

Exhibit A

# Town of South Windsor

## Plan of Conservation and Development

October 11, 2022



# The “SLAMimetrics” Team



**Pat Gallagher, AICP**  
Project Manager



**Mike Zuba, AICP, NCI**



**Glenn Chalder, AICP**

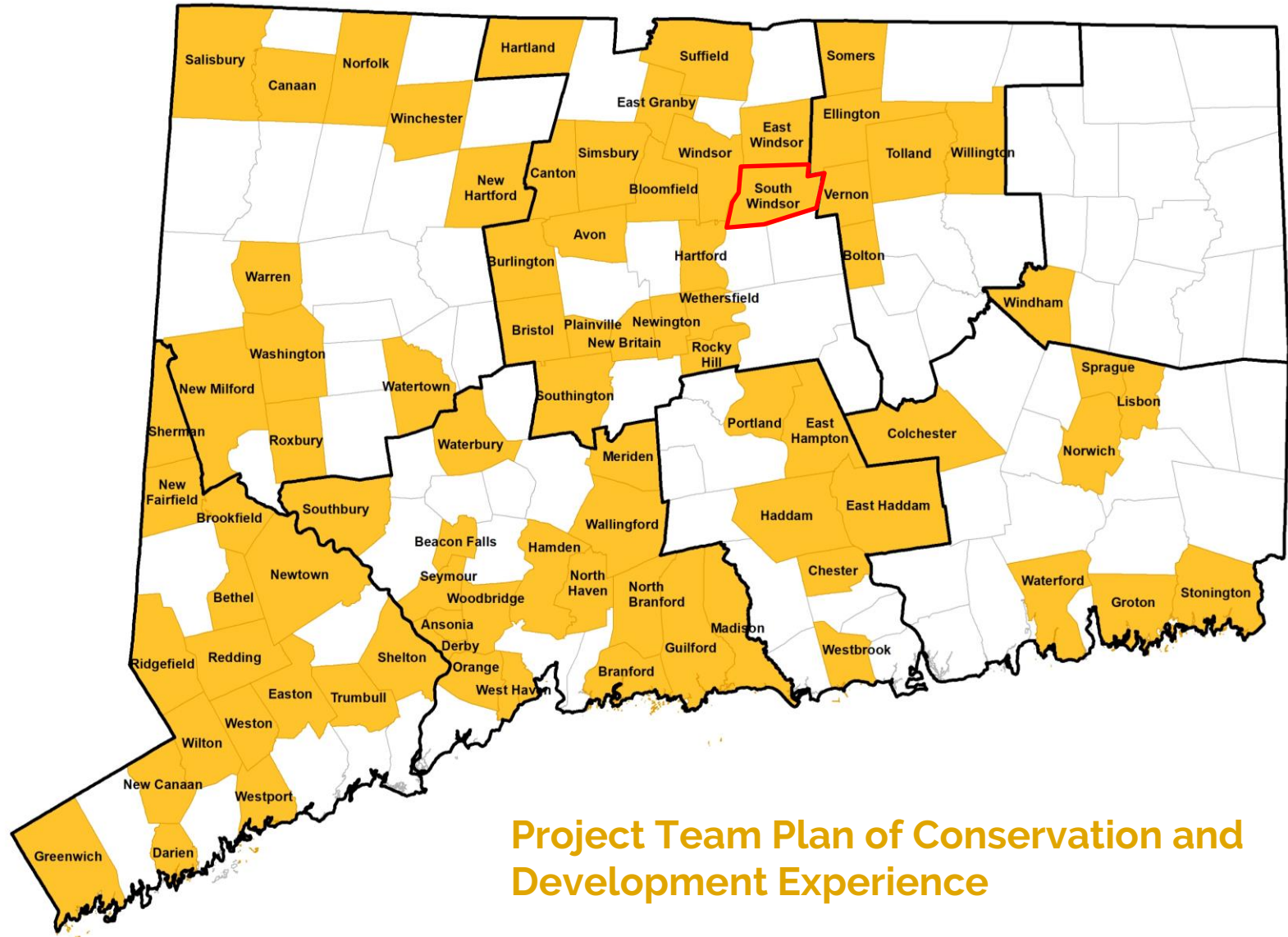
# Team Experience

## POCD Experience

- Collectively, our team has completed **82 municipal POCDs in Connecticut**

## South Windsor Experience

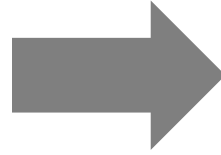
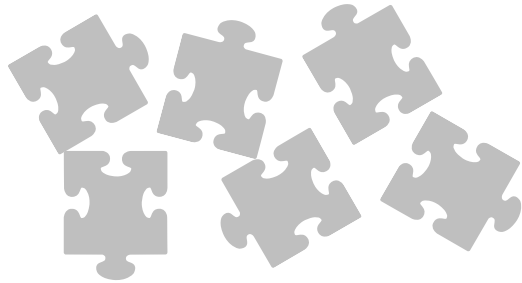
- Plan of Conservation & Development (2013)
- Zoning Regulation Technical Assistance
- Affordable Housing Plan (2022)
- Annual SWPS Housing and Demographic Studies (2016-present)



# Process and Approach

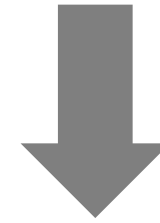
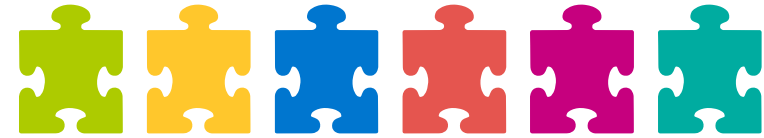
## 1. Project Kickoff + Scoping

Charting the Course



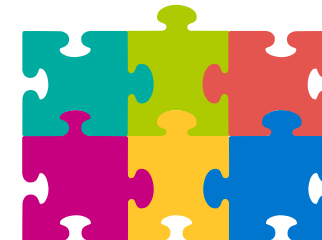
## 2. Plan Elements

Setting the Stage

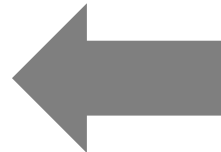


## 3. Plan Development

Putting the Pieces Together

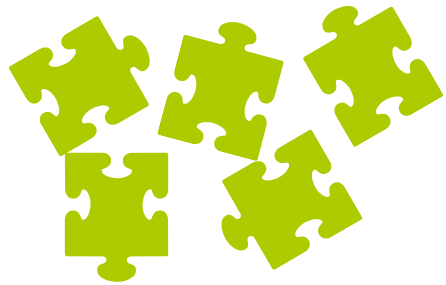


## 4. Review, Refinement, and Adoption



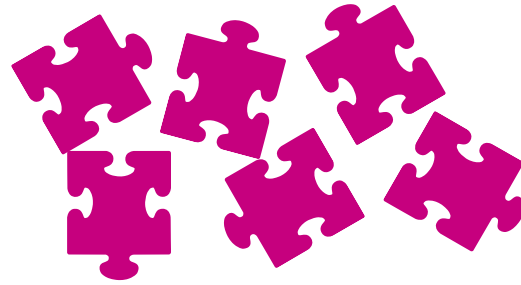
# Traditional POCD Framework

## Conservation



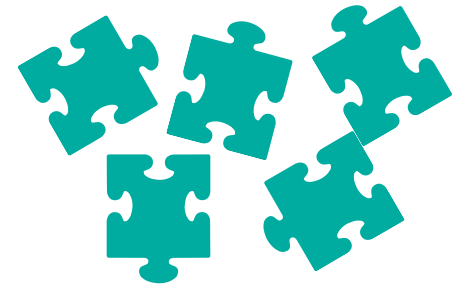
- Open Space
- Natural Resources
- Historic Preservation
- Agriculture

## Development



- Land Use & Zoning
- Demographics
- Housing
- Economic Development
- Special Focus Areas
- Future Land Use Plan

## Infrastructure



- Utilities
- Transportation
- Community Facilities
- Parks & Recreation

# Innovative POCD Framework



# Key Future Issues



Sustainability and Resiliency



Housing Dynamics



Community Facility Capacity



Economic Development



Opportunity/Growth Areas

# Key Issues: Sustainability & Resiliency



## Sustainability

**“Meeting the needs of the present without compromising the ability of future generations to meet their own needs.”**

ENVIRONMENTAL - SOCIAL - ECONOMIC



## Resiliency

**“Capacity of a community to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.”**

MITIGATE - RECOVER - ADAPT



# Key Issues: Sustainability & Resiliency

## Looking towards the future:

- Green Energy + Energy Efficiency
- EV Charging Infrastructure
- Waste Management
- Public Health
- Social Equity
- Infrastructure Hardening
- Water Supply Planning
- Hazard Mitigation & Disaster Preparedness



# Key Issues: Housing Dynamics

**Past, Present, Future?**

**Housing Needs &  
Housing Demand**

**Impacts to  
facilities & services**



**Strive for Balance**

# Key Issues: Housing Dynamics

## Looking towards the future:

- Zoning and subdivision regulations, post moratorium
- Align housing with demographic needs
- Affordability in light of rising housing costs
- Mixed-use & housing focus area in Town Center – other areas?
- Concept planning for Housing Authority Properties

Aerial Photo Showing Expansion Potential Of Wapping Mews (50 Elm Street)



### Possible Opportunities At Wapping Mews

1. Built in 1974
2. Units are all outside entry with no interconnecting hallways forcing people to walk outside in all kinds of weather
3. Units are separated from parking areas for residents, visitors, etc.
4. ADA accessibility may not be optimal
5. One floor buildings occupy a large percentage of the site
6. 30 units on 5 acres = 6.0 units/acre

# Key Issues: Community Facility Capacity

Not all housing impacts facilities and services equally



## Evergreen Walk

**Type:** Apartments  
**Units:** 200  
**K-12 students:** 25  
**Students/Unit:** 0.12



## South Windsor Woods

**Type:** Condos  
**Units:** 155  
**K-12 students:** 117  
**Students/Unit:** 0.75



## SW Housing Authority

**Type:** Apartments  
**Units:** 70  
**K-12 students:** 0  
**Students/Unit:** 0

# Key Issues: Community Facility Capacity

## Legend

- Not expected to be adequate for community needs to 2035
- Some issues to be considered through 2035
- Expected to be adequate for community needs to 2035

GENERAL GOVERNMENT	Assessment
<span style="color: blue;">●</span> Town Hall	<ul style="list-style-type: none"> <li>Has some space constraints (such as storage)</li> <li>Room on-site to expand to rear (such as new meeting room with storage basement and converting existing meeting room to offices)</li> </ul>

PUBLIC SAFETY	Assessment
<span style="color: blue;">●</span> Fire Department (building also houses Emergency Operations Center)	<ul style="list-style-type: none"> <li>Equipment based in Village Center</li> <li>Staffed by volunteers (recruitment can be a challenge)</li> <li>Town offers tax abatement to volunteers and contributes funds for fire protection and regional dispatch</li> <li>Have a system of fire ponds / water supply</li> <li>Have mutual aid arrangements with other towns</li> <li>Facilities expected to be adequate</li> <li>May need to supplement staffing to enhance response</li> </ul>
<span style="color: blue;">●</span> Emergency Medical	<ul style="list-style-type: none"> <li>Equipment based in Village Center (share with Fire)</li> <li>Services provided by a non-government entity</li> <li>Town contributes funds for EMS staffing / paramedic / regional dispatch</li> <li>Facilities expected to be adequate for needs</li> <li>May need to supplement staffing to enhance response</li> </ul>
<span style="color: blue;">●</span> Police Department	<ul style="list-style-type: none"> <li>Town utilizes Resident State Trooper program (service contract) and State Police based in Litchfield</li> <li>Evaluate staffing / level of service desired</li> </ul>

PUBLIC WORKS	Assessment
<span style="color: blue;">●</span> Public Works	<ul style="list-style-type: none"> <li>Public works facility based in Village Center (animal shelter and solid waste / recycling on same site)</li> <li>Existing building(s) and site are used intensively</li> <li>Space challenges exist (equipment, stockpiles, etc.)</li> </ul>
<span style="color: blue;">●</span> Solid Waste / Recycling	<ul style="list-style-type: none"> <li>Transfer station located at PW facility</li> <li>Need for a long-term sustainable materials / solid waste plan identified by First Selectman</li> </ul>
<span style="color: blue;">●</span> Wastewater Treatment	<ul style="list-style-type: none"> <li>See Utility infrastructure section of the POC</li> </ul>

EDUCATION	Assessment
<span style="color: green;">●</span> Kent Center School (K-8)	<ul style="list-style-type: none"> <li>Overseen by Kent Board of Education</li> <li>An enrollment drop of 25% from 2010-19 rebounded during COVID (permanence is unknown)</li> <li>Existing building expected to have adequate capacity</li> <li>Recreation / play fields leased from Kent School</li> </ul>
<span style="color: green;">●</span> Regional High School (9-12)	<ul style="list-style-type: none"> <li>Students from Kent attend Housatonic Valley Regional High School in Canaan / Falls Village</li> <li>Overseen by Region 1 School District serving Cornwall, Canaan, Kent, North Canaan, Salisbury, Sharon</li> </ul>

PARKS / RECREATION	Assessment
<span style="color: blue;">●</span> Parks / Recreation	<ul style="list-style-type: none"> <li>Main facilities for Town recreation programs include:                             <ul style="list-style-type: none"> <li>Emery Park (seasonal swimming, playground, picnic area, passive recreation)</li> <li>Kent Common Park (tennis courts, playground, picnic pavilions, passive recreation)</li> <li>Kent Community House (recreation classes)</li> <li>Kent Center School (softball, baseball, soccer)</li> </ul> </li> <li>Opportunities for passive recreation are available at open space parcels (State land, Kent Land Trust, etc.)</li> <li>Survey indicated concern over these services / facilities</li> <li>The Park and Recreation Commission continues to work on preparing a Parks Master Plan and organizing and coordinating youth recreational programs.</li> </ul>
<span style="color: blue;">●</span> River Access	<ul style="list-style-type: none"> <li>Lack of river access has been a concern for some time</li> <li>Location(s) / design(s) should be finalized</li> </ul>

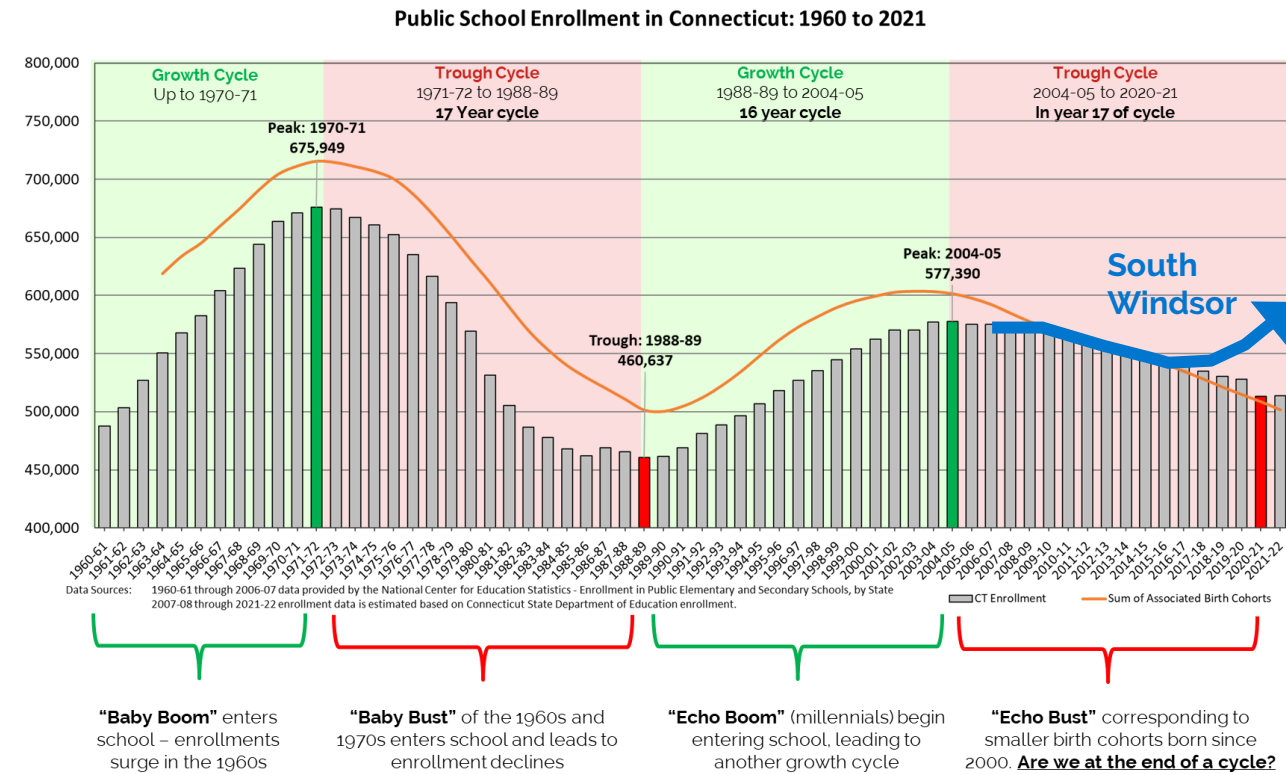
OTHER FACILITIES	Assessment
<span style="color: red;">●</span> Kent Memorial Library	<ul style="list-style-type: none"> <li>Library is a private association that receives financial assistance from the Town.</li> <li>Staff / services meet community needs</li> <li>Facility functions have outgrown the building.</li> <li>Plans are underway to expand / relocate the Library to provide adequate space for its services.</li> <li>Fund raising / grant seeking underway</li> <li>Village center location is optimal (library is an anchor)</li> </ul>
<span style="color: blue;">●</span> Senior Center	<ul style="list-style-type: none"> <li>Shares space at Templeton Farm senior housing complex (also see Social Services)</li> <li>Utilization is expected to grow in the future</li> <li>Senior Center usage should be monitored</li> </ul>
<span style="color: blue;">●</span> Social Services	<ul style="list-style-type: none"> <li>Shares space at Templeton Farm senior housing complex (also see Senior Center)</li> <li>Food bank storage at Community House</li> <li>Needs have been growing with changing age composition / economic issues / pandemic</li> <li>Can be a challenge to have private consultations</li> <li>Relocation to Swift House / Town Hall may be desirable</li> </ul>
<span style="color: blue;">●</span> Swift House	<ul style="list-style-type: none"> <li>Task Force working on building improvements</li> <li>Upgraded facility could meet additional community needs, now and in the future</li> </ul>
<span style="color: green;">●</span> Community House	<ul style="list-style-type: none"> <li>Used for meetings and civic, social, and other events although activity level slowed during Covid</li> <li>Facility expected to be adequate for community needs</li> </ul>
<span style="color: green;">●</span> Welcome Center	<ul style="list-style-type: none"> <li>Opened in 2017</li> <li>Expected to meet needs</li> </ul>
<span style="color: blue;">●</span> Animal Shelter	<ul style="list-style-type: none"> <li>Has no outside runs and constrains PW site but no alternatives apparent</li> </ul>



