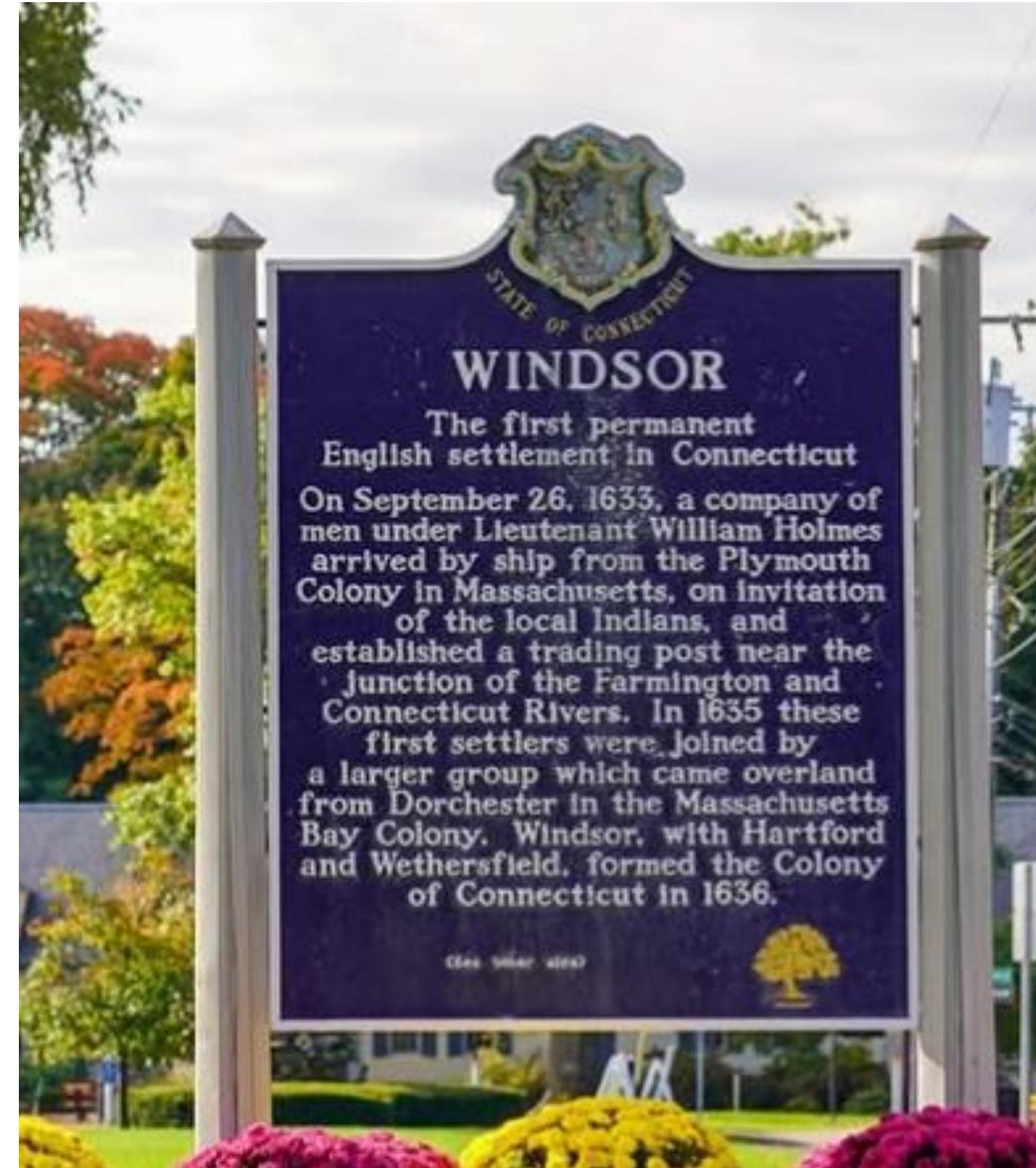


  
WINDSOR  
CONNECTICUT  
Plan of Conservation  
and Development  
Advisory Committee  
Meeting #6  
July 10th, 2025

# Agenda

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1. Engagement Update
2. Review and Discussion of Housing
3. Review and Discussion of Economic Development
4. Next Steps



# Engagement Update



# Online Survey is Closed – 805 Responses

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**WINDSOR 2035**  
BUILDING OUR FUTURE TOGETHER

## **Participant Demographics:**

- Over 97% of respondents were Windsor residents.
- Diverse age range represented.
- Over 50% have/had/will have children in Windsor public schools.

## **Top Reasons for Living in Windsor:**

- People and culture
- Proximity to work
- Family connections
- Sense of community

## **Outlook & Growth Preferences:**

Over 50% see themselves living in Windsor in 10 years.

~45% support incremental growth and change.

~20% support significant growth and change.

# Online Survey is Closed – 805 Responses

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**WINDSOR 2035**  
BUILDING OUR FUTURE TOGETHER

## **Most Valued Aspects of Windsor:**

- Parks and open space
- People and culture
- Neighborhoods

## **Top Priorities for the Town:**

- Protecting natural resources and farmlands
- Expanding trails and greenways
- Economic development

## **Lower Priority Areas:**

- None of the above" (indicating all areas are important)
- Municipal buildings
- Affordable housing
- Roadways and traffic

## **Top Community Concerns:**

- Loss of farms and rural character
- Impacts to natural resources or open space
- Town's ability to maintain current level of services

# Shady Derby

## Key themes:

- Quality of life is great, people love Windsor, particularly for its people and culture and sense of community.
- The diversity of the community is an asset.
- Need for more businesses in the Town Center. Fill vacant storefronts and enliven the area.
- Concerns for the loss of farms and rural character.
- Proximity to Hartford, Bradley Airport, and Springfield is a benefit for workers.
- Affordability in general is challenging; housing costs are high and taxes are high.



