



# Municipal Plan

## Town of Windsor, Vermont



Adopted by the Windsor Selectboard

November 12, 2019

This Town Plan was updated in 2019 by the Windsor Planning Commission with assistance from the Southern Windsor County Regional Planning Commission, Ascutney, VT





## TOWN of WINDSOR

### Office of Zoning and Planning

29 Union Street  
Windsor, Vermont 05089

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Date: 24 November, 2019

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Re: Updates to Municipal Plan, 2019

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Much has changed in the years since the town made its initial efforts to formalize a "Town Plan". A municipal plan is created to provide guidance for all Town of Windsor officials to use in making choices and decisions. Vermont is changing. Population growth has stagnated. The number of older residents is increasing. Even the way we buy things has changed radically in only a few years.

The revisions to the Municipal Plans were undertaken with an eye toward revising the specific ideas and goals of the plan. Increasing the focus on sustainability and actively developing housing related projects are just two of the areas that have been enhanced.

We believe that Windsor is positioned to take advantage of a number of changes in the next few years. There is an increasing popularity to living in Walkable Towns. Sustainability is finally becoming a realistic opportunity. Bicycle paths and outdoor recreation are important parts of life in Vermont in 2019.

The Planning Commission would like to thank long time Commission Chair Marv Klassen-Landis for his efforts on behalf of the community. Marv has decided that with the completion of the Town Plan work it is time for him to go on to other interests and to leave it for new faces to continue the work he has been part of for so long. Thank you Marv for a lot of effort and a lot of evenings working on the details.

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## Contents

1. INTRODUCTION .....	1
About the Town Plan .....	1
Background.....	1
History.....	1
Implementation Plan .....	3
Windsor's Relationship to the Region.....	4
2. MUNICIPAL SERVICES, UTILITIES AND FACILITIES.....	6
Public Lands (Municipal, State and Federal).....	6
Town Buildings .....	7
Public Safety .....	7
Public Utilities - Water and Sewer.....	9
Drainage.....	12
Solid Waste.....	13
Recreational Facilities .....	14
3. EDUCATION AND CHILD CARE .....	17
4. ENERGY .....	20
See Appendix A	
5. HOUSING .....	21
Purpose.....	21
Housing Analysis.....	21
Equal Treatment of Housing.....	22
6. TRANSPORTATION.....	25
Purpose.....	25
Highways.....	25
Bicycling & Pedestrian Facilities .....	25
Railroad.....	26
Public Transportation.....	26
Airports .....	26
Parking .....	26
7. LAND USE.....	29
Purpose.....	29

Existing Land Use.....	29
Future Land Use .....	33
Timing and Sequence of Development.....	38
8. NATURAL, SCENIC AND CULTURAL RESOURCES.....	41
Groundwater/Wellhead Protection Areas (WHPA).....	41
Shorelands/Surface Waters/Wetlands .....	42
Land and Mineral Resources .....	44
Steep Slopes .....	44
Agricultural Soils.....	44
Forests .....	45
Wildlife Habitat/Natural Areas .....	45
Earth Extraction.....	46
Air Resources.....	47
Scenic Resources .....	47
Historic Preservation.....	49
9. ECONOMIC DEVELOPMENT.....	52
Purpose.....	52
Present Economic Conditions.....	52
Desired Future Economic Development.....	56
Economic Development Strategies .....	57

## 1. INTRODUCTION

### ABOUT THE TOWN PLAN

The Windsor Town Plan is a comprehensive municipal development plan in accordance with 24 V.S.A. §4381. This Plan is intended to include all required elements per §4382, to be consistent with State planning goals under §4302, and to be compatible with the Regional Plan and adjacent town plans in accordance with §4350.

The purpose of this Plan is to describe existing conditions and articulate policies and implementation strategies that help to achieve the desired future conditions for Windsor. The primary goal of this Plan is to maintain the historic settlement pattern of a compact downtown area surrounded by a rural countryside as identified in the subsequent sections of this document.