# Key Issues: Community Facility Capacity

## Looking towards the future:

- Near-term focus on schools with enrollment projected to peak in ~10 years
- Need to plan for other facilities, beyond schools
- Programmatic needs/synergies across all town departments
- Facility reuse – Old Orchard Hill
- Rising costs (inflation, supply chain issues)



# Key Issues: Economic Development

Need for grand list growth to support community investments and maintain quality of life

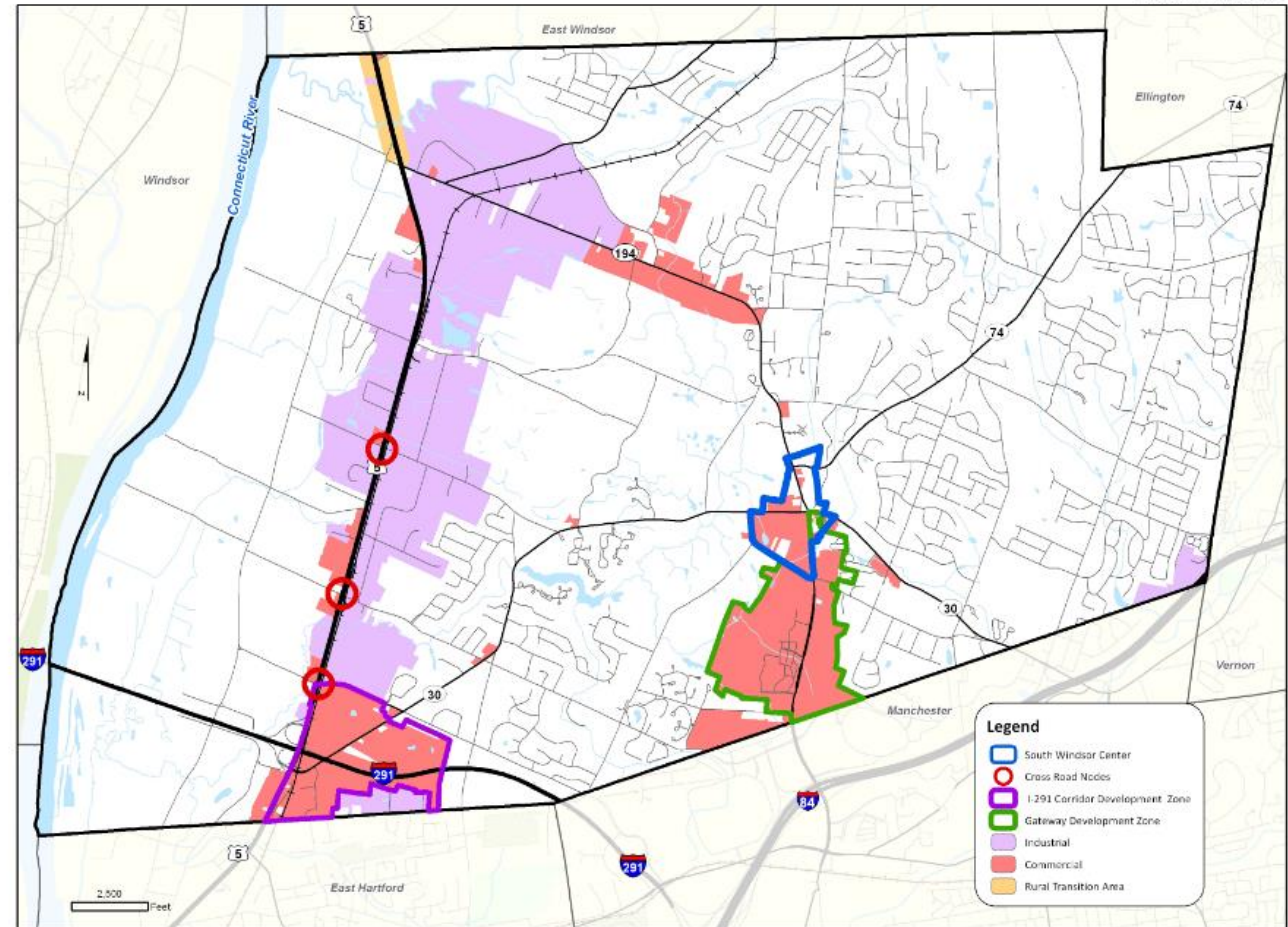


# Key Issues: Economic Development

## Looking towards the future:

- Need to define goals:
  - Jobs?
  - Tax revenue?
  - Access to goods and services?
- Align goals with market realities
- What, Where, When?
- Site and building design and neighborhood compatibility considerations

Business Development Plan  
South Windsor, CT

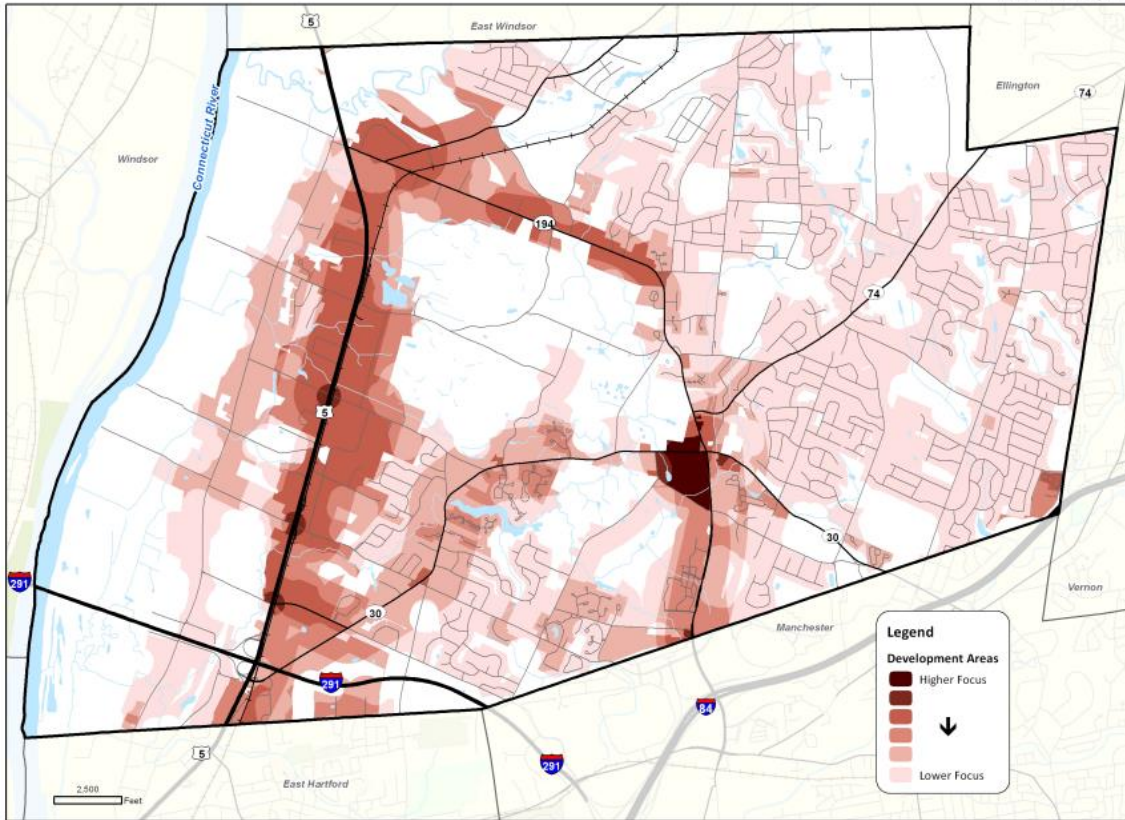




# Key Issues: Opportunity/Growth Areas

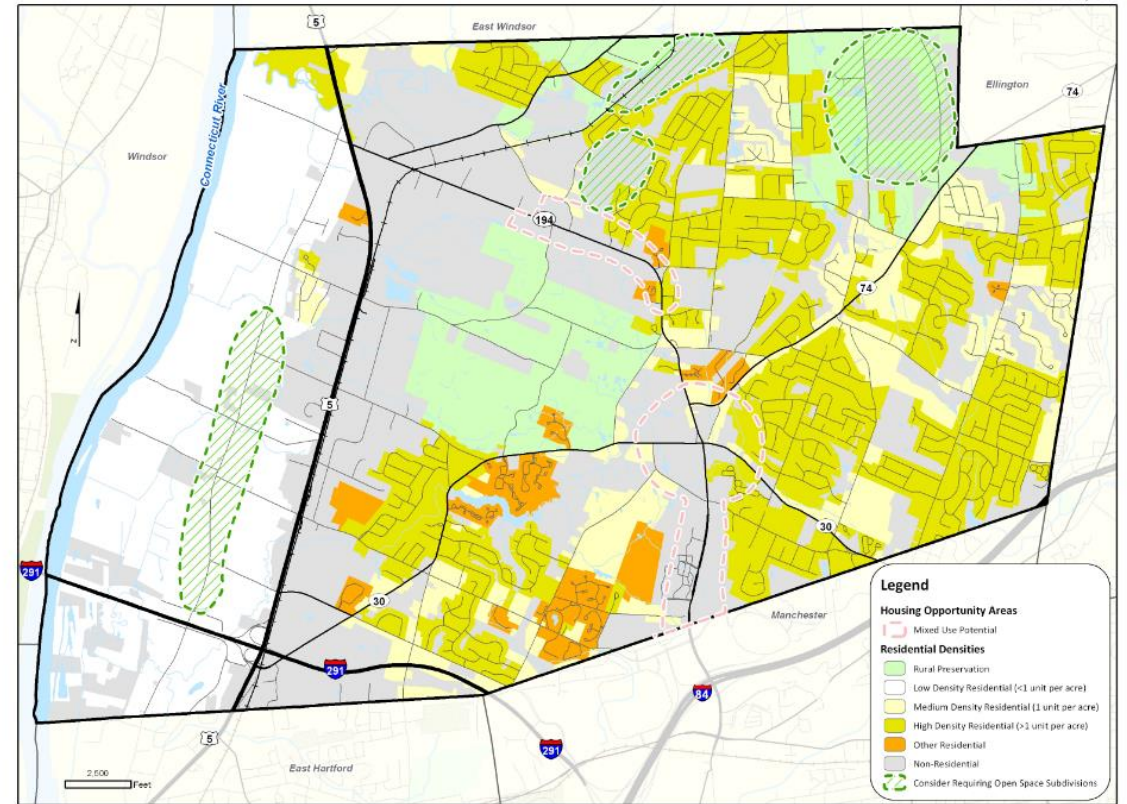
Locational Guide Map - Development

South Windsor, CT



Residential Densities Plan

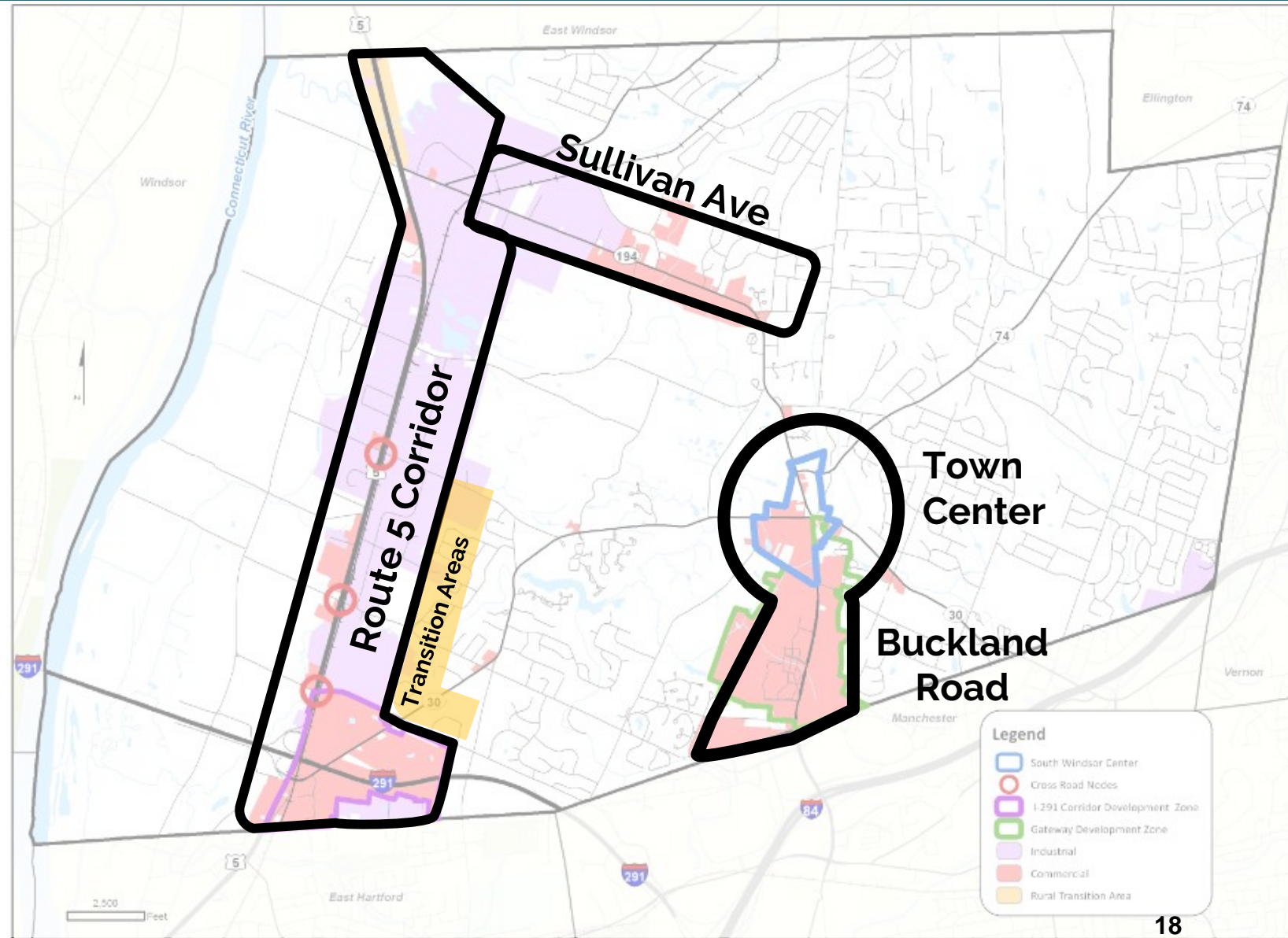
South Windsor, CT



## Align 2013 Plan with current vision

# Key Issues: Opportunity/Growth Areas

## Potential Opportunity Areas



# Community Engagement

**Facilitate** the conversation and **set the context** to gather meaningful public input

**Leverage local “ambassadors”** who can help publicize the process

**Use mixed-method approach** (digital and in person) to maximize participation.

**Build consensus on community values**



# Community Engagement

## A successful POCD requires:

Successful integration of Plans from other boards, commissions, and stakeholders

**Successful integration and coordination of Planning with other boards, commissions, and stakeholders**

### Plans to be Integrated into POCD

BOE 10-Year Master Plan

Parks & Rec Master Plan (2020)

Walk and Wheel Ways Master Plan

2022-2027 Affordable Housing Plan

2016 Main Street Study

Open Space Master Plan

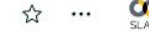
Agricultural Preservation Master Plan

Historic District Commission Inventory

Sustainable CT Certification Reports

# Community Engagement

Plan of Conservation & Development



[What is a POCD?](#) [Get Involved!](#) [Take our Survey!](#)

## What is a POCD?

A Plan of Conservation and Development (POCD) is the official statement from South Windsor, guiding the development, economic, environmental, and social goals of the community. As a comprehensive plan, the POCD will look at a range of topics that will influence South Windsor over the coming decade, including demographics, housing, land use, community facilities, infrastructure, economic development, open space, recreation, transportation, and sustainability.