# Focus Groups and Stakeholder Interviews

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- Focus Groups Have been conducted – great attendance!
- We have scheduled the following Stakeholder Interviews
  - DPW and Engineering Department
  - Police, Fire Department, and Emergency Services
  - Board of Ed/ Superintendent
  - CRCOG
  - Windsor Housing Authority
  - Recreation, Senior, and Social Services
  - Traprock Ridge Land Conservancy



## Housing

- **Affordability Challenges:** High maintenance costs and construction prices limit housing access, especially for lower-income residents.
- **Need for Diverse Housing Options:** Support for tiny homes, smaller lots, and "missing middle" housing for singles, small families, and seniors.
- **Density & Location:** Favor increased density near village centers and transit to promote walkability and mixed-use development.
- **Reuse of Existing Buildings:** Strong interest in adaptive reuse (e.g., converting office spaces on Day Hill Road into housing).  
**Zoning Recommendations:** Loosen ADU restrictions, allow multifamily conversions, support infill development and reduced parking.
- **Energy & Affordability:** Call for solar programs and better wage-housing alignment; major need for affordable senior housing.

## Economic Development

- **Current State:** Stronger economy than peers, but concerns about employer turnover and rising residential tax burden.
- **Vacant Properties:** Key sites like the Walgreens and Voya buildings seen as barriers to revitalization.
- **Growth Priorities:** Emphasis on clean energy, biotech, and mixed-use (especially Day Hill Rd); avoid more data centers/warehouses.
- **Local Hiring & Zoning:** Encourage local employment, modernize zoning, and pair changes with traffic impact studies.
- **Support for Businesses:** Interest in more tools like incubators and tax incentives for small business growth.
- **Tourism & Attractions:** Leverage historic sites, river walk, and festivals; more dining and entertainment needed near attractions.

## Cultural and Historic Resources

- **Community Identity:** Cultural heritage strengthens community bonds and highlights Windsor's unique history.
- **Preservation Needs:** Threats to historic properties; need stronger preservation policies and demolition delay ordinances.
- **Arts & Engagement:** Desire for more events, arts programming, and volunteer/youth involvement.
- **Better Promotion:** Improve outreach via community calendars and marketing efforts.
- **Tourism Ideas:** Expand walking tours, highlight local history (e.g., Underground Railroad), and connect to regional hubs via rail.

## Open Space and Natural Resources

- **Parks & Underuse:** Certain parks underutilized; need for better amenities and trash management.
- **Environmental Oversight:** Call for a sustainability manager to oversee invasive species control and building energy use.
- **Connectivity & Conservation:** Improve open space networks via easements, trails, and partnerships with neighboring towns.
- **Farmington River Access:** Enhance recreation while protecting habitats; tackle poison ivy and overdevelopment near waterways.
- **Sustainability Ideas:** Promote EVs, green roofs, invasive species eradication, and preserve farmland/wildlife corridors.

## Mobility and Infrastructure

- **Pedestrian & Bike Safety:** Major concerns in town center and key roads; crosswalks and infrastructure need upgrades.
- **Public Transit Gaps:** CT Transit seen as inadequate; strong support for shuttle services, especially for seniors.
- **Transit Expansion:** Interest in CT Fastrack spur, better Dial-a-Ride, and more accessible transit for all.
- **Sustainable Transportation:** Push for more EV charging stations and safe bike lanes to support bike-sharing.
- **Stormwater & Noise:** Address increased flooding, improve stormwater systems, and enforce truck and noise regulations.
- **Traffic Concerns:** Heavy truck traffic, especially on Bloomfield Ave, raises parking and noise concerns in neighborhoods.

# Developing the Plan

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## Vision

- Windsor's values
- What the Town will strive toward
- Desires and aspirations of the community