Although the Plan is adopted for five years at a time, it can and should be modified and readopted as often as necessary to meet the changing needs of the Town. The Plan was written through the efforts of the Windsor Planning Commission and the Southern Windsor County Regional Planning Commission, with input from municipal staff and townspeople, and adopted by the Windsor Selectboard.

### BACKGROUND

Windsor is a small town in terms of land area (12,544 acres), but has a population of 3,439 residents in 2017 (according to American Community Survey, U.S. Census Bureau). The area to the west of I-91 is mostly a low-density rural countryside, with high density areas to the east of I-91, primarily located in and around the downtown area. Located between Exits 8 and 9, Windsor has good access to I-91. The historic buildings in the Downtown are surrounded by outstanding natural assets, including the Connecticut River, Mount Ascutney State Park, Mill Pond, Lake Runnemede and Paradise Park. A large infrastructure system, built for the large manufacturing industry that thrived in the mid-1900s, serves the more developed parts of Town. Mt. Ascutney Hospital, the Windsor school system and smaller-scale shopping opportunities in Windsor serve the surrounding towns. In recent years Windsor's economy is transitioning away from a large-scale manufacturing center to one with residents increasingly traveling to work in larger surrounding towns. The Town is focused on supporting the existing businesses, revitalizing the Downtown, providing the amenities desired by residents, and attracting new businesses in and around the Downtown where infrastructure exists.

### HISTORY

A portion of a letter printed in London in 1797, by John Andrew Graham best describes Windsor in a manner that still holds true today:

*Windsor is built immediately on the bank of the river, and is the capital of the county to which it gives its name. The site rises sufficiently to secure houses from any apprehension of being inundated: and a more picturesque, or more commodious or situations for building upon can scarcely be conceived than those formed by the curvatures of the waters along this delightful shore. The houses are of wood, some of them erected with great taste and judgment.... Added to the beauty of its situation Nature has profusely bestowed vast local advantages on this charming spot. Lying on one of the first rivers of the world, and contiguous to, and maintaining a constant and unavoidable intercourse with New*

## WINDSOR TOWN PLAN

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*Hampshire, and the immense country to the North; these circumstances, and industry and enterprising spirit of its inhabitants, the great probability of its increasing population from the accession of fresh numbers drawn thither from other countries (and now states) by the real and solid attractions it holds forth; its rising manufactures; in short, everything unites to increases its consequence and render WINDSOR sooner or later, a grand emporium of commerce and wealth.<sup>1</sup>*

The bridge built in 1796 is described as follows:

*This bridge is universally allowed to be the best and most perfect in AMERICA, and is the first of its kind thrown across the Connecticut River. Later the bridge was even built to be more grand in 1866 as a 'covered bridge.'*

The Ascutney Mill Dam was erected in 1834 by the Ascutney Mill Dam Company and is the first masonry, gravity-arch dam built in the United States. The purpose of the dam was to increase the utility and potential of the Mill Brook's waterpower to sites located along the brook by providing a storage reservoir which would regulate the flow of water in the brook and thereby eliminate seasonal irregularities. The Ascutney Mill Dam Company's principal interest in building the dam was to accelerate the industrial growth of the village of Windsor by guaranteeing continuous waterpower. The dam was designated a National Historic Civic Engineering Landmark in 1970.

In this historical background, the assets of the community today are revealed. The beautiful wooden and brick structures, the enterprising spirit, the vast beauty of the location, and the welcome arrival of new manufacturing and business trades still echo the history of the town.

### **The Birthplace of Vermont**

Windsor's original 23,600 acres were chartered by New Hampshire to Samuel Asgley, Jacob Cummings and 57 others on July 6, 1761. The town was named "Windsor" for John Stuart, the Earl of Windsor. At the time, New Hampshire did not have the right to grant these lands but the Province of New York did. However, the lack of clear title did not prevent settlers from building homes, roads and mills. The people immediately sought to be granted a new charter from The Province of New York. Clear titles were secured eleven years later, in 1772.