While it is important to understand data and trends, it is equally important to understand the priorities of the community. There are several ways for the public to get involved throughout the process, including public workshops and community surveys. Continue scrolling or click on the "Get Involved!" button on the menu bar to learn how you can participate!



# Community Engagement

Plan of Conservation & Development



[What is a POCD?](#) [Get Involved!](#) [Take our Survey!](#)

## **Get Involved!**

As a community comprehensive Plan, it is important to hear the thoughts and ideas of residents throughout the process. What are the things that make South Windsor a great place to live? What are some of the challenges that you foresee over the next decade? How would you prioritize actions for the future? Help us answer these questions by participating in the following:

- Online Community Survey
- Community Forums
- Planning and Zoning Commission Meetings
- Send us an email at [Plan2034@southwindsor-ct.gov](mailto:Plan2034@southwindsor-ct.gov)

In addition to this website, project updates and meeting notifications will also be posted on the Town Website and social media accounts.

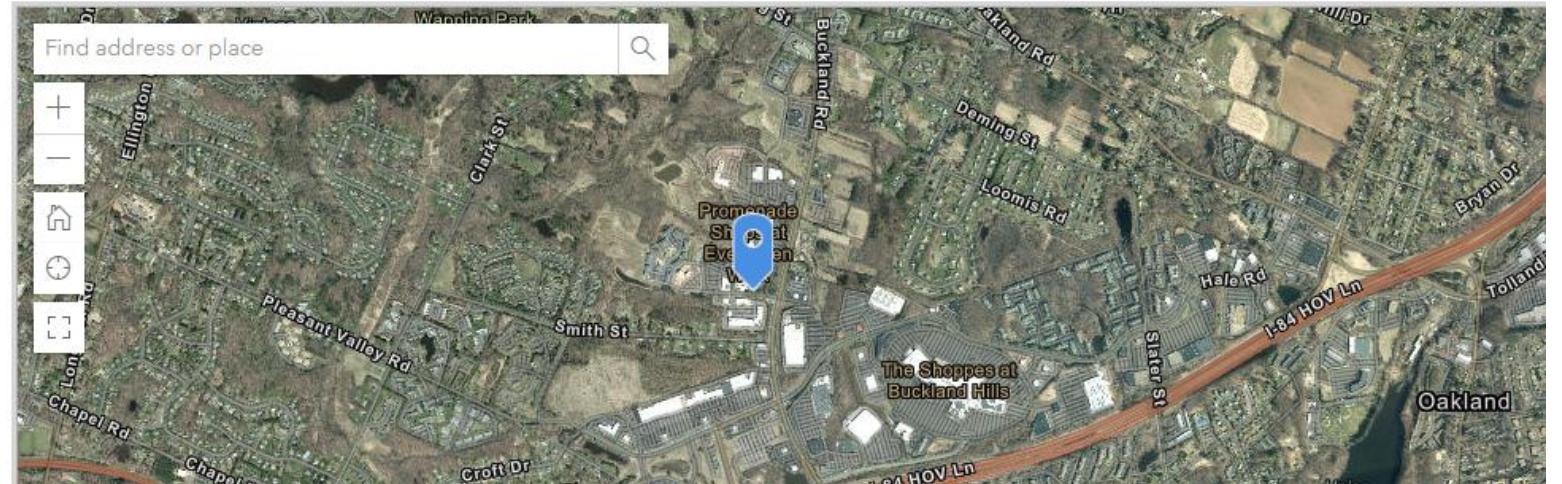
# Community Engagement

How would you rate the condition of the following?

	Excellent	Adequate	Needs Improvement	Don't Know/Not Sure
South Windsor Public Schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
South Windsor Public Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town Hall Building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports and Recreation Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior services, programs, and transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local road maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalk conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Park maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

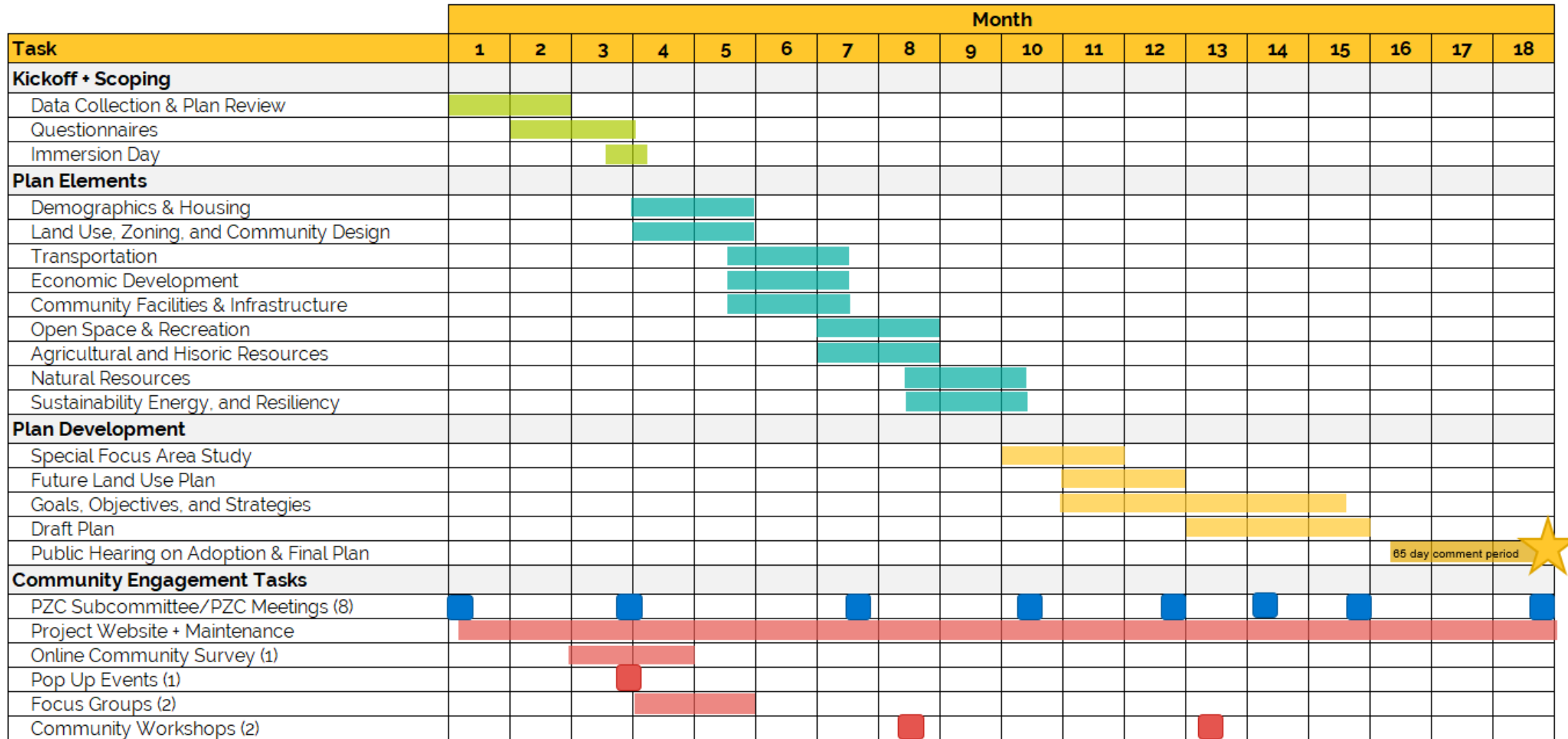
Please identify on the map any areas where you would like to see the Town focus its economic development efforts

Drop a point on the map by clicking your mouse.



In your view, what is South Windsor's greatest strength?

# Preliminary Schedule



65 day comment period



- █ PZC Subcommittee/PZC Coordination
- █ Community Engagement Task

★ Public Hearing on Adoption

**Current POCD Expiration Date:** 6/23/2023

We will work with you to obtain an extension from OPM to maintain the Town's eligibility for discretionary state funding after June 23, 2023



# Why “SLAMimetrics”?

1. Experience, Expertise & Insight
2. All facets of your Plan completed by Senior Staff
3. We know your community!





# Fee Proposal

#	Task	Fee
1	Kickoff + Scoping	\$ 20,000
2	Plan Elements	\$ 36,000
3	Plan Development	\$ 40,500
4	Printing & Expenses	\$ 3,000
	<b>General Fee Proposal</b>	<b>\$ 99,500</b>

*Note that a dedicated project website is not included in the General Fee Proposal*

# Plan Examples: Bethel, CT



## 3 Vision for the Future

“ The Town of Bethel is a thriving community based on village values. At its heart is a flourishing village center that is distinct in Fairfield County for its unique New England architecture, green spaces, and arts and cultural opportunities. The village center and train station area form a fully integrated Downtown that supports diverse housing options within walking distance to shops, restaurants, employment, amenities, and transit facilities. High-quality transportation infrastructure serves the Downtown, allowing residents and visitors to get around on foot, on a bike, or using public transportation.

Bethel continues to pursue responsible economic growth in areas with existing infrastructure. In addition to the Downtown, the Town supports lively mixed-use commercial districts along Route 6 and Grassy Plain Street. The Clarke and Berkshire Business Parks provide diverse employment opportunities for residents and support a range of businesses from small manufacturers to large corporate entities.

The Town is a welcoming community renowned for its excellent quality of life for people of all ages and income levels. Bethel remains the best value in Fairfield County for its combination of schools, town services, location, amenities, and reasonable cost of living. The Town provides a diversity of housing options to support all life stages and income levels, including young adults, families with children, and seniors. Bethel prides itself on its ability to provide high-quality educational, recreational, and social opportunities for all residents.

While the Town recognizes the need to grow and change over the coming decade, it also recognizes that this growth should not occur unchecked. Bethel's many forests, wetlands, streams, rivers, and rural lands contribute to the Town's identity and quality of life. Recognizing that these resources are finite, the Town, in conjunction with local conservation partners, continues to work to protect these sensitive lands so that their environmental and recreational benefits can be enjoyed by future generations. The Town's growth strategy, with its focus on infill development and the redevelopment of underutilized properties, also helps achieve the Town's conservation goals by steering development away from sensitive natural resources.

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Town of Bethel | Plan of Conservation and Development

Provide housing opportunities for Bethel's changing demographics					
Where We're Going: Objectives	How We'll Get There: Recommended Strategies	Lead Entity	Support Entity	Timeframe	Sustainable Initiative
Promote universal design techniques (ensuring the built environment is accessible to anyone regardless of age, disability, etc.)	• Add a definition of universal design in the Town's zoning regulations.	PZC	PZD	S	
	• Incorporate universal design techniques into 50% of future affordable housing units.	PZC	PZD	M-L	
	• Provide financial assistance via the Affordable Housing Trust Fund to developers who meet the 50% universal design threshold.	PZC	PZD	M-L	
Provide quality affordable housing for Bethel's workforce and senior population	• Maintain existing Bethel Housing Authority (BHA) units in a state of good repair. Maintain or increase the number of affordable units in BHA properties if they are redeveloped.	BHA	BOS, BOF	O	
	• Target affordable senior and workforce housing units within the TOD Overlay Zone and Route 6 corridor near business and services.	PZC	PZD	O	
	• Continue to require an affordable housing set aside in the TOD and Route 6 zones, and consider expanding the requirement to other mixed-use areas, such as Grassy Plain Street.	PZC	PZD	S	
	• Promote energy efficiency in new housing as a means of reducing overall housing utility costs.	PZC	PZD	S	
	• Explore tools and incentives to retain existing affordable units with expiring affordability covenants.	PZC	PZD	M	
	• Lower the minimum parking requirements for efficiency and one-bedroom multi-family units to 1 space per dwelling unit plus 0.25 visitor spaces per unit.	PZC	PZD	M	
	• Lower the minimum parking requirements for multi-family developments with two or more units to 2 spaces per dwelling unit plus 0.25 visitor spaces per unit.	PZC	PZD	M	

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Town of Bethel | Plan of Conservation and Development

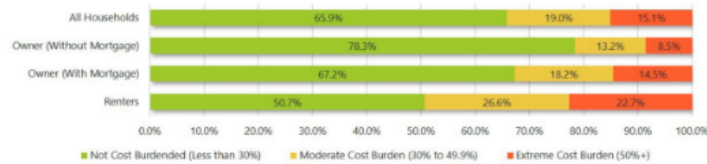
Link: [https://www.bethel-ct.gov/filestorage/1190/136/146/285/Final\\_Bethel\\_POCD.pdf](https://www.bethel-ct.gov/filestorage/1190/136/146/285/Final_Bethel_POCD.pdf)

# Plan Examples: Bethel, CT

**Bethel's housing stock remains affordable relative to its peers. However, housing costs remain a challenge for many residents, especially seniors and renters.**

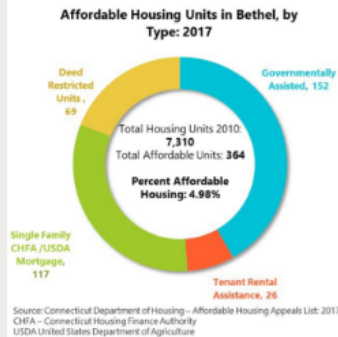
- The household earning Bethel's median household income of \$94,292 can afford to purchase a home costing \$316,000. By comparison, the median home value in 2016 is \$335,800.
- About one-third of Bethel households are considered cost burdened, meaning they spend greater than 30% of their household income on housing. Senior households and renters are more likely to be cost burdened compared to their counterparts.
- As defined by state statutes, Bethel has 364 affordable housing units, comprising just under 5% of total housing units. The percentage of affordable housing units decreased slightly in recent years as some affordable units at the Bishop Curtis Homes expired after the property was sold.
- Bethel has provisions in its zoning to encourage affordable housing. The Town requires a set aside of 10% affordable housing in the Planned Residential Development (PRD), allows for an affordable housing density bonus in the Designed Conservation District (DCD) zone, and requires a 20% set aside of affordable units in the TOD and Route 6 zones.
- In 2008, Bethel approved an ordinance establishing an Affordable Housing Trust Fund (AHTF) where developers must pay a fee determined by the housing administrator for every unit of affordable housing that they do not build.

**Affordability of Housing, by Tenure: 2016**



**What is "Affordable Housing?"**

According to State Statutes, "affordable housing units" are defined as governmentally assisted units (Section 8 Housing Vouchers, Connecticut Housing Finance Authority (CHFA) or Farmer's Home Administration (FmHA) mortgages), or set-aside developments, where units are deed restricted for households making less 80% of the Area Median Income (AMI), provided that households spend no more than 30% of their income on housing. A family of four making 80% of the AMI for Bethel would have a household income of \$75,500 per year. Municipalities that have less than 10% of housing units satisfy the statutory definition of "affordable housing units" are subject to the State Affordable Housing Appeals procedure, more commonly referred to as "8-30g." As of 2017, Bethel has 364 units that meet the state definition of affordable housing, comprising about 5% of the Town's total housing stock. It should be noted that Bethel contains numerous housing units that are affordable to lower income households but do not meet the State's affordable housing definition.