## Goals

- Commitments towards achieving the vision
- Desired outcomes

## Strategies

- Methods for achieving goals

## Actions

- Specific steps taken as part of a larger strategy

# DRAFT Vision Statement

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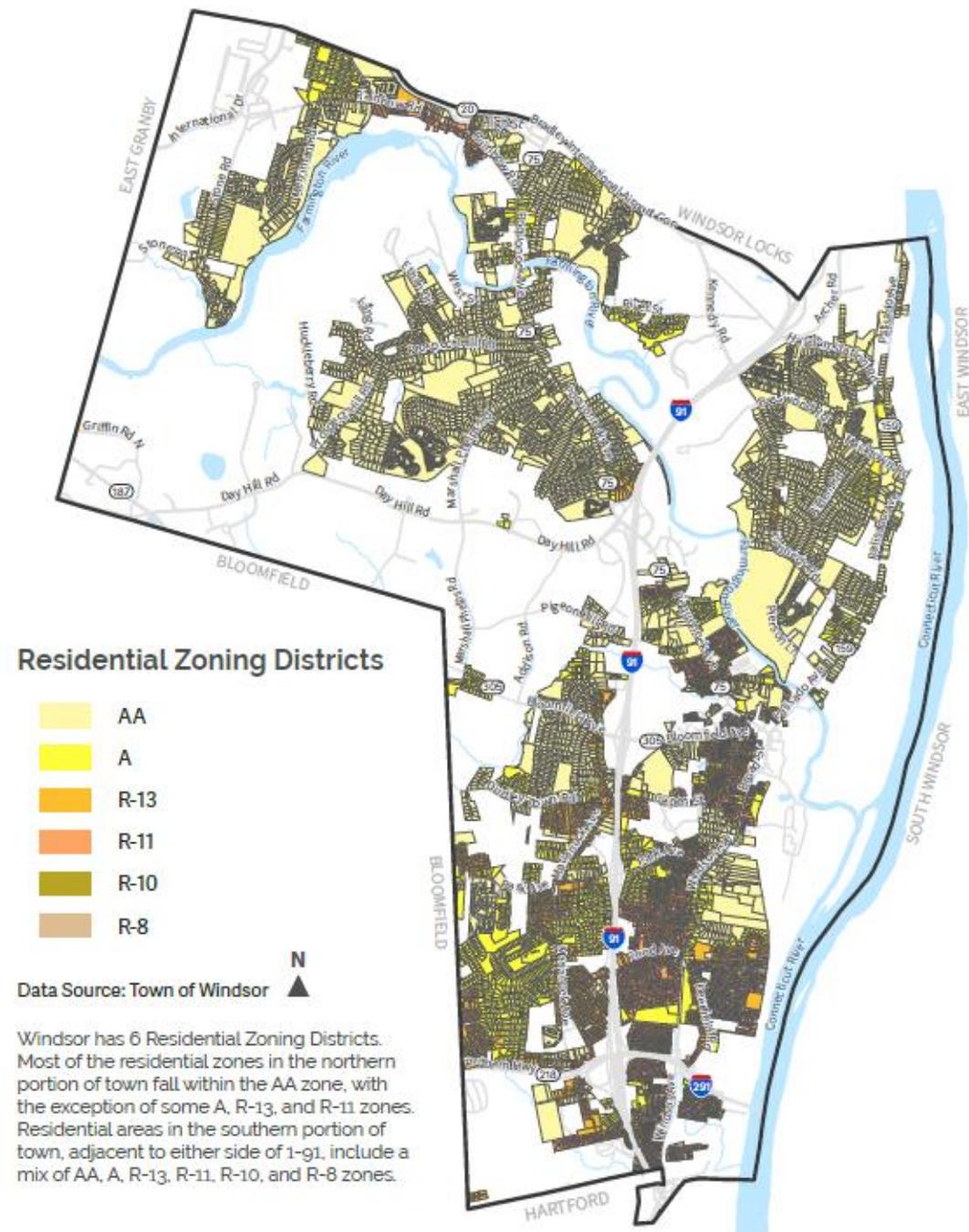
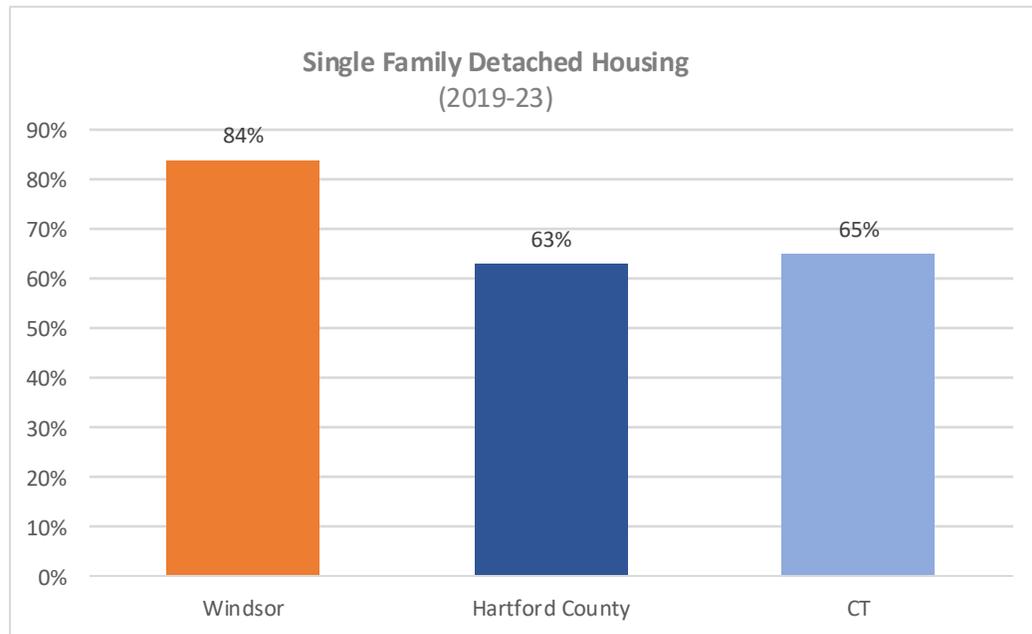
*Windsor is committed to building a thriving, inclusive community that blends its rich history with sustainable growth. We will expand affordable housing options for seniors and families, improve home quality, and prioritize energy efficiency. Our streets will be safer and more accessible, with better sidewalks, bike paths, and public transit connections. A vibrant town center will support local businesses, celebrate arts and culture, and offer engaging public events. By preserving historic charm, protecting natural resources, and promoting environmental sustainability, Windsor will remain a welcoming place where residents of all ages can live, work, and thrive.*

# Housing Discussion



# Housing

- Windsor Adopted its Affordable Housing Plan in 2022
- Six residential Zoning Districts
- Windsor's housing supply is oriented more towards single family housing than the CROCOG Region or the State, 77% of homes are occupied by owners
- 53% of homes were built before 1970