Windsor is the birthplace of Vermont. The first meetings of the town were held as Province of New York in 1769 but operated under the New Hampshire Charter until 1777. The name Vermont was proposed and approved on June 4, 1777; however, the proposed constitution received no action on this date. A constitutional convention was held in Windsor, starting on July 2, 1777. On July 8, 1777, the delegates retreated from the meeting hall to Elijah's tavern. As the meeting was adjourned, word came that Ticonderoga once again had been seized by the British. A severe thunderstorm followed this news, making it difficult for the delegates to leave. It was then and there that the Vermont Constitution was adopted. A Council of Safety was formed to run the State until government became formally organized. Delegates left to join their militia units and prepared to defend their homes.

In March of 1778 the first meeting of the Vermont Legislature was held at the Windsor Town and Meeting House. In 1781, Windsor was named a town in the State. In 1791, after the Revolutionary War, Congress admitted "Vermont" as the fourteenth state in the Union.

### IMPLEMENTATION PLAN

Implementation of the Windsor Town Plan will be carried out primarily by the Town's legislative body (Selectboard), Department Heads, Development Review Board, and the Planning Commission. The Town will work to achieve the goals described in this Plan by coordinating its efforts on a number of fronts. These efforts will include the following broad implementation recommendations, which are further developed in each section of the Plan:

1. The Town will apply for renewal of Windsor's Downtown Designation in order to further the goals of this Plan.
2. Redefine Windsor's role in the region;
3. Revitalize Downtown Windsor;
4. Review and amend land use regulations (zoning and subdivision regulations, and official map) where appropriate;
5. Refer to the Town Plan when planning additions and improvements to local infrastructure such as local roads and public utilities. Such additions or improvements should be used to plan for appropriate growth and development;
6. Implementation of sewer and water allocation policies;
7. Use tax policy and tax stabilization contracts to further goals of this Town Plan;
8. Maintain an up-to-date Capital Budget and Program;
9. Capital expenditures on municipal services to further goals of this Town Plan;
10. Participate in regional and state-wide planning initiatives, including regional planning, solid waste, transportation and economic development;
11. Participate in Act 250 proceedings;
12. Participate in Section 248 proceedings (resulting in a Certificate of Public Good issued by the Public Service Board);
13. Work with public and private entities to help them design development or resource management plans in ways that will further the goals of this Plan;
14. Continue to plan and work to conserve important resource lands; and,
15. Work with the Regional Planning Commission on evaluating and addressing local housing needs.
16. Engage in coordinated planning efforts with surrounding towns on issues of mutual interest, such as evaluating regionalized municipal or school services, multi-town recreational facilities (i.e. trail networks), and transit services between Exits 8 and 9.

Appendix B contains an Implementation Matrix that lists municipal capital needs. The Matrix will provide a basis for municipal efforts to implement important action steps identified in this plan. The Matrix should also be consistent with the town's Capital Budget and Program. Implementation of the plan will also be completed through the recommendations found throughout this document.

The Plan will be implemented in less direct ways, as well. It is hoped that landowners and private developers will use the document when designing projects (e.g. adaptation/renovation, in-fill development). The Plan can be used to express local concerns to state agencies when they create planning and resource management policies and programs. It can also be used to demonstrate local foresight and commitment when applying for state and federal funding for planning, development, and infrastructure improvement projects.

## WINDSOR TOWN PLAN

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The Planning Commission must carefully monitor changing conditions – this includes declining population, aging population, and other trends in the Town and amend the Plan and Zoning Regulations in accordance with the changing needs of the community.