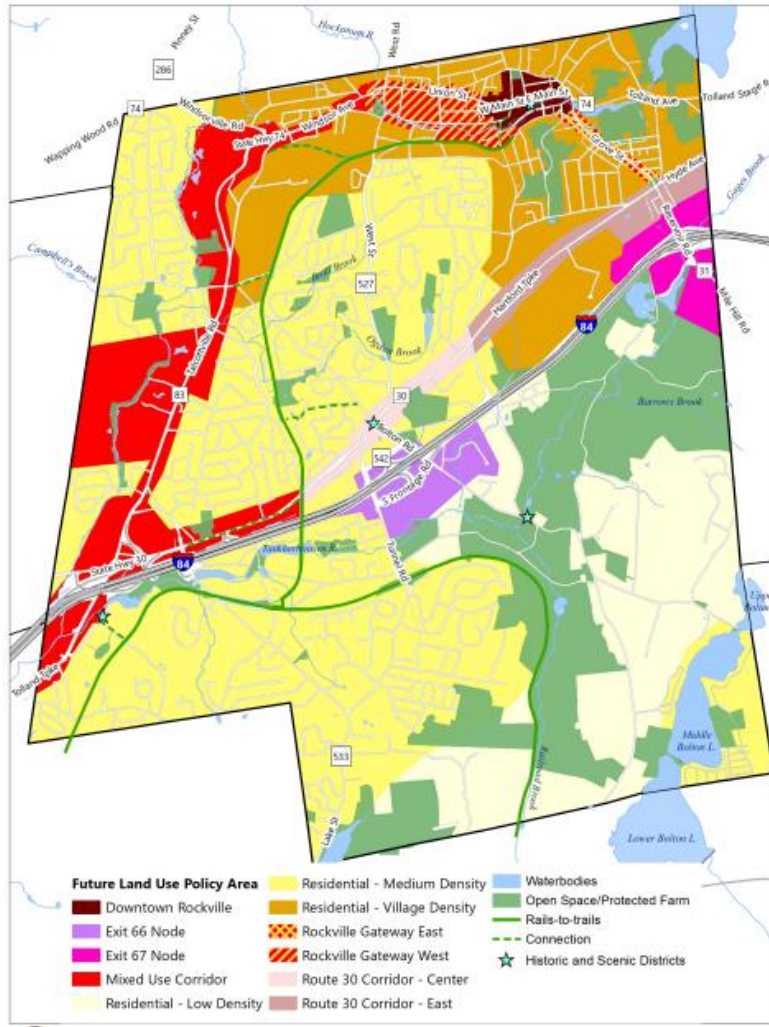


Provide housing opportunities for Bethel's changing demographics	
Where We're Going: Objectives	How We'll Get There: Recommended Strategies
Promote universal design techniques (ensuring the built environment is accessible to anyone regardless of age, disability, etc.)	<ul style="list-style-type: none"> <li>▪ Add a definition of universal design in the Town's zoning regulations.</li> <li>▪ Incorporate universal design techniques into 50% of future affordable housing units.</li> <li>▪ Provide financial assistance via the Affordable Housing Trust Fund to developers who meet the 50% universal design threshold.</li> </ul>
Provide quality affordable housing for Bethel's workforce and senior population	<ul style="list-style-type: none"> <li>▪ Maintain existing Bethel Housing Authority (BHA) units in a state of good repair. Maintain or increase the number of affordable units in BHA properties if they are redeveloped.</li> <li>▪ Target affordable senior and workforce housing units within the TOD Overlay Zone and Route 6 corridor near business and services (as shown on the Existing Affordable Housing Zones Map).</li> <li>▪ Continue to require an affordable housing set aside in the TOD and Route 6 zones, and consider expanding the requirement to other mixed-use areas, such as Grassy Plain Street.</li> <li>▪ Promote energy efficiency in new housing as a means of reducing overall housing utility costs.</li> <li>▪ Explore tools and incentives to retain existing affordable units with expiring affordability covenants.</li> <li>▪ Lower the minimum parking requirements for efficiency and one-bedroom multi-family units to 1 space per dwelling unit plus 0.25 visitor spaces per unit.</li> <li>▪ Lower the minimum parking requirements for multi-family developments with two or more units to 2 spaces per dwelling unit plus 0.25 visitor spaces per unit.</li> </ul>
Provide housing opportunities for all ages, incomes, and household types	<ul style="list-style-type: none"> <li>▪ Encourage multi-family housing in areas with sufficient water, sewer and access to transit and services.</li> <li>▪ Support the development of smaller-scale multi-family projects with ten or fewer units.</li> <li>▪ Continue to support the development of accessory dwelling units.</li> <li>▪ Provide support services to seniors who choose to age in place, particularly those who live in single-family homes.</li> <li>▪ Continue to educate eligible seniors on the local property tax relief program.</li> </ul>

# Plan Examples: Vernon, CT

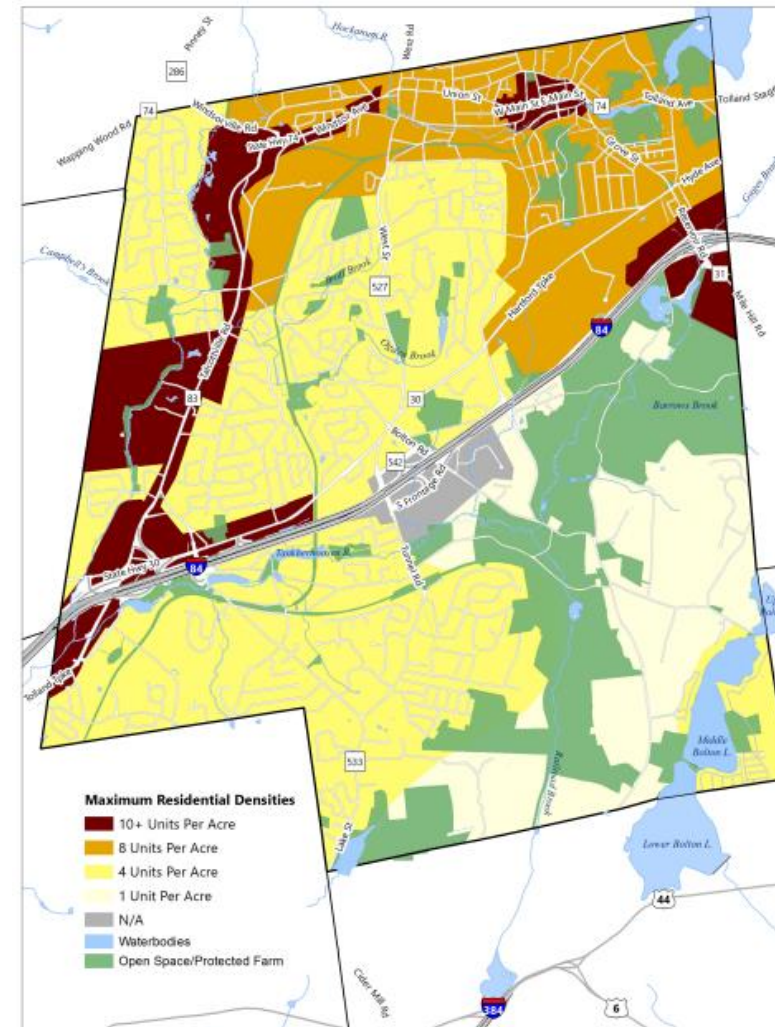
## Future Land Use Plan

Desired Land Use Mix and Shared Policy Objectives



## Residential Densities Plan

Desired Intensity of Use



Link: <https://resources.finalsite.net/images/v1638202814/vernonctgov/xcre5cdgjy59thwxswm/AdoptedandEffectiveNovember42021.pdf>

# Plan Examples: New Britain, CT



**Plan newbritain**

## Vision for the Future

New Britain's vision for the future is organized around five planning themes: Live, Grow, Play, Connect, and Sustain. These five themes also serve as the organizational structure of this document. The topics that are discussed under each theme are described in the graphic to the right. A vision statement within each theme describes where New Britain aspires to be in 2031.


**Live:** New Britain's greatest asset is its people. The City will continue to embrace its longstanding culture of diversity and innovation. The City will maintain strong residential neighborhoods that provide safe and affordable housing choices for all households. These neighborhoods are anchored by vibrant and unique neighborhood business districts. High-quality community facilities and efficient public services will ensure access to opportunity for all residents.

**Grow:** New Britain will continue to pursue smart and deliberate growth, with an emphasis on its Downtown, TOD districts around CTfastrak station areas, and business parks. The City will prioritize grand list growth, while pursuing the "highest and best" use on remaining development sites. Through redevelopment, rehabilitation, and adaptive reuse, the City is committed to returning underutilized and obsolete properties to productive use. New Britain will provide an educated workforce that meets local needs and promotes business retention and expansion.


**Play:** New Britain is a statewide center for arts and culture. Visitors are drawn to the City from throughout the region and state, bolstering local economic activity. As part of revitalization efforts, historic buildings and sites are preserved and enhanced, helping foster a unique sense of place. New Britain's excellent public park system and strong program offerings enhance public health and quality of life for all residents.

**Connect:** New Britain is a recognized leader in complete streets improvements, ensuring that the transportation network is balanced and serves all users and connects residents with employment, services, and shopping. Investments have been made to utility infrastructure, ensuring that it continues to meet resident and business needs. 21<sup>st</sup> century internet and telecommunications infrastructure will be expanded throughout the City, providing equitable access to digital opportunities.


**Sustain:** New Britain is a state leader in sustainability promoting policies that meet the City's environmental, social, and fiscal goals. The City has accomplished a reduction in waste and energy consumption, promoted green energy, and invested in technologies that result in more efficient service delivery. New Britain supports policies that bolster health and wellness, and make the City more resilient to natural hazards.




**Live**  
Demographics, Housing, Neighborhoods, Community Facilities, Services




**Grow**  
Downtown New Britain, TOD Areas, Economy, Tax Base, Workforce Development



**Play**  
Arts and Cultural Resources, Historic Preservation, Parks, Recreation, and Open Space



**Connect**  
Roadways, Transit, Bike/Ped Infrastructure, Utilities, Internet and Telecommunications



**Sustain**  
Energy Efficiency, Green Energy, Waste Management, Public Health, and Disaster Preparedness

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Link: [https://resources.finalsite.net/images/v1643207402/newbritainctgov/ekcv2odp75uxk3b96hnp/Plan\\_New\\_Britain\\_Dec2021.pdf](https://resources.finalsite.net/images/v1643207402/newbritainctgov/ekcv2odp75uxk3b96hnp/Plan_New_Britain_Dec2021.pdf)



# Plan Examples: New Britain, CT

Plan newbritain

## Vision for the Future: Policy Area Matrix

The Future Land Use Plan is comprised of six policy areas that are grouped together based on shared principles, including policy focus area (grow, live) and policy type (innovate, adapt, sustain). These areas are shown on the map on the following page and described in detail on the ensuing pages.

Policy Type \ Focus Area	Innovate	Adapt	Sustain
<b>Grow</b> These focus areas prioritize economic development serving as the employment, retail, and institutional hubs of New Britain. These areas will contribute to a growing tax base, provide a range of employment opportunities, and promote vibrant, mixed-use centers.	<b>Grow - Innovate</b> Downtown New Britain and TOD station areas	<b>Grow - Adapt</b> Older industrial areas and auto-oriented commercial corridors	<b>Grow - Sustain</b> Modern industrial and business parks
<b>Live</b> These areas focus on quality of life and are characterized by diverse residential neighborhoods anchored by thriving mixed-use corridors that meet the shopping, entertainment, and service needs of residents. These areas are connected together with a robust transportation system and served by quality public infrastructure, parks, and community facilities.	<b>Live - Innovate</b> Neighborhood mixed-use corridors	<b>Live - Adapt</b> Moderate- to high-density residential neighborhoods	<b>Live - Sustain</b> Low-density residential neighborhoods

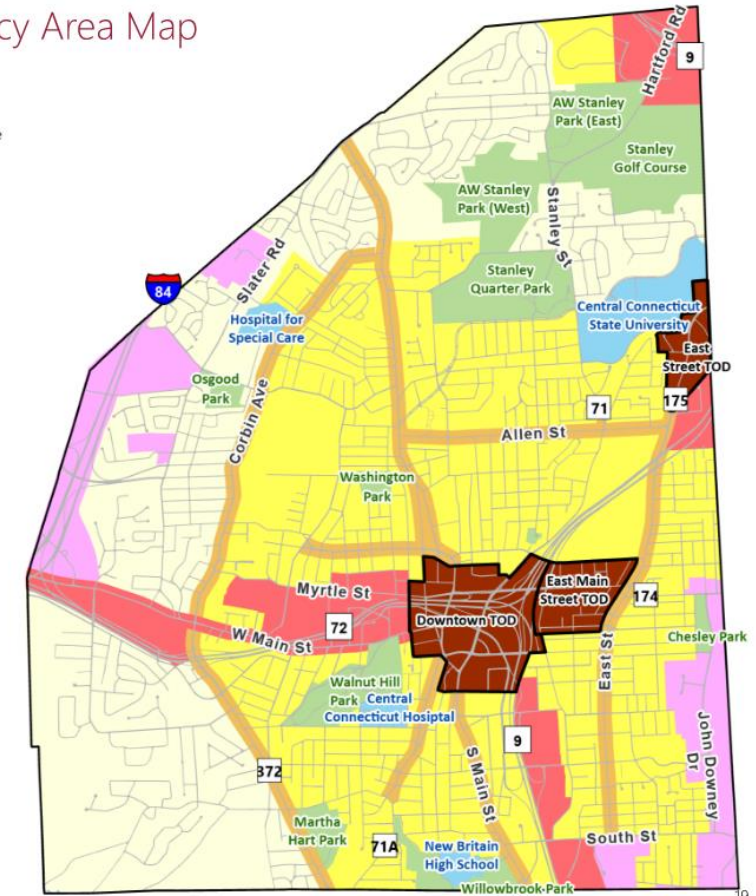
18

## Vision for the Future: Policy Area Map

Plan newbritain

### Future Land Use Plan | Policy Area Map

- Grow - Innovate
- Live - Innovate
- Grow - Adapt
- Live - Adapt
- Grow - Sustain
- Live - Sustain
- Institutional
- Parks
- Transit-Oriented Development Zones (TOD)