# Housing Costs

- Households that are cost-burdened spend more than 30% of their income on housing. Severely cost burdened spend more than 50% on housing
- Renters in Windsor are more housing cost burden than owners
- 29% of people in Windsor are burdened by the cost of housing

## RENTERS BURDENED BY COST OF HOUSING

**41%**

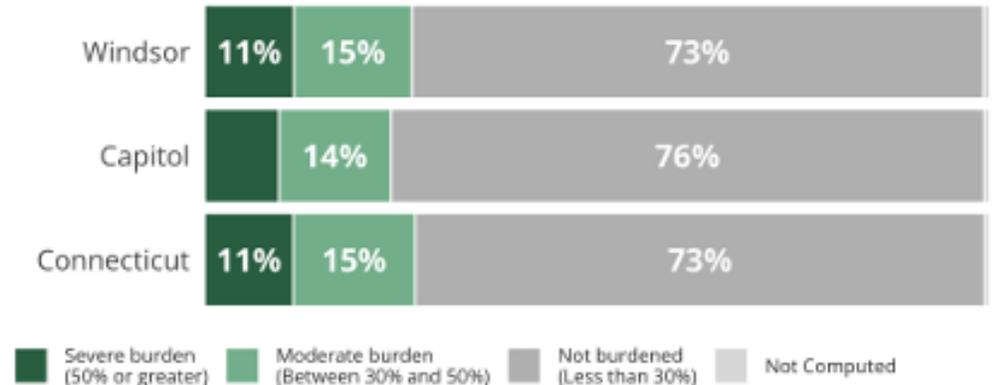
## OWNERS BURDENED BY COST OF HOUSING

**26%**

### Housing cost burden for renters



### Housing cost burden for owners

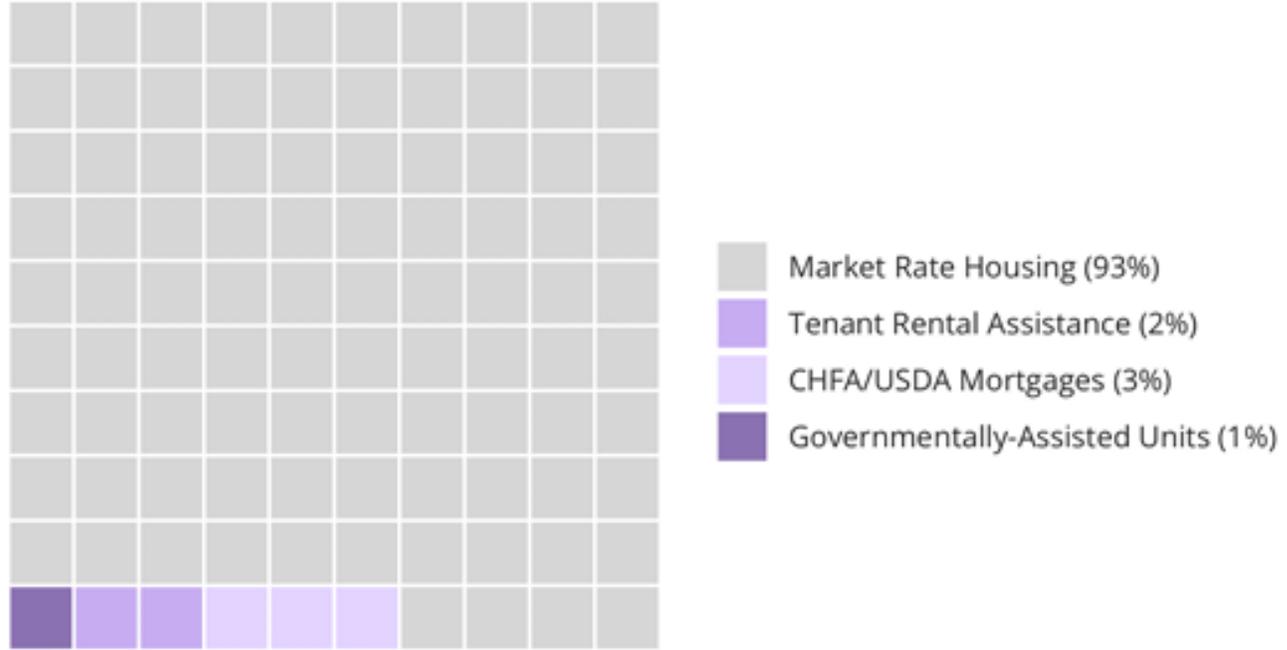


- Housing wage is \$28.83 hourly needed to afford a two-bedroom rental home without paying more than 30% of income on housing. CT's housing wage is \$31.93

# Affordable Housing

- Of the 12,038 total units in Windsor, 849 are considered to be affordable or **7%**

**Affordable units by type**



*Source: Connecticut Department of Housing*

*Source: 2024 Housing Data Profiles, Partnership for Strong Communities*

# Community Feedback

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## Key Issues:

- **Senior Housing Needs:** Limited options and aging housing stock; increasing demand due to aging population.
- **Housing Stock Challenges:** Aging infrastructure, lack of space, and need for energy and sustainability upgrades.
- **Affordability and Energy Costs:** High energy costs reduce overall housing affordability.

