with community aesthetic and safety considerations. | PZC | EDC, P&Z Dept. | M |
| **3.4.2** | Work collaboratively with the Chamber of Commerce to establish a business visitation program to identify issues and opportunities. | EDC | Chamber of Commerce, BOS | S |
| **3.4.3** | Consider co-locating Town permitting departments (building, planning & zoning, Town clerk) in a centralized location as the Town implements its Town-wide Facilities Plan. | BOS | | M/L |
| **3.4.4** | Continue to work with public and private landowners and utilities to encourage improvements to telecommunications infrastructure, particularly wireless and fiber that enable high-bandwidth uses and applications. | PZC | EDC, P&Z Dept., PZC | M |
| **3.4.5** | Consider developing business center amenities (such as a high-speed wireless infrastructure and internet infrastructure) at the Wilton Public Library or other town buildings to support the town's large and growing "work from home" population. | BOS | Library | M |
| **3.4.6** | Consider developing a co-working or "makerspace" (like in Danbury and New Milford) at a publicly accessible location, perhaps Comstock or the Wilton Public Library or other town building, to support entrepreneurship and new locally owned businesses. | Library | BOS | M |

# Built Environment

## Goal 2: Pursue Context-Sensitive Economic Development on Danbury Road

| Objective 2.1. Plan and regulate for transition in development patterns along Danbury Road from more intense uses in the southern corridor to more rural patterns in the northern corridor | | | | |
|---|---|---|---|---|
| **Index** | **Strategy** | **Lead Entity** | **Support Entity** | **Timeframe** |
| **2.1.1** | Re-evaluate the zoning map Town wide to meet the land use goals of this Plan. | PZC | P&Z Dept. | S |
| **2.1.2** | Perform a zoning review of the past and future impact of the Danbury Road widening on abutting property owners. | PZC | P&Z Dept. | S |
| **2.1.3** | Encourage compatible and context-sensitive design of commercial, mixed-use, and multi-family properties where appropriate. | PZC | P&Z Dept. | O |
| **2.1.4** | Explore alternatives to the current design review process, such as establishing an architectural review board with review over all commercial projects on Danbury Road and/or exploring expanded or new Village Districts on Danbury Road. | PZC | VDDC, BOS | S |
| **2.1.5** | Review "orphan" and indistinct buffer zones and consider consolidating zones within different segments of the corridor. | PZC | P&Z Dept. | M |
| **2.1.6** | Rezone the corridor with distinct segments to ensure compatible and desirable development. | PZC | P&Z Dept. | M |
| **2.1.7** | Zoning Recommendations for South Wilton (Norwalk Line to Wolfpit Road):<br>• Allow more intensive commercial development, with potential for mixed-use.<br>• Consider incentives for parcel consolidation or small-scale development where appropriate.<br>• Promote better access management and curb cut consolidation by requiring easements over neighboring properties for access and egress, facilitating integrated site planning between multiple property owners.<br>• Promote pedestrian and biking improvements.<br>• Evaluate appropriate landscaped setbacks and enhance landscaping/ streetscape requirements.<br>• Consider zoning incentives for historic structure preservation (See Natural and Historical Environment Goal 4). | PZC | P&Z Dept. | S |