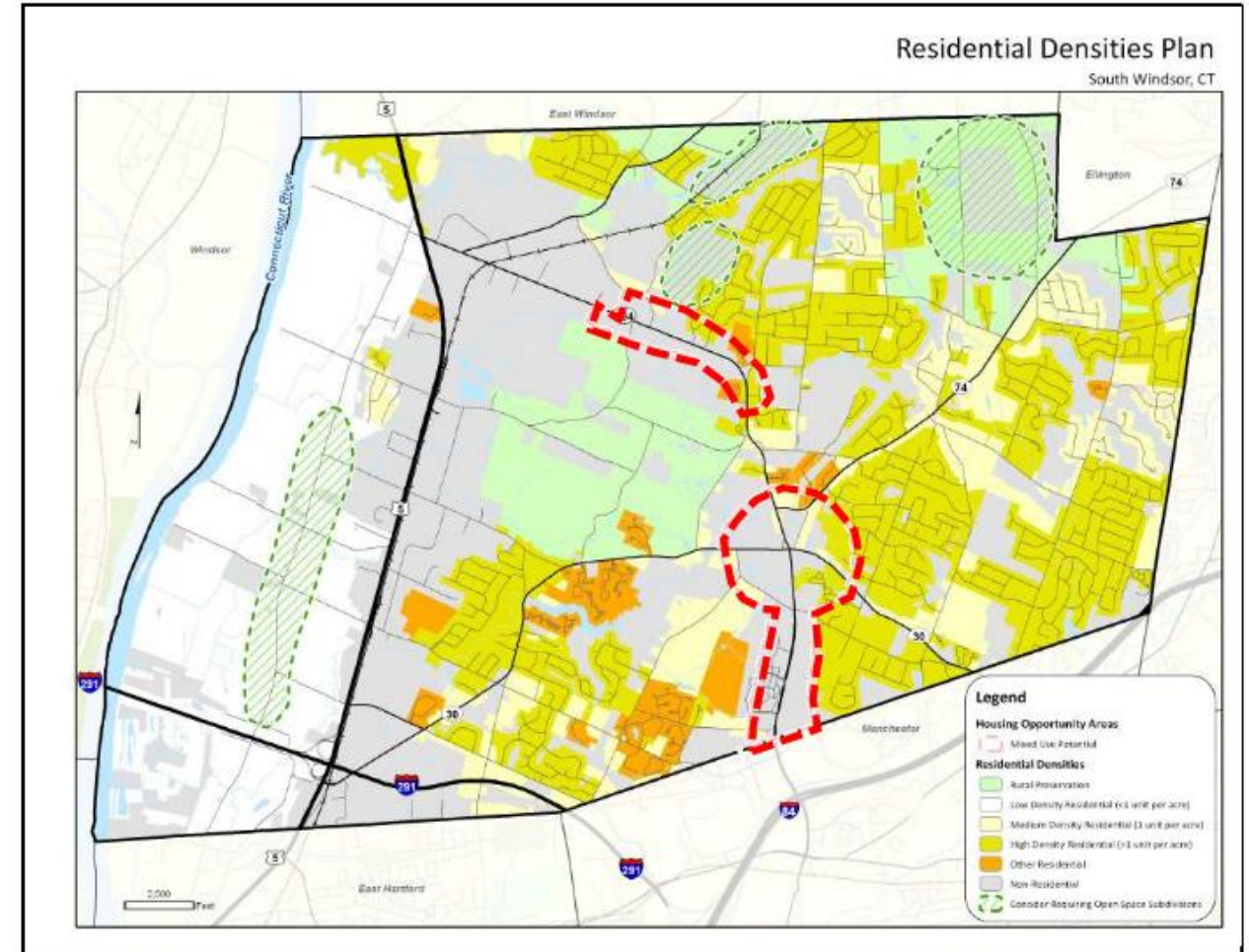


19

# South Windsor Affordable Housing Plan

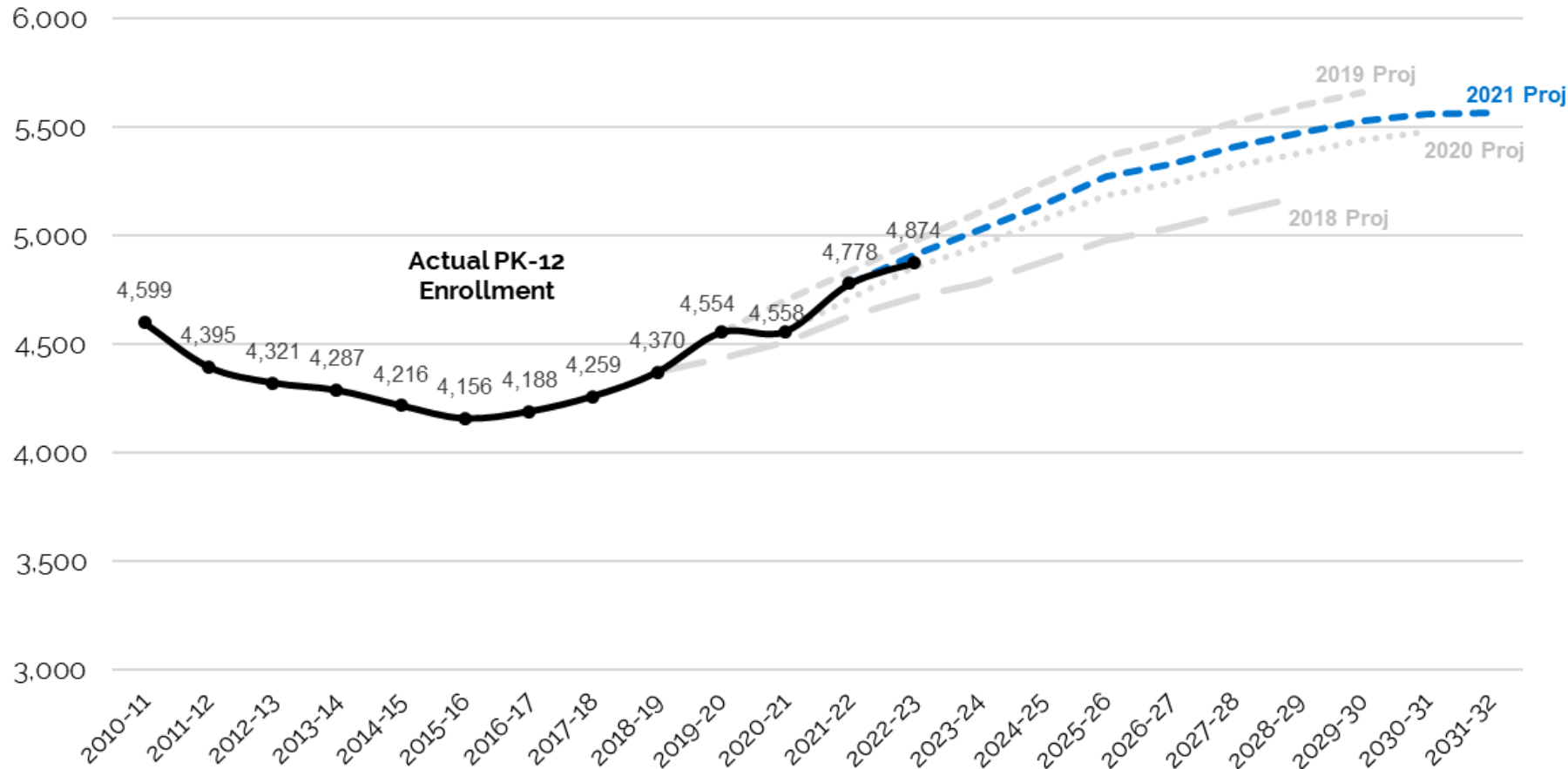
Priority	Strategy	Leader / Partners
A	5. Prepare standard documents so that all deed-restricted developments follow the same parameters: <ol style="list-style-type: none"> <li>Standard Housing Affordability Plan (including annual reporting)</li> <li>Standard Fair Housing Marketing Plan</li> <li>Standard Affordability Deed Restrictions (including foreclosure protection of affordability restrictions)</li> </ol>	AHAC
A	6. Modify the Zoning Regulations to: <ol style="list-style-type: none"> <li>Require the use of the Town's standard documents as part of any deed-restricted development unless the provisions are expressly modified based on input from municipal agencies.</li> <li>Require the use of an administrator (approved by the Affordable Housing Advisory Committee) that is qualified, experienced, and capable of overseeing the sale/rental of units to qualified persons.</li> </ol>	PZC
A	7. Establish protocols for rental rates / resale prices: <ol style="list-style-type: none"> <li>Use Department of Housing utility amounts unless actual bills are provided</li> <li>Use a standard metric (such as a government source or Zillow) for ascertaining the current mortgage rate</li> <li>Require prior written approval for any capital improvements where credit or reimbursement will be requested since otherwise units may become unaffordable.</li> </ol>	AHAC

Residential Densities Plan – Housing Opportunity Areas / Mixed Use Potential



# SWPS Experience

## SWPS Historic PK-12 Enrollment Projections Performance



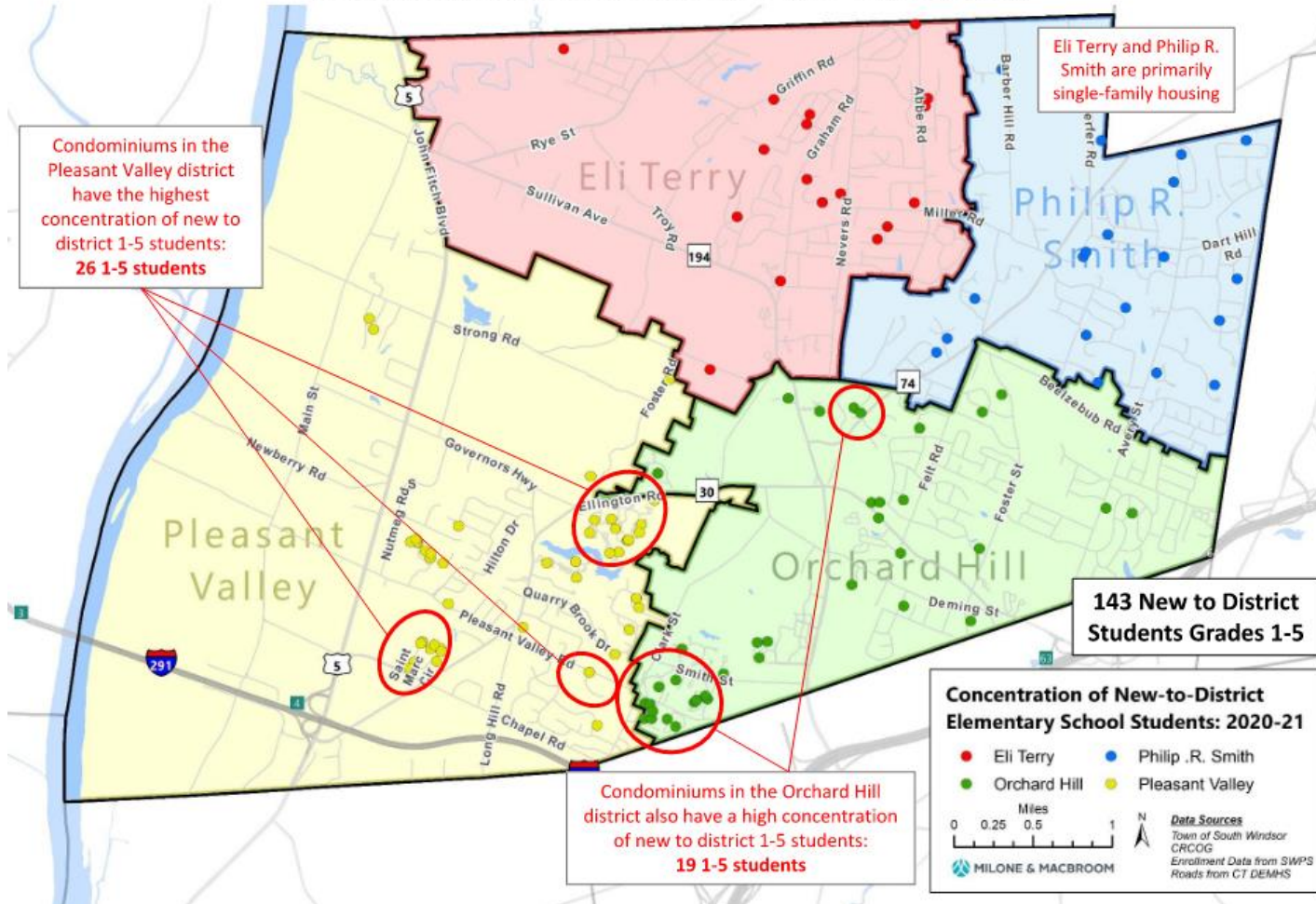
**2022 Projected Enrollment:**  
4,797 students

**2022 Actual Enrollment:**  
4,789 students

**Deviation**  
-8 students  
-0.2%

# SWPS Experience

## New to District Students (1-5) (students who have enrolled in SWPS since October 2019)



## K-5 Enrollment in Recent Developments

New Development Name	Total K-5 Enrollment	New to District Students (1-5)
Clark Estates	9	0
Clark Estates II	13	0
Estates at South Windsor (Toll Brothers)	23	4
Evergreen Walk	26	3
Residences at Oakland Road	7	1
South Windsor Woods	51	9
<b>All New Developments</b>	<b>129</b>	<b>17</b>

## K-5 Enrollment in Major Condo Complexes

Development Name	Total K-5 Enrollment	New to District Students (1-5)
Brookside Condos	15	2
Bryewood Condos	30	5
Burr Meadow Condos	11	1
Chapel Hill Condos	42	11
Cinnamon Spring Condos	16	2
Mill River Condos	18	2
Parkview South Condos	18	2
Pleasant Hills Condos	34	6
Plum Ridge Condos	11	0
Quarry Brook Condos	14	3
Strawbridge Condos	44	5
Westgate Condos	38	6
<b>All Major Condominium Complexes</b>	<b>291</b>	<b>45</b>

Enrollment as of 10/1/20

# Exhibit B

## → TOWN OF SOUTH WINDSOR PLAN OF CONSERVATION AND DEVELOPMENT REVIEW AND UPDATE

October 11, 2022



# CORE PROJECT TEAM MEMBERS HERE TONIGHT



Robert Collins, AICP  
**SLR**  
Project Manager / Principal  
Planner

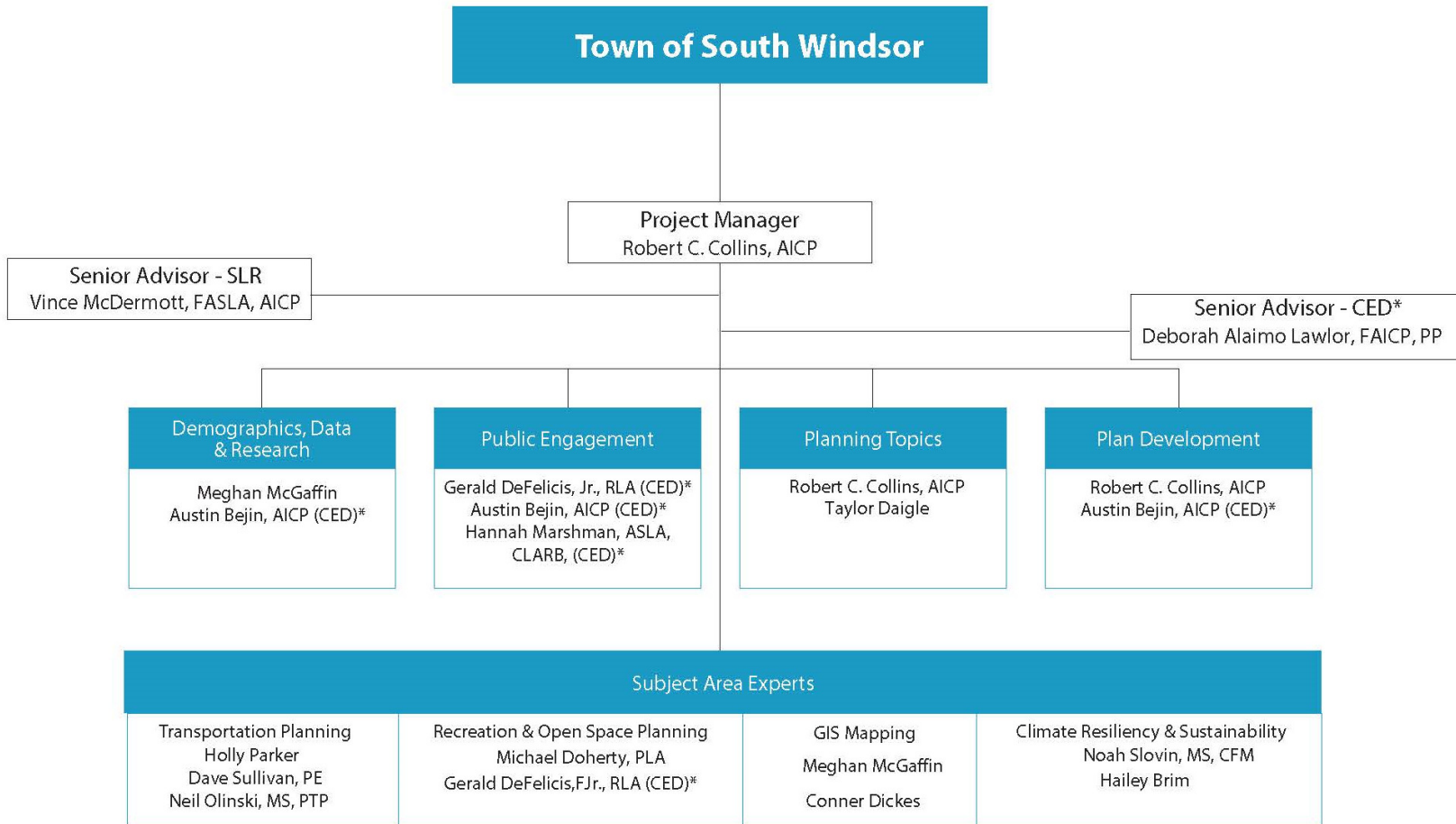


Deborah Lawlor, FAICP, PP  
**Colliers Engineering & Design**  
Senior Advisor / Principal  
Discipline Leader



Meghan C. McGaffin  
**SLR**  
Senior GIS Coordinator

# PROPOSED PROJECT ORGANIZATION CHART



\*Indicates Personnel of Colliers Engineering and Design

# ABOUT SLR & COLLIERS Engineering & Design

→ In January of 2020, Milone & MacBroom, Inc. merged with SLR International Corporation (SLR). Milone & MacBroom's professionals are among SLR's 460 employees located in offices throughout the United States.

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Our team represents a broad and diverse range of technical and environmental capabilities.

SLR's in-house professionals offer a blend of experience incorporating engineers, landscape architects, geologists, planners, remediation specialists, regulatory and compliance specialists, and environmental scientists.