## Ideas:

- **Expand Senior Housing Options:** Increase affordable and assisted living facilities; consider campus-style senior developments (e.g., Seaberry, Great Pond).
- **Diversify Housing Types:** Promote townhouses, two-bedroom units, co-ops, workforce housing, and ADUs (Accessory Dwelling Units).
- **Zoning & Land Use Reforms:** Allow more flexible zoning, smaller lots, and encourage mixed-use and infill development.
- **Explore Alternative Models:** Consider Maine's Board and Care model and provide guidance on Airbnb's.
- **Improve Housing Affordability:**
  - Reduce energy costs and integrate efficiency in new construction.
  - Offer home maintenance programs (especially for seniors).
  - Provide low-interest loans and rent-to-own opportunities.
  - Assist first-time homebuyers.

*Ensure that Windsor offers a diverse, affordable, and sustainable range of housing options that meet the needs of all residents including seniors, young adults, families, and those experiencing housing insecurity, while preserving neighborhood character and supporting smart, equitable growth.*

# Strategy 1: Expand Housing Options for All Ages and Incomes

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1. Continue to coordinate with and support the Windsor Housing Authority in its efforts to provide housing options.
2. Where appropriate, provide the Housing Authority with opportunities to expand existing facilities or develop new facilities.
3. Support Housing Authority efforts to increase the number of elderly/disabled units.
4. Consider conducting a housing needs assessment to identify specific gaps in unit types, affordability levels, and geographic distribution.
5. Encourage development of smaller housing units (1-2 bedrooms) suitable for seniors, young adults, and small households.
6. Consider establishing a first-time homebuyer assistance program, including down payment support and homeownership education.

# Strategy 2: Modernize and Sustain the Existing Housing Stock

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1. Consider creating a Home Repair and Weatherization Fund offering low- or no-interest loans for income-qualified residents, especially seniors.
2. Incentivize energy-efficient design standards for all new residential construction and substantial renovations.

# Strategy 3: Encourage Mixed-Use and Innovative Housing Models

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1. Support the Great Pond campus and other village-style development concepts that mix residential, commercial, and recreational uses.
2. Ensure that the Town's Zoning Regulations continue to encourage housing in areas where infrastructure exists to support it, including public water, public sewer, road capacity, and where bus transit is available.
3. Work with the Metropolitan District Commission (MDC) to conduct a capacity analysis for the sewer and water systems to ensure there is capacity for additional housing.

# Strategy 4: Support “aging in place” for older residents.

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1. Incentivize development of affordable senior housing, assisted living, and “age-in-place” models through grants or tax abatements.
2. Continue to provide social services and other support services for people that choose to remain in their homes as they age.
3. Provide increased outreach with social workers, visiting nurses, and other resources to address social isolation and enhance older adult living experience.
4. Provide grants or partnerships for senior-focused maintenance services, such as yard care and minor repairs, to help them remain in their homes. Explore free or low-cost community resources to provide home handyman services.
5. Encourage livability improvements such as universal accessibility standards. Work with local lenders to establish a low interest loan program for home accessibility improvements and develop a list of qualified local contractors who can conduct the improvements.