### WINDSOR'S RELATIONSHIP TO THE REGION

Windsor borders New Hampshire, via the Connecticut River, at the Towns of Cornish and Plainfield. Windsor's Vermont neighbors are Weathersfield, West Windsor, and Hartland. Of this cluster of towns, only Windsor has: a regional hospital; a downtown area equipped with infrastructure (i.e. public water and sewer, extensive sidewalk network, etc.); a modern industrial park; full time police, fire, and ambulance services; and a high school that also serves surrounding towns. In addition, Windsor's downtown offers a concentration of retail opportunities to shoppers, including a supermarket, drug store and pharmacy, none of which are available in neighboring towns. The geographic location of Windsor's downtown is such that, with the exception of US Route 5, most of Windsor's borders with its neighbors are rural and wooded.

The Town Plans of the neighboring Vermont communities were evaluated for compatibility along the shared town boundaries (see below).

#### *Hartland*

Hartland's Town Plan calls for a *Rural* future land use category along most of Windsor's town line, with a small section designated as *I-91 Interchange* along US Route 5. The corresponding future land use categories in Windsor include: *Conservation* between the railroad and Connecticut River, *Industrial* immediately to the west of the railroad track, and *Rural* along the remaining area. The *Industrial* designation reflects the existing land uses in Windsor's Industrial Park (i.e. Artisans Park). The 2013 Windsor Town Plan eliminated the former *Mixed Use* category along the US Route 5 border with Hartland. Policies were added to improve compatibility with Hartland's Town Plan and access management provisions were added to discourage strip commercial development in this area.

#### *Weathersfield*

The future land uses in Weathersfield's Town Plan mostly consist of *Conservation* along the Windsor town line. A combination of *Open and Agricultural* as well as *Rural* categories are located by the town line and along the US Route 5 corridor. Windsor's Land Use Chapter includes a *Conservation* designation that is consistent with the State park and Weathersfield's Town Plan. It reduced the size of the *Industrial* category to reflect the existing uses (i.e. Biebel Builders, Miller Construction) just north of the Weathersfield town line. The Town Plan also includes policies that seek to allow for this current type of use, while minimizing the impacts on Weathersfield neighbors. These changes improve compatibility with Weathersfield's Town Plan, and this designation does not appear to significantly reduce the desired effect of implementing that Plan.

#### *West Windsor*

West Windsor's Town Plan designates the following future land uses along the Windsor town line: *Conservation* along the State Park area, *Village/Primary Growth/Affordable-Moderate Housing Overlay* along the VT Route 44/sewer line corridor, *Secondary Growth/Residential* located in the Brook Road and Coon Club Road areas, and *Rural Residential* along the northerly boundary with Windsor. Windsor's future land use designations include *Conservation* (e.g. State Park, Grasslands Wildlife Management Area), *Agriculture and Open Land* along Brook Road and Hunt Road), and *Rural* in the

## WINDSOR TOWN PLAN

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remaining areas. Windsor's designations do not reduce the desired effect of implementing West Windsor's Plan.

This Windsor Town Plan offers goals and recommendations which should lead to a better future for Windsor as well as its neighbors. The planning goals of surrounding towns, and a recognition that Windsor provides many services for the region as a whole, should be considered when implementing and updating this Plan. The time for Windsor to be a major source of influence beyond its immediate neighbors has come, gone, and will come again when economic forces so dictate. Until such time, Windsor will pride itself on being a good neighbor and a good place to live.

However, Windsor and the surrounding towns would benefit from coordinated planning efforts, such as evaluating regional municipal services (e.g. multi-jurisdictional police force, regional water or sewer services, etc.), connections to establish outdoor recreational facilities that connect multiple towns (e.g. mountain bicycling trails around Mount Ascutney), linking transportation facilities and transit services between Exits 8 and 9 in order to better serve all affected towns, and consideration of designating the Windsor High School to serve area towns.