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Colliers Engineering & Design is a trusted provider of multi-discipline consulting services in planning, engineering, architecture, and design.



global **environmental** and **advisory** solutions



Engineering & Design





# POCD AND LONG-RANGE PLANNING EXPERIENCE

## SLR's Current and Recently Completed POCDs:

- Norwich, CT to be Completed in **2023**
- Southbury, CT to be Adopted **2022**
- New Britain, CT Adopted **2021**
- Vernon, CT Adopted **2021**
- Weston, CT Adopted **2020**

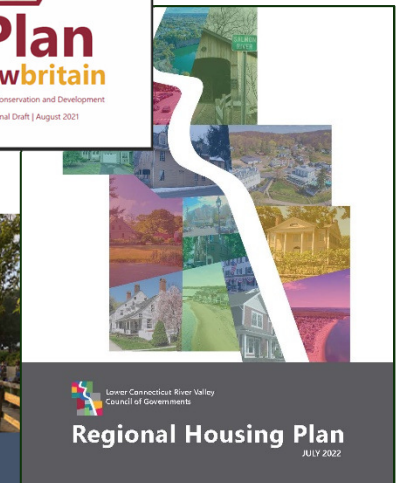
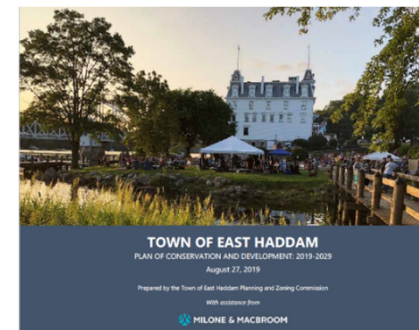
Plus, a robust archive of completed plans  
in our company portfolio

## Core Team's other Recently Completed Plans and Projects:

- RiverCOG Regional Housing Plan Complete in **2022**
- 15 CT Municipal Affordable Housing Plans in **2022**
- CIRCA's Climate Change Vulnerability Index in **2022**
- UCONN Active Transportation Plan Adopted in **2022**
- Groton City, CT Community Resilience Plan, **2022**

## CED's Current and Recently Completed Plans:

- Union Township, NJ Master Plan
- Hackettstown, NJ Master Plan
- Pompton Lakes, NJ Master Plan



## THE PRIMARY GOALS OF A POCD

**“HOW TO GROW SO THAT THE NEEDS OF THE COMMUNITY AND ITS RESIDENTS – BOTH CURRENT AND FUTURE – CAN BE MET WHILE MAINTAINING THE TOWN’S UNIQUENESS AND OVERALL QUALITY OF LIFE.”**

- **A FRAMEWORK** for the Town's growth management strategy for the next 10 years
- **GUIDANCE** for how the Town will prioritize development, Infrastructure, and conservation goals, strategies and opportunities
- **PREDICTABILITY** for Town decision-making regarding land use and future development

# OUR APPROACH – An Overview

## We will:

- **Provide** technical data, analysis, & skills needed to ensure decision-makers are well informed.
- **Build upon** existing documents & recent planning initiatives.
- **Identify** gaps and desired focus areas.
- **Engage** the community in an informative manner and receptive to ideas.
- **Synthesize** a community values and vision statement from the various stakeholders' input.
- **Develop** Goals, strategies, and action steps to meet the community's vision and needs.
- **Conclude with** a user-friendly, dynamic POCD that emphasizes a specific action agenda and implementation plan.

# OUR PROPOSED PROCESS

**SLR-CED / TOWN STAFF / PLANNING & ZONING COMMISSION**



**COMMUNITY ENGAGEMENT**  
(THROUGHOUT)

# PLANNING TEAM PARTNERSHIP

SLR-CED / TOWN STAFF / PLANNING & ZONING COMMISSION

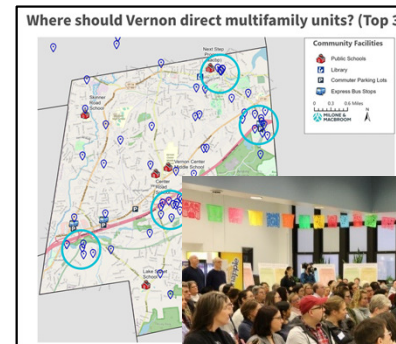
The role of Town Staff & PZC in the development of the Plan:

- Identify the community stakeholders
- Consider forming a sub-committee to guide the process
- Share unique perspectives on the Town and the POCD
- Supplies local planning documents
- Serves as liaison between staff & boards
- Public notices & engagement locations

# THE PLAN OF CONSERVATION AND DEVELOPMENT

## WHAT WE KNOW – The Existing Plan

- Current Plan dates from 2013 and 2014; data, maps and general information needs to be updated to current situations.
- Incorporate changes to align with CT statutes & other current planning topics.
- The community has grown & changed.

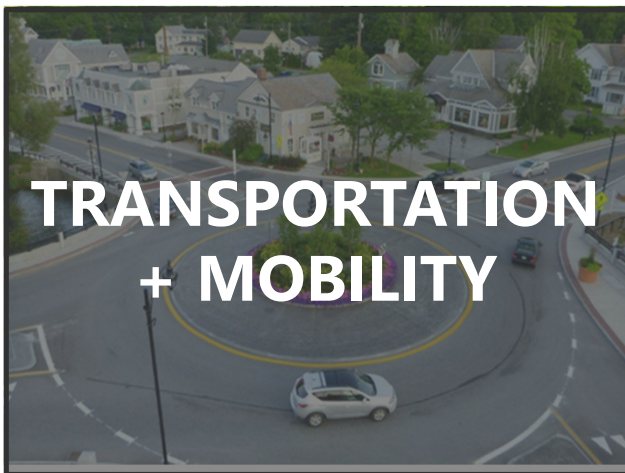


## WHAT WE KNOW – The Framework for the Update

- Build on the existing Plan’s successes, evaluate items not completed, and identify areas needing new direction
- Town’s overall philosophy from a growth management perspective isn’t whether to grow or not to grow:

**“HOW TO GROW SO THAT THE NEEDS OF THE COMMUNITY AND ITS RESIDENTS – BOTH CURRENT AND FUTURE – CAN BE MET WHILE MAINTAINING THE TOWN’S UNIQUENESS AND OVERALL QUALITY OF LIFE.”**





# South Windsor is an Evolving Community

## Strengths

- Strong housing construction market and in-migration have fueled growth
- South Windsor is a desirable place to invest for families and business
- School enrollment is up and projected to continue across the next ten years
- Economic development opportunities are thriving

## Pressures

- Affordable housing demand
- Open space planning
- Recreation facilities needed to accommodate growing community
- Public transportation
- Need to address the dynamics of commercial patterns (pandemic vacancies, online sales, remote work)



# LAND USE + ZONING: Focus in on Issues

## Build upon Existing Land Use + Zoning With an Eye to the Future

- Explore redevelopment opportunities especially in the Route 5 corridor
- Examine housing needs and development pressures
- Incorporate Strategies in the Affordable Housing Plan / Expand housing diversity while maintaining neighborhoods
- Promote innovative economic development opportunities with new emerging industries



# TRANSPORTATION + MOBILITY: Focus in on Issues

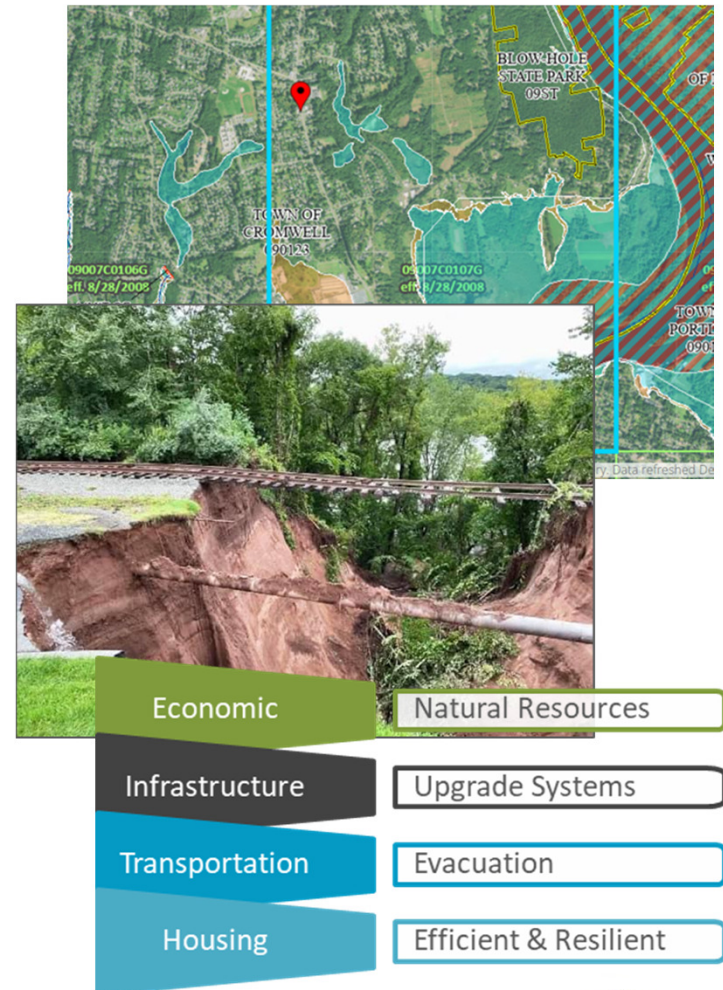
- **Continue to pursue “Complete Streets” Principles and implement the Traffic Calming Policy**
  - *Balanced Transportation System* that meets the needs of ALL USERS
  - Public facilities should accommodate pedestrians, cyclists and transit riders
  - Slowing neighborhood traffic and increasing safety for quality-of-life considerations
  - Infrastructure considerations and costs
- **Connect the Community**
  - Locally: linking public spaces and key destinations
  - Connecting to regional destinations – Hartford, Bloomfield, UConn
- **An Eye to Transportation Future**
  - EV Charging Stations
  - Autonomous and Connected vehicles
  - Personal Transportation Vehicles

**PEDESTRIAN SAFETY**  
**COMPLETE STREETS**  
**TRANSIT**  
**TRAFFIC CALMING POLICY**  
**RAILS TO TRAILS**  
**ACTIVE MOBILITY**  
**BICYCLE SAFETY**



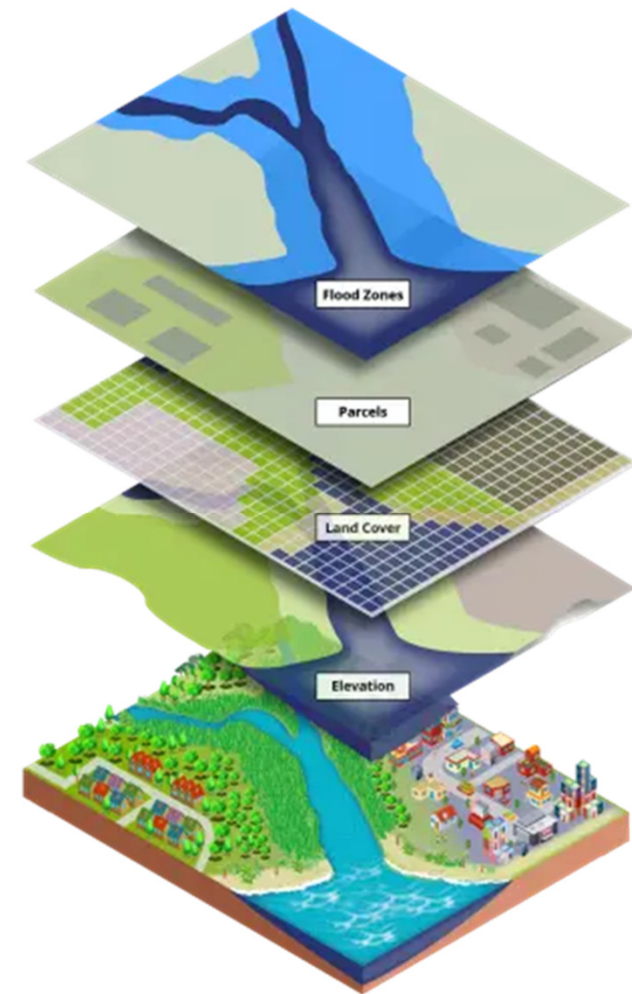
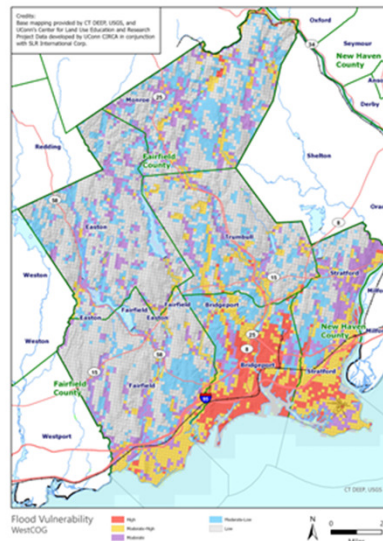
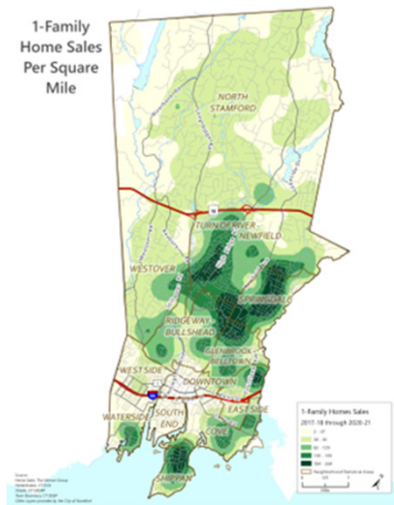
# RESILIENCE & SUSTAINABILITY: Focus in on Issues

- Incorporate “Green” building & development strategies
- Revisit South Windsor’s Sustainable CT planning actions
- Explore renewable forms of energy
  - Solar, Wind, EV charging
- Increase energy and water conservation efforts
- Focus on creating opportunities for resilience
  - Generators for senior housing developments (Hazard Mitigation plan goal)
  - Infrastructure Improvements – bond referendum
  - Mitigation efforts for various changing conditions (flood/drought/heat islands)
- Strive for inclusive process reflective of the entire community & evaluate the co-benefits
- Climate Change Vulnerability Index under development for the state



# GIS COORDINATION: Our Specialized Services

- South Windsor is a leader in GIS
- South Windsor has a rich inventory of data
- GIS will be used for analysis, display, and public outreach
- We will partner with your staff & town consultant to ensure that all maps & data are shared



# PUBLIC ENGAGEMENT: Our Specialized Services

## Toolbelt of Options

- Project Website – ESRI ArcGIS StoryMap
- Community Survey Options
- Public Workshops / Charettes / Open Houses
- Public Work Sessions / Planning & Zoning Commission meetings



**Preliminary Concepts**

Our project team is excited to share what they have been working on. The team will walk you through the concepts in the video below. Keep scrolling to provide your feedback on these ideas.

Concept Walk-through

**CONCEPTS REVIEWED**

**Concept 1**  
• "Well-thought-out"

**Concept 2**  
• Like how we're not using the private

like the space of trucks, the split play & the more picnic form

What is your age?

Age Group	Percentage
18-24	2%
25-34	1%
35-44	16%
45-54	28%
55-64	25%
65+	28%

What is your preferred Plaza Option?

Plaza Option	Percentage
Option 1	25%
Option 2	75%

**RESPONDENTS**

- Ran for 2 months from August to October
- 283 respondents
- 85% identified as current residents
- 76% have lived/ worked in Keene for 10 years or more
- 25% of respondents were 35-44 years old
  - 21% were 65 +
- 107 signed up for project updates

**RESPONDENTS & THE PARK**

- 93% of respondents were aware of the park prior to this process
- 42% live within a mile of the park
- 43% do not use the park
  - 38% use it, but only rarely
- 86% of respondents would like to get closer to Beaver Brook
- 30% of respondents with dogs walk them in the park
- Current perceptions of the park are mixed

What are your current perceptions of the park?

# PUBLIC ENGAGEMENT: Our Specialized Services

## Our Approach

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- Experiential.
- Inclusive.
- Transparent.