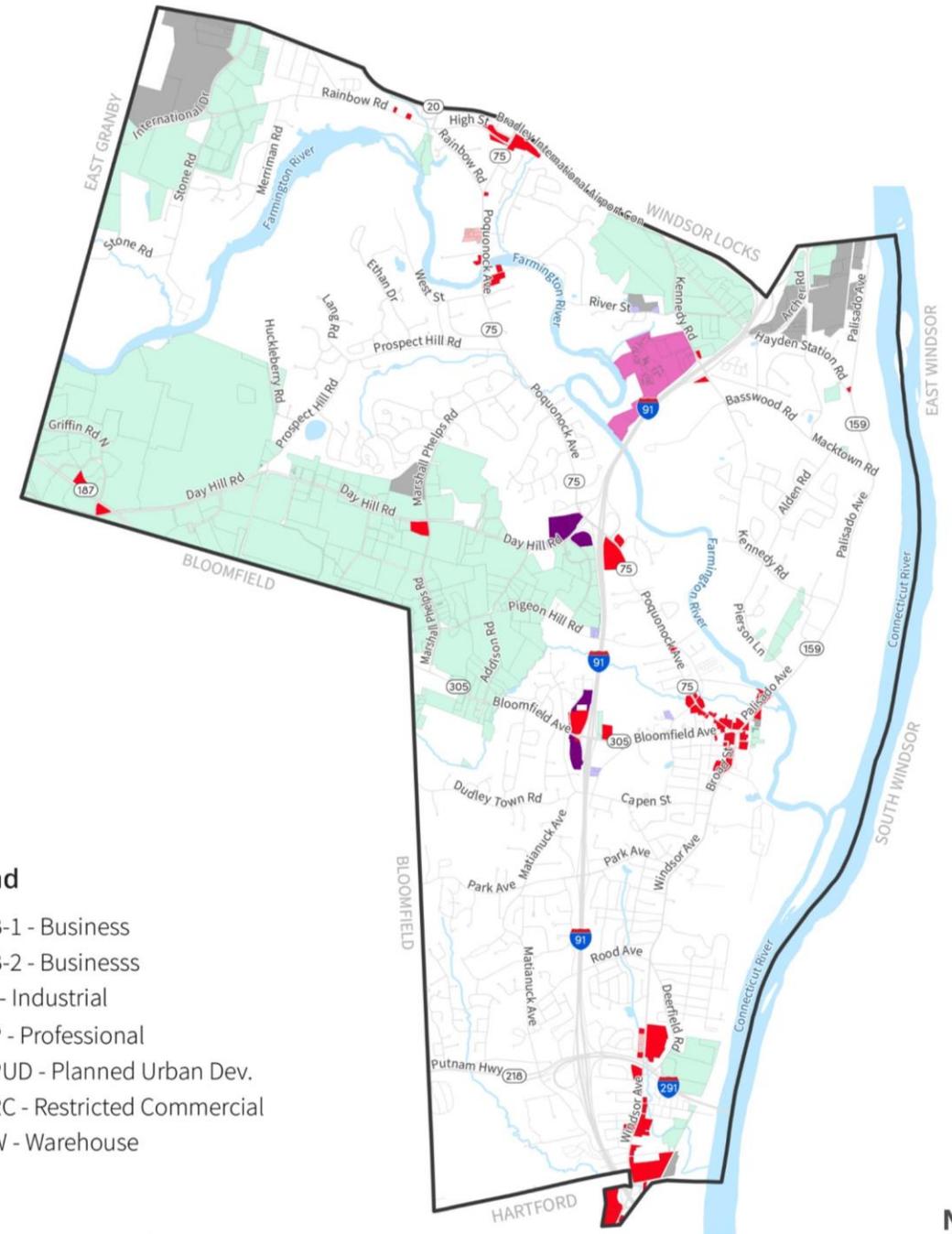
# Economic Development Discussion



# Economic Development

## Commercial and Industrial Zones

- Business, Commercial, and Professional zones are mainly found along the I-95 corridor, Windsor Avenue, Broad St, Rt 75, Rt 159, and in a few instances, along Day Hill Rd.
- Industrial and Warehouse zones are located along the northern border of Bloomfield and Windsor, the eastern border of East Granby and Windsor, and in the northeastern corner of Town, bordering Windsor Locks.
- ***Of Windsor's nearly 19,000 acres, nearly 4,000 acres are zoned for commercial or industrial uses, with 3,053 acres zoned Industrial.***

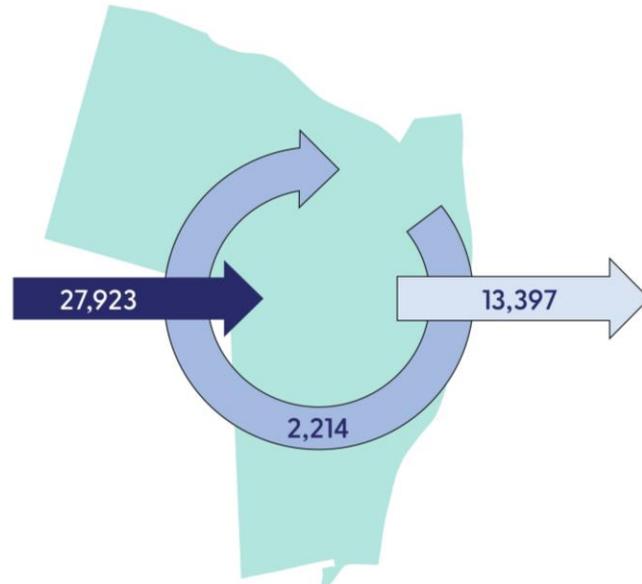


# Economic Development

## Economy and Industry

- Windsor's top industry is Transportation and Warehousing.
- Windsor has seen a steady stream of new businesses since 2020.
- Top employment destinations for Windsor's workers include Hartford, East Hartford, West Hartford, Windsor Locks, and New Britain.
- Windsor's workforce is coming from Hartford, East Hartford, West Hartford, Manchester, and Windsor Locks.

## Commuting Patterns - 2022



## Economy

### Top Industries

Lightcast, 2023 (2 and 3 digit NAICS)	Jobs	Share of Industry
1 Transportation and Warehousing <i>Warehousing and Storage</i>	5,830	54%
2 Manufacturing <i>Fabricated Metal Product Mfg</i>	4,274	21%
3 Finance and Insurance <i>Insurance Carriers &amp; Related Activities</i>	3,551	98%
4 Government <i>Local Government</i>	2,187	49%
5 Health Care and Social Assistance <i>Nursing and Residential Care Facilities</i>	1,934	37%
Total Jobs, All Industries	25,628	

### SOTS Business Registrations

Secretary of the State, March 2025

#### New Business Registrations by Year

Year	2020	2021	2022	2023	2024
Total	335	394	453	446	406

Total Active Businesses 2,594

### Key Employers

Data from Municipalities, 2025

- Amazon
- Walgreens
- SS&C Technologies
- Dollar Tree
- Eversource

# Job Change

- Job data for Windsor shows that employment from 2018 to 2023 declined by 234, a 0.9% decline. This is a **lower percentage of job losses** than from the SMA (-1.6%) or the MSA (-1.6%).
- **Projected employment is expected to be positive** over the next five years, adding 762 jobs or a 3% increase over 2023 levels. This projected job growth is anticipated to be lower than the SMA (3.4%) or the MSA (3.5%).