### *Southern Windsor County Regional Plan*

Windsor's Town Plan is compatible with the 2018 Southern Windsor County Regional Plan as both documents call for maintaining the historic settlement pattern of Windsor's downtown area to be surrounded by a rural countryside. Windsor's Downtown and Residential future land use categories correspond with the Regional Center and Medium-Density Neighborhood categories in the Regional Plan. The industrial areas in both documents are compatible. Windsor's Town Plan encourages non-residential uses in the Roadside category along US Route 5 North, while the Regional Plan does not. However, Windsor's Town Plan includes provisions to limit strip commercial development in these areas and reduce negative impacts on the Downtown. Both the Regional Plan and Windsor's Town Plan call for a rural, working landscape in the rest of the community. Based upon this analysis, Windsor's Town Plan does not significantly reduce the desired effect of the implementation of the Regional Plan.

## 2. MUNICIPAL SERVICES, UTILITIES AND FACILITIES

Municipal services include those provided by the Town Administrative Offices, Fire Department (including Emergency Medical Services), Highway Department, Municipal Recycling Center, Police Department, Recreation Department, Utility Department, and Windsor Public Library, as well as all publicly owned land, facilities, highways, roads, streets, rights of way, structures, trails and paths, and equipment that serve the functions of such services for the benefit of the community. Due to recent trends, Windsor does not anticipate significant growth in the next eight years. Therefore, the Town is primarily focused on maintaining the existing capacity. Unless otherwise noted in the text, these facilities and services are presently sufficient to meet Town needs for the foreseeable future.

Several community facilities and services have been upgraded. Nevertheless, a need exists to repair or replace components of the Town's infrastructure and Town facilities, and replace equipment, such as fire engines and snow plow trucks. Addressing such concerns is one of the main functions of this document, by proposing goals and recommendations pertaining to each of Windsor's municipal services. Windsor's Capital Budget and Program informs this Town Plan by listing specific anticipated future projects, costs and methods of financing. Regionalized municipal facilities or services may be beneficial for Windsor as well as surrounding towns.

It is obviously of primary importance to provide adequate community facilities and services for people who live or work in, or who visit, the Town of Windsor. The Town should pursue outside sources of funding and assistance to encourage projects in the Town's interest. The following broadly stated goals identify effective uses of our community resources.

In general, priorities for municipal capital needs are continuing to improve the municipal fleet, as well as continued improvements to our roads, sidewalk and utility infrastructure. Infrastructure improvements are largely funded through approximately \$5 million in voter-approved bond authorizations. Other town initiatives include assisting property owners with proactive management of buildings in the floodway, blight remediation, and continued efforts on bike and pedestrian trail systems.

### **PUBLIC LANDS (MUNICIPAL, STATE AND FEDERAL)**

There is a substantial amount of publicly owned land in Windsor, the biggest portion of which is made up of Ascutney State Park. Other significant pieces include Paradise Park and Lake Runnemede, the Fairgrounds, school grounds, Grasslands Wildlife Management Area, and the former State Correctional Facility, the State Highway Garage, and various other holdings. Additional background information on Public Lands is included in the Land Use section of this Plan. Maps showing public lands are at the end of the document.

#### **Goals**

- 1) Preserve the integrity of public lands that are important to the community through the use of appropriate land use regulations, conservation easements and land purchases.
- 2) Maintain Town recreation areas at a level that is safe, accessible, economical and comfortable to users.
- 3) Realize the full tax revenue benefit of lands that are outside of Town control.
- 4) Obtain higher compensations in lieu of taxes for State lands from Vermont via the PILOT Program.

## WINDSOR TOWN PLAN

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### **Policies**

- 1) Expand the use of State and other public lands for recreation purposes and other appropriate uses (e.g. sustainable agriculture, composting, etc.).
- 2) Encourage State and Federal governmental offices to locate within Windsor's designated Downtown area.