# PUBLIC ENGAGEMENT: Our Specialized Services

## Benefit from Local Expertise

- Meet local stakeholders
- One-on-one
- Focus groups
- Advisory committee



# PUBLIC ENGAGEMENT: Our Specialized Services

**Build Momentum  
and Ownership**

A “Menu” of  
Approaches



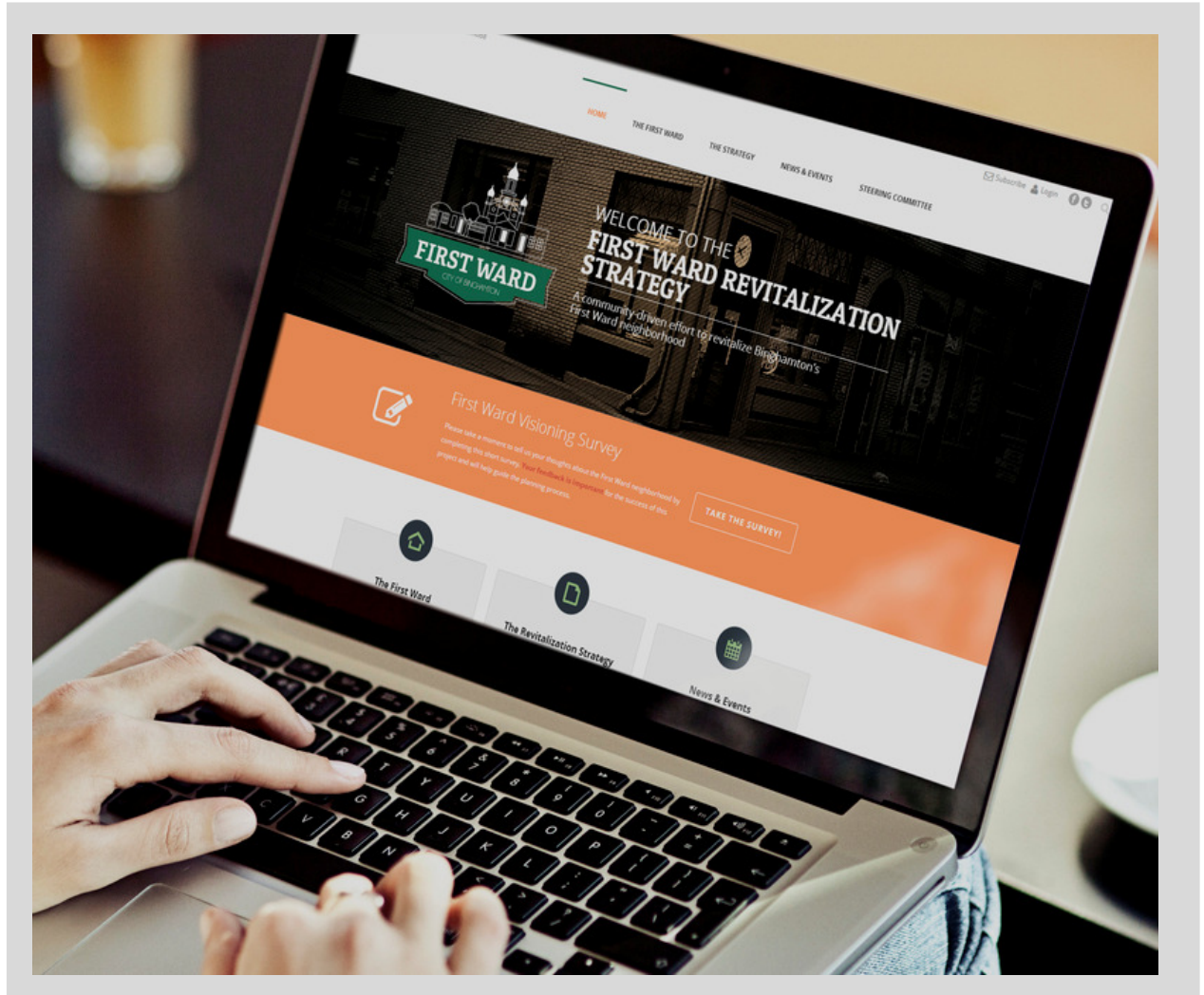


# PUBLIC ENGAGEMENT: Our Specialized Services

## Provide Virtual Options

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Responsive and  
Ready to Adjust to  
Changing Conditions



# PUBLIC ENGAGEMENT: Our Specialized Services

## StoryMaps

- Interactive and integrated website
- Online hub and may serve as on-demand workshop
- Two-way flow of communication
- Opportunity to educate community on topic as well as solicit feedback
- Hosts online surveys, videos, maps, and other media

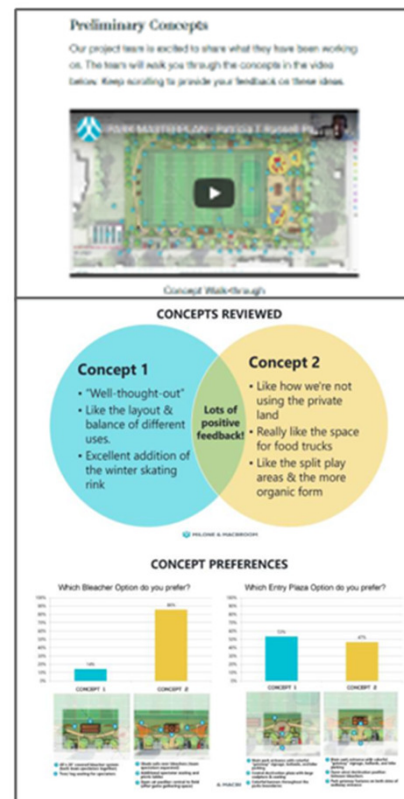


### Creating Coventry's Housing Affordability Plan

Improving housing options for all life stages and lifestyles while protecting existing community attributes.

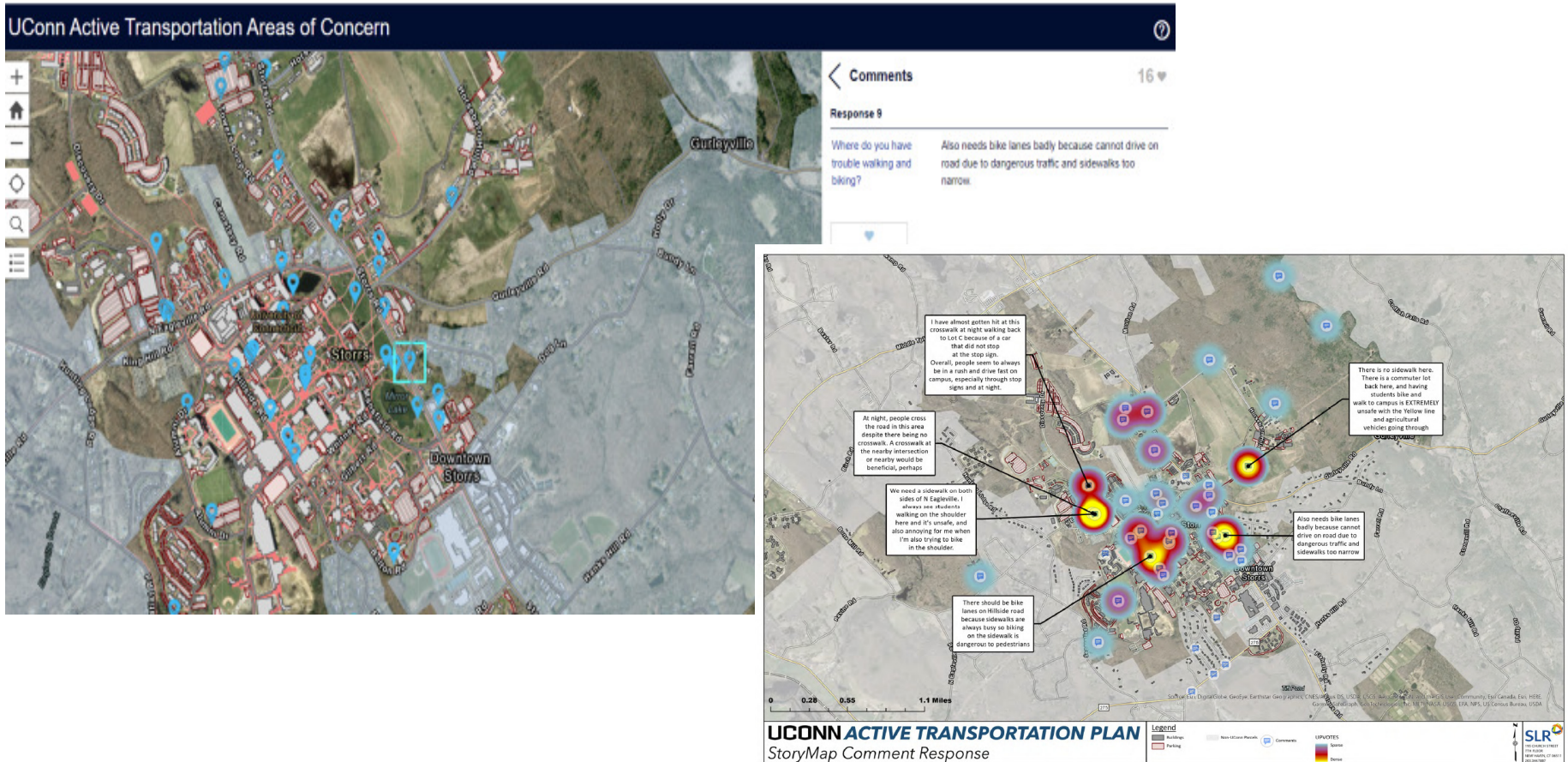
#### Who needs affordable housing in Coventry?

Access to affordable housing is a need in every Connecticut town. Based on median household income in the 2019 American Community Survey, in Coventry, 1,185 households (25%) are considered low-income when using the local AMI. These households include seniors, young adults, some municipal staff, and people who work in lower-wage jobs. In the same year, 61% of low-income households in Coventry spent more than 30% of their income on housing and as a result might have difficulty affording other necessities such as food, transportation, and medical care.



# PUBLIC ENGAGEMENT: Our Specialized Services

## StoryMap Example – Univ. of Connecticut Active Transportation Plan



# PROPOSED SCHEDULE

Proposed Schedule	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Task 1: Project Administration	Continuous / Ongoing											
Task 2: Review Recent Plan and Studies	Task Timeframe											
Task 3: POCD Topics and Community Profile	Task Timeframe											
Task 4: Community Involvement	Task Timeframe	Task Timeframe	★	★	★	★	★	Task Timeframe	★	Task Timeframe	Task Timeframe	★
Task 5: Community Vision and Draft Plan						Task Timeframe			Task Timeframe	Task Timeframe		
Task 6: Final Document								Task Timeframe			65-day Public Comment Period	

★ Public Workshop/ Open House

★ PZC Work Session

★ Adoption Meetings

Task Timeframe

Continuous / Ongoing



THANK YOU

Q

&

A

# EXAMPLES OF WORK AND STORYMAPS

SCAN ME



City of New Britain  
POCD & Zoning Update  
New Britain, CT, 2021  
[New Britain POCD](#)

SCAN ME



Town of North Branford  
POCD & Zoning Update  
North Branford, CT, 2019  
[North Branford POCD](#)

SCAN ME



Regional Housing Plan  
Lower CT River Valley, 2021  
[Lower CT Affordable Housing](#)

SCAN ME



POCD & Zoning Update  
StoryMap  
Enfield, CT  
[Enfield POCD](#)

SCAN ME



Greenwich Avenue  
Streetscape Design  
Greenwich, CT, 2021  
[Greenwich Streetscape Design](#)

SCAN ME



Union Township  
Master Plan  
Union, NJ, 2021  
[Union Master Plan](#)

SCAN ME



Union Township  
StoryMap  
Union, NJ, 2021  
[Union Township StoryMap](#)

SCAN ME

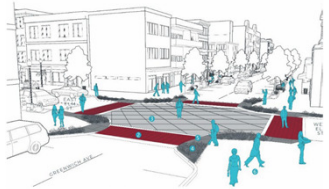


UConn Active  
Transportation Plan  
StoryMap  
University of  
Connecticut, 2022  
[UConn Transportation Plan & StoryMap](#)

SCAN ME



Parking, Pedestrian, and  
Bicyclist Point-In-Time  
Study  
New Haven, CT, 2009-2020  
[New Haven Point In Time Study](#)



global **environmental** and **advisory** solutions



Engineering & Design





Exhibit C

# South Windsor

## Plan of Conservation and Development





## Our Mission

*Our mission is to provide clients with the guidance they need to build a more livable community and sustainable future.*





# Our Team



## TOWN OF SOUTH WINDSOR



**FRANCISCO GOMES AICP, ASLA**  
Senior Advisor



**PARKER SORENSON PE**  
Transportation and Infrastructure



**CHRIS HERLICH\***  
AICP  
Economic & Community Development



**RORY JACOBSON AICP**  
Project Manager



**ERIC HALVORSEN\***  
AICP  
Economic & Community Development



**STEPHANIE DYER-CARROLL AICP**  
Cultural and Historic Resources



**KEVIN RIVERA**  
Community Engagement



**ERIC SMITH**  
Web-Based Content



**SARA GROSSMAN**  
Graphic Design

\*RKG Associates Inc. (Subconsultant)

# What We Do

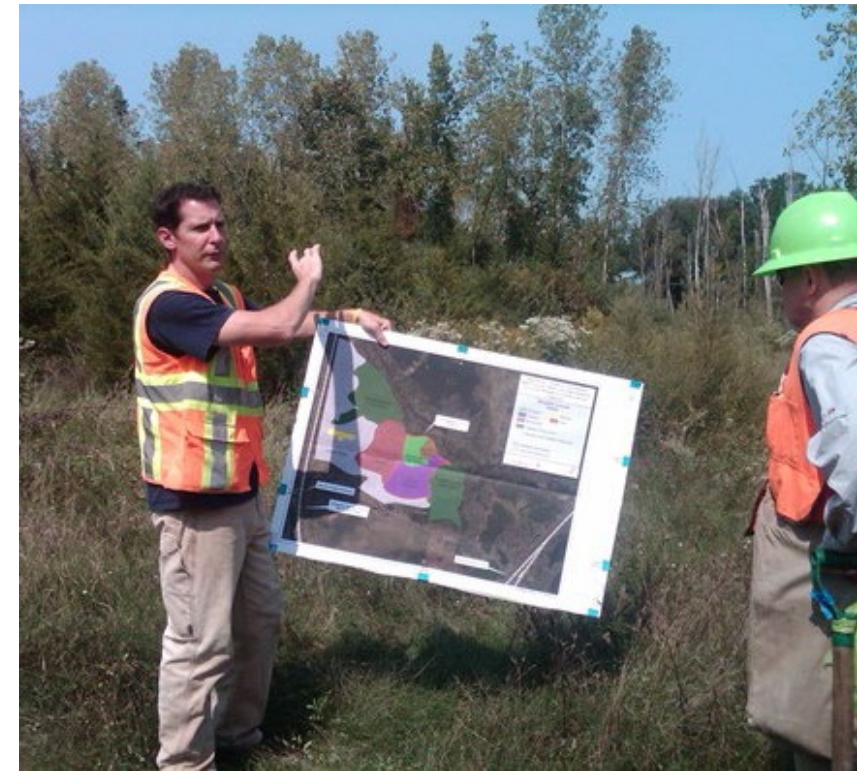
## Community Engagement



## Mobility & Land Use



## Environmental Planning



# Technical Capabilities

## Community Engagement

- Public involvement plans
- Meeting facilitation
- Virtual engagement apps
- Websites and social media
- Marketing and branding

## Mobility & Land Use

- Comprehensive planning
- Zoning
- Urban design
- Landscape Architecture
- Complete Streets
- Transportation engineering
- Transit planning and operations
- Quick build demonstrations
- GIS analysis

## Environmental Planning

- NEPA
- State environmental documentation
- Environmental permitting
- Wetland delineation
- Mitigation planning
- Species surveys & habitat assessments
- Invasive species management
- Cultural resources planning
- Resiliency Planning



**our experience**

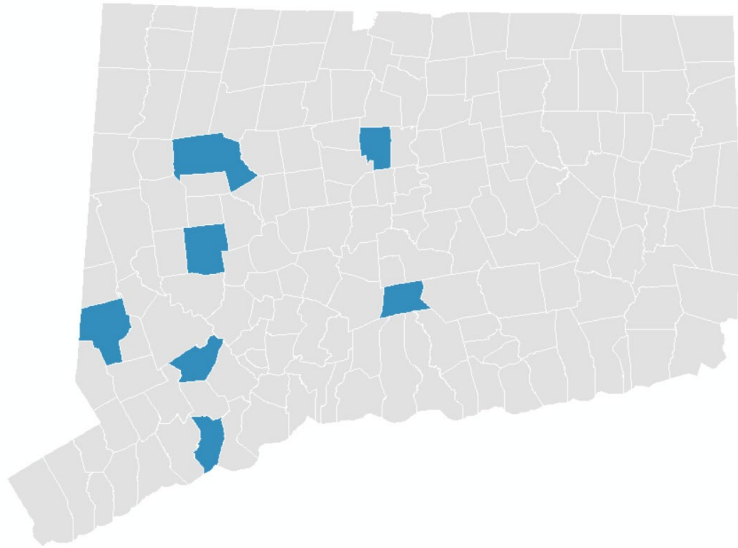
# POCD Experience

## Connecticut communities and regions

- Litchfield
- West Hartford
- Monroe
- Woodbury
- Berlin
- Bridgeport
- Danbury
- Stratford
- Fairfield
- RiverCOG Regional POCD