## Job Change by Region

Region	2018 Jobs	2023 Jobs	2028 Jobs	2018-2023 Change in Jobs	2018-2023 Pct. Change in Jobs	2023-2028 Change in Jobs	2023-2028 Pct. Change in Jobs
Town of Windsor	25,971	25,737	26,499	(234)	(0.9%)	762	3.0%
SMA	226,793	223,266	230,905	(3,527)	(1.6%)	7,639	3.4%
Hartford MSA	682,084	670,973	694,299	(11,111)	(1.6%)	23,326	3.5%

Source: Lightcast

\*The Day Hill Corporate Area Study used the following Trade Areas for comparisons:

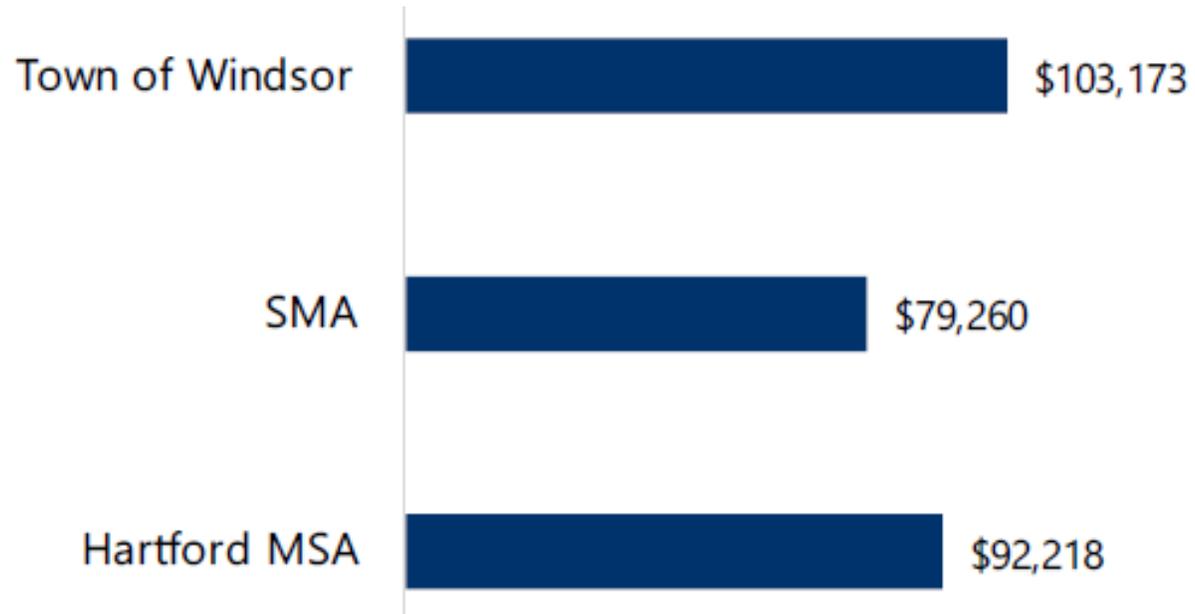
Secondary Market Area (SMA) – Neighboring geographies that impact Windsor including: Suffield, Enfield, East Windsor, South Windsor, East Hartford, Hartford, West Hartford, Bloomfield, Windsor Locks, and East Granby.

Metropolitan Statistical Area (“Hartford MSA”) – A grouping of major cities, suburbs and nearby towns with high economic and social integration. This includes the Hartford Capitol Region and Lower Connecticut River Valley planning regions.

Source: Day Hill Corporate Area Study Market Analysis, Lightcast data

# Median Household Income

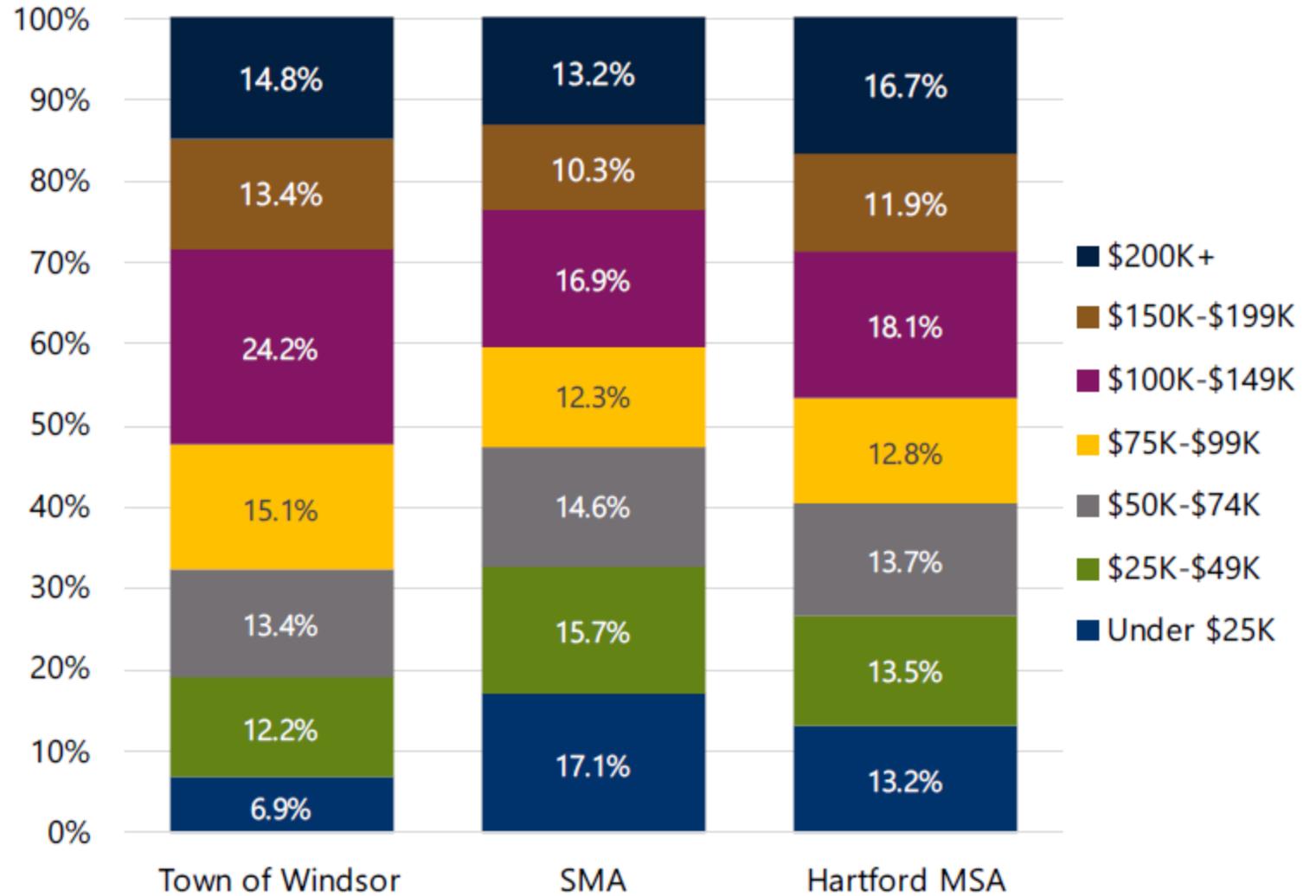
- Median household income for Windsor is \$103,173, which is 30% higher than the median household income of the surrounding towns (\$79,260) and 12% higher than the MSA median household income of \$92,218.