# Tailored Plan

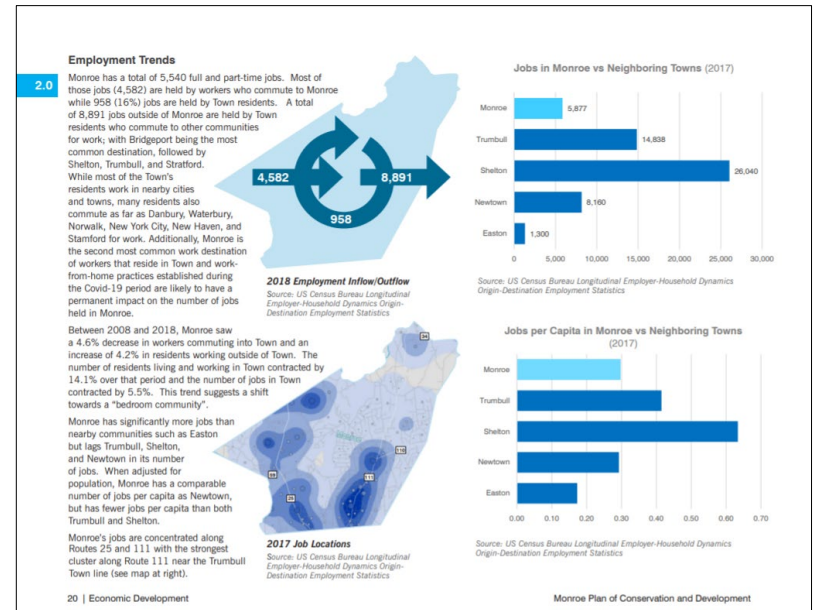


We pride ourselves on creating tailored plans that are unique to each community

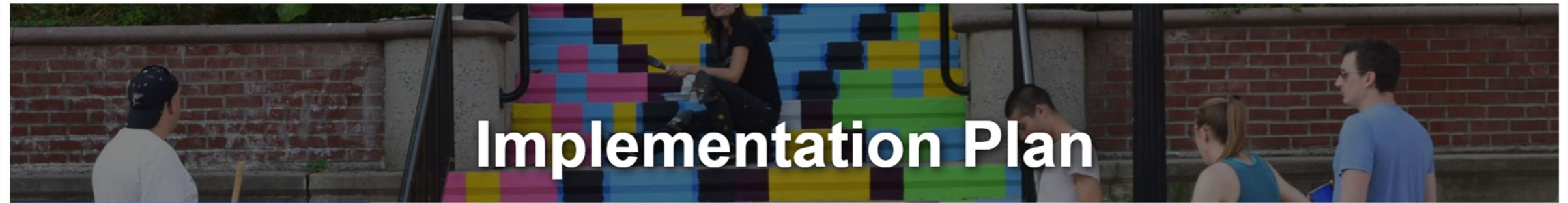


**Town of West Hartford**

**Plan of Conservation and Development 2020 – 2030**



# Implementation focused Planning



## Filter

Clear Filters

^ Guiding Principle

- Livable City
- Robust Economy
- Equitable City
- Healthy Community
- Value Nature
- Regional Center



## 1. Livable City

**Goal: 1.1:** Increase usage of transit and alternative modes of transportation.

5% complete



- ✓ 1.1.1 Adopt a policy to promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure.
- ✓ 1.1.2 Work with the Greater Bridgeport Transit Authority (GBT) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service.



**our approach**



# Approach

- Build on previous work
  - Existing POCD
  - Previous plans & studies
  - POCD Advisory Committee
- Strategic analysis
- Community-driven
- Collaborative
- Implementation focus



# Community Engagement

- Know your community
- Make it interesting and convenient
- Provide a variety of options:  
In-Person or Virtual
- Focus on feedback that makes a difference



# Community Engagement

- In-person workshops
- Open houses
- Focus groups
- Digital engagement
- Pop-ups
- Targeted



# Diversity, Equity and Inclusion in Planning

- Foundational tools for success
  - Identify and engage trusted leaders
  - Meet with people in their places
  - Community buy-in to the Plan



# Core Elements



## Vision

The vision describes what the people of South Windsor value and what the Town will strive toward over the next 10 years.

## Goals

Goals are commitments towards achieving the vision.

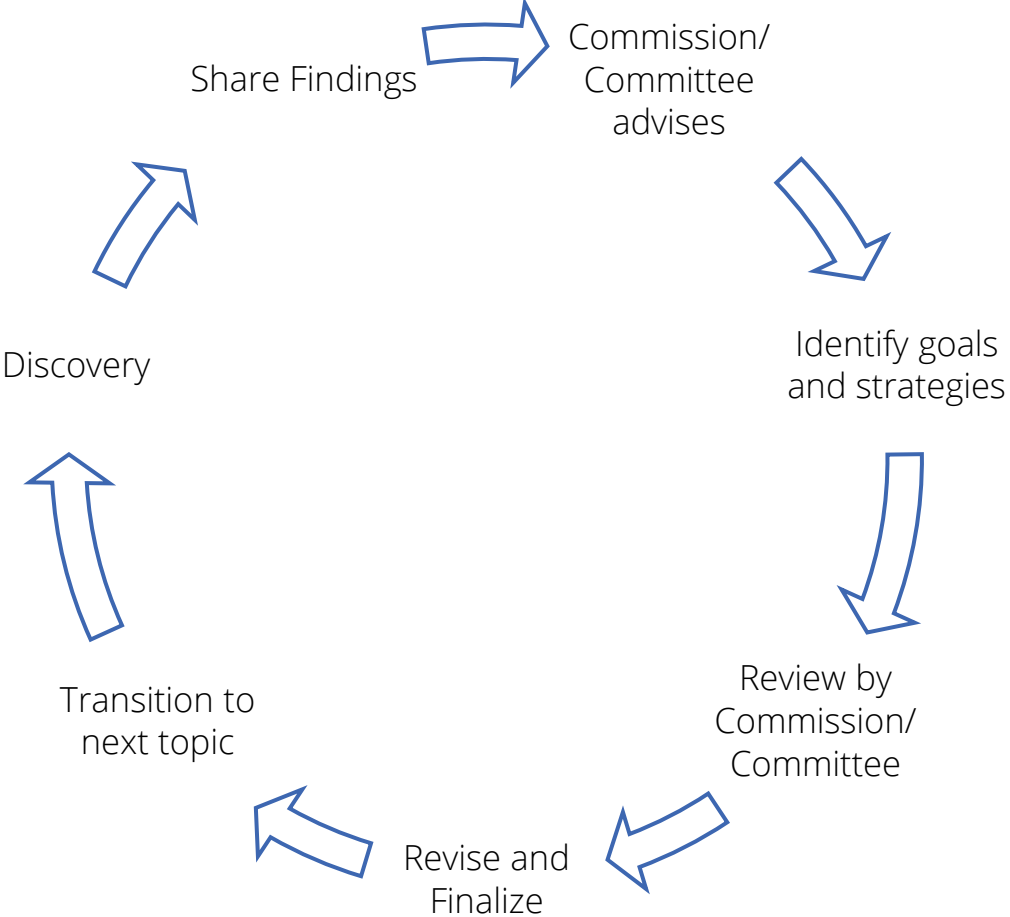
## Strategies

Strategies are the methods by which the goals will be achieved. They describe the interim outcomes that can lead to achieving a particular goal.

## Actions

Actions are specific steps that can be taken to accomplish strategies. They are the first steps to implement the Plan.

# Plan Development



# Clear, Concise, Implementable

- Graphically rich
- Jargon-free language
- Well organized
- User-friendly

**Guiding Principle: Bridgeport is a Livable City**

With a population of 147,000 people, 30,000 jobs and the highest population density of all Connecticut cities, Bridgeport is a bustling urban community and one of the major centers of activity in the Northeast. The city accommodates many land uses within a relatively compact 16 square mile area. Approximately one-third (32%) of Bridgeport is comprised of residential areas and 25% is covered by parks or water bodies (including the Long Island Sound). The city's transportation network (streets, highways, and transit) is one of the most extensive in the state, while commercial areas occupy 15% of the city's land area. These land uses, must be carefully managed to become a more vibrant and accessible community. The city's commercial corridors must be accessible by and attractive to pedestrians, bicyclists, and transit riders. In addition to the commercial corridors, residential areas must be developed in a way that allows for a healthy mix of land uses. In seeking to become a more livable city, the city must also follow the best practices of other livable cities.

**PLAN BRIDGEPORT**



**Goal 1: Improve usage of transit and alternative modes of transportation.**

**Strategy:**

1. Adopt a policy to promote a shift in transportation modes from single-occupancy vehicles to transit, bicycling, and walking by investing in bicycle and pedestrian infrastructure.
2. Work with the Greater Bridgeport Transit Authority (GTA) to identify and implement improvements and funding that are needed to better connect Bridgeport to the region via bus service.

**Goal 2: Encourage density of development in areas that are well served by transit and are within walking distance of places of residence, employment, goods, and services.**

**Goal 3: Adopt a Complete Streets approach to transportation planning and improvements.**

**Strategy:**

1. Adopt a Complete Streets policy.
2. Improve the walkability of neighborhoods and connections between neighborhoods.
3. Ensure adequate maintenance of sidewalks, pedestrian crossings, and pedestrian signals.
4. Create a coordinated system of bicycle lanes.

**4.0**

West Hartford has benefited from tremendous investment and reinvestment in its commercial areas. The Town's commercial districts have been maintained and improved by property owners, business owners, and the Town. The Town's many pedestrian oriented commercial districts distinguish West Hartford from other communities in the Region. The focus on walkable retail commercial districts extends beyond the Center and Blue Back Square. The Town has worked with the Connecticut Department of Transportation (CTDOT) to improve the streetscape, pedestrian connectivity and safety in other commercial districts including, New Britain Avenue, Park Road, Bishop's Corner and New Park Avenue. Additionally, the Town has strengthened this focus through the adoption of a Complete Streets Policy which promotes an integrated and balanced transportation network that provides the best possible blend of service, mobility, convenience and safety while reinforcing positive social, economic and environmental influence in the community.



**3.0 Cultural & Educational Resources**

Woodbury enjoys considerable cultural and educational resources that contribute to its quality of life and sense of place. The town's cultural resources are diverse and include a range of Town and private organizations, facilities, venues, landscapes and places. Woodbury's historic resources significantly contribute to the town's cultural resources and are integral to the town's identity.

Education is also an important resource in Woodbury. Both the educational level of Woodbury's residents and educational opportunities in town are important facets of the community's identity. Woodbury is home to three of the four Region 14 schools, Mitchell Elementary, Woodbury Middle, and Nonnewaug High School. The town also has a popular library, Woodbury Public Library, which is an educational and cultural resource to the community as a whole.

Through the Plan's community engagement process, the community strongly communicated the importance of the town's cultural and historic resources to Woodbury's identity. Residents deeply value the town's historic assets and its many cultural institutions, events, and venues. Residents also feel that the quality of region 14 schools is a significant factor in the decision to move to and live in Woodbury and that the District's schools should be improved so as to be on par with the best school districts in the greater region.





**3.0**

Woodbury Plan of Conservation and Development

**Cultural Resources**

Woodbury's cultural resources include organizations that promote innovation, creativity, participation and support of the arts, support and help fund the Region 14 Strings Program and the Senior Community Center Music Free Series, operate community theaters, provide training in all levels of ballet, character, modern dance, jazz/fusion, tap and musical theater, and offer classes in drawing, painting and other visual arts, provide space for showing artworks, and otherwise support the arts community in the area.

Woodbury also hosts events such as Woodbury Earth Day (the largest Earth Day celebration in Connecticut) which is organized by the Pomperaug River Watershed Coalition, the Woodbury Arts Gala, the Lions Club Antique Car Show, and Picnic & Pops Hollow Park featuring members of the Waterbury Symphony.

**Historic Resources**

Woodbury has a number of historic properties both within and outside of its Local Historic Districts. Four properties (the David Sherman House, Giebe House, Jabez Bacon House and Leroy Anderson House) and three districts (Woodbury Historic Districts #1 and #2 and the Holcheswille historic district) are listed on the National Register of Historic Places administered by the National Park Service. The Minortown Road bridge also is listed on the National Register. Buildings listed on the National Register may qualify for a 20% tax credit that is available for the rehabilitation of historic, income-producing buildings and may also be eligible for grants offered by the National Trust for Historic Preservation and other organizations that support the preservation of historic structures.

Woodbury Plan of Conservation and Development



**discussion**

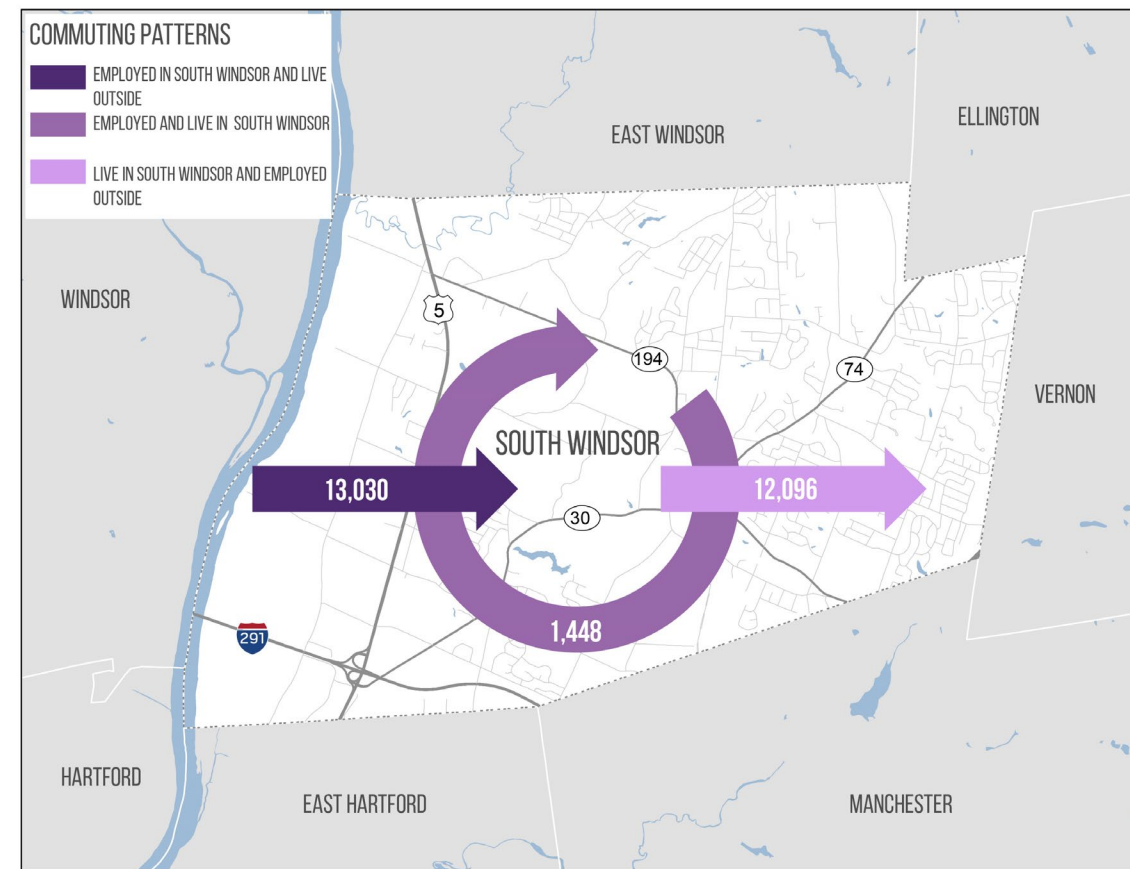


# South Windsor Trends



# Employment Trends

- Manufacturing is largest employment sector with 2,000+ jobs, but has declined 22% since 2020, while transportation and warehousing has increased 132%
- Between 2010-2021, South Windsor gained employment in the following industry sectors:
  - Transportation/Warehousing – 992 jobs
  - Finance and Insurance – 217 jobs
  - Health Care – 191 jobs
  - Construction – 66 jobs
  - Professional and Tech Services – 62 jobs



- Employees working in South Windsor coming from neighboring communities like Vernon, Manchester, Windsor, East Hartford
- South Windsor residents commuting to locations like Farmington, Rocky Hill, Glastonbury

# Economic Development Trends

- South Windsor is a net importer of retail sales- amount of retail supply cannot be supported by South Windsor households.
- Retail leakage (extra) is in larger big box retail, Building Materials, General Merchandise, Department Stores.
- Between South Windsor, Manchester, and Vernon- high diversity in retail offerings. Spending is high in these communities, but may not be enough to support brick and mortar retail, resulting in vacancy.
- Continual shift to online ordering- Amazon!



- At Promenade could consider
  - Diversify the use mix to allow different kinds of storefronts (office, services, more restaurants, fitness, medical, etc)
  - Build housing in upper stories
  - Host events and create “Town Center”