Source: Day Hill Corporate Area Study Market Analysis, Esri data

# Households by Income Group

- Windsor has a very low percentage of its population making less than \$25,000 annually (6.9%).
- Households making over \$100,000 account for more than half (52.4%) of households in Windsor, which is higher than the 46.7% for the MSA and much higher than the 40.3% of households in the SMA.



Source: Day Hill Corporate Area Study Market Analysis, Esri data

# Community Feedback

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## Key Themes:

### **Job Creation and Workforce Alignment:**

- Desire for more high-quality jobs that match the town's educated population
- Support for school-to-career initiatives and training programs
- Need for STEM-focused maker spaces

### **Smart Development and Land Use:**

- Opposition to warehouses and AI data centers
- Preference for mixed-use development
- Fill existing commercial vacancies before building new structures

### **Downtown and Tourism Revitalization:**

- Fill downtown vacancies to encourage tourism
- Promote local attractions like the radio museum
- Maintain Windsor's historic charm

### **Business Diversity and Vibrancy:**

- Interest in a greater variety of businesses
- Support for restaurants and breweries
- Desire for vibrant commercial areas across the town

### **Leveraging Natural and Cultural Assets**

- Utilize the Farmington and Connecticut Rivers as economic and recreational draws
- Promote cultural and historic elements of the town more actively

*Promote sustainable and inclusive economic growth in Windsor by supporting high-quality job creation, revitalizing underutilized commercial areas, and fostering vibrant, mixed-use development that honors the town's historic character and natural assets.*

# Strategy 1: Align Job Growth with Local Workforce Strengths

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1. Partner with local schools, colleges, and workforce boards to expand school-to-career pathways, internships, and apprenticeships.
2. Support the creation of a STEM-focused maker space or innovation hub in collaboration with businesses and educational institutions.
3. Consider developing an economic incentive package to attract clean tech, biotech, and advanced manufacturing companies that offer high-skill, high-wage jobs.
4. Continue regular communication and partnerships between the Town and major employers to encourage local hiring commitments and workforce alignment.

## Strategy 2: Prioritize Smart, Infill-Based Development

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1. Review and update zoning regulations to encourage mixed-use development and reduce barriers for adaptive reuse of vacant commercial buildings.
2. Continue to inventory, market, and support redevelopment of empty retail and office spaces, especially in the downtown and Day Hill Road corridors.
3. Prohibit or limit development of AI data centers and large-scale warehouses through zoning amendments.
4. Continue to offer design and planning assistance to property owners pursuing redevelopment or mixed-use conversions.

# Strategy 3: Revitalize Downtown and Enhance Tourism

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1. Focus on placemaking, storefront activation, and walkability improvements throughout Windsor's village areas.
2. Develop a tourism marketing plan that highlights Windsor's historic charm, events, and attractions (e.g., the Radio Museum, Farmington River walk, Shad Derby).
3. Provide incentives (grants or tax abatements) to attract restaurants, breweries, and entertainment venues to the downtown and village centers.
4. Improve wayfinding and signage to connect tourists with cultural and recreational assets.
5. Partner with the Chamber of Commerce, CT Main Street Center and Civic Link to input Windsor's community events into the Civic Link Calendar – free program.

# Strategy 4: Support Local Business Diversity and Entrepreneurship

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1. Expand partnerships with regional economic development organizations to create a small business incubator or co-working space.
2. Offer micro-grants or low-interest loans to help small and minority-owned businesses launch or grow.
3. Review and streamline permitting processes to reduce barriers for opening or expanding businesses.
4. Provide regular business training workshops focused on digital marketing, finance, and operations.

# Strategy 5: Leverage Natural and Cultural Resources for Economic Growth

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1. Enhance public access and recreational use of the Farmington and Connecticut Rivers while protecting sensitive habitats.
2. Develop cultural tourism initiatives tied to Windsor's history (e.g., Underground Railroad, colonial heritage, tobacco industry).
3. Coordinate with regional tourism and transit partners to promote rail-linked tourism and events.
4. Invest in infrastructure improvements near historic and natural attractions (e.g., parking, bike racks, restrooms) to support visitor access.

# Next Steps



# Next Steps

- Conduct additional Stakeholder Interviews
- Refine the Vision, Goals, Strategies, and Actions
- Schedule second workshop
- Begin drafting the Plan!
- Next AC meeting?



# Questions?