### **Recommendations**

- 1) On an annual basis, all town organizations involved with municipal lands should meet to discuss and coordinate their activities.
- 2) Support the Paradise Park Commission and efforts to create a Conservation Commission.
- 3) Continue efforts to improve access to the Connecticut River.
- 4) Support negotiations and/or legislation to realize the full tax revenue benefit of State-owned property and other lands that are outside of Town control.

## **TOWN BUILDINGS**

The Town of Windsor owns, or is partially responsible for, many buildings including: the Municipal Building, the Windsor Public Library (not Town-owned, but Town supported), State Street School, the Junior/Senior High School, the Town Highway Garage and its accessory structures, the sewage treatment plants and pumping stations, water department structures, the bath house at Mill Pond, and various accessory structures at the Fairgrounds and parks.

### **Goals**

- 1) Maintain municipal facilities for municipal functions in a pleasant and functional condition.
- 2) Maintain Town structures in accordance with sound standards and practices.

### **Policies**

- 1) Energy audits should be conducted prior to undertaking major improvements to Town-owned buildings, and the Town should invest in priority energy efficiency upgrades as called for in energy audits.

### **Recommendations**

- 1) Develop and implement management plans for all publicly owned facilities. These plans should include inventory of plant, physical needs, and maintenance requirements.
- 2) Develop a plan for reducing energy consumption in town-owned buildings.
- 3) Maintain a Capital Budget and Program.

## **PUBLIC SAFETY**

### **Windsor Fire Department**

The Windsor Fire Department provides the town with around-the-clock fire protection using a combination of paid and on-call fire fighters. Fire prevention education is an important part of the Department's mission. The Department provides needed instruction to schools, hospitals, nursing homes, municipal employees, and individual property owners.

## WINDSOR TOWN PLAN

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The Windsor Fire Department is a member of the Connecticut Valley Fire Mutual Aid System and the Upper Valley Fire Mutual Aid System. This means that in addition to the equipment and personnel at the local fire station, the town has access to literally dozens of other fire departments that can respond within minutes to a large-scale emergency in Windsor.

The Fire Department is addressing vehicle replacement needs as detailed in the FY2020 Capital Budget and Program.

### Windsor Police Department

The Windsor Police Department maintains a staff of full-time and part-time officers. The Windsor County Sheriff and Vermont State Police also provide law enforcement services to Windsor. West Windsor is contracting with the Windsor Police Department to provide law enforcement services.

There are no identified capital needs other than routine vehicle replacement.

### Emergency Medical Services

This service, organized in July 1970, is operated by the Windsor Fire Department. Emergency Medical Services personnel now include Emergency Medical Technicians and Emergency Care Attendants. There are no identified capital needs other than routine vehicle replacement.

### Goals

- 1) Provide comprehensive emergency public safety services to the communities served.

### Policies

- 1) Provide consistent, ample amounts of water at sufficient volume and pressure for adequate fire protection.
- 2) Rural water supply reservoirs will meet Insurance Services Officers' requirements.
- 3) Encourage the installation of sprinkler systems in all new and renovated buildings.

### Recommendations

- 1) Before buying new vehicles or other major investments, explore the advantages and disadvantages of regionalization of Police, Fire and EMS operations.
- 2) Encourage the advancement of all personnel to the level of EMT or higher.
- 3) Establish service fees and contract charges at a level sufficient to operate the service.
- 4) Maintain all apparatus and equipment for maximum safe useful life.
- 5) Recruit and train call personnel from within each community served.
- 6) Maintain an Emergency Management Plan.
- 7) Maintain Hazardous Materials certification.

## WINDSOR TOWN PLAN

- 8) Develop a comprehensive Fire Prevention and Public Education Program which includes fire inspections by local department officials, an education program in schools, and public education presentations for local groups and clubs.
- 9) Continue use of the mutual aid system in an effort to manage the cost of fire suppression.
- 10) Continued departmental involvement in the school systems and community by emphasizing the informative/educational and prevention role of the Police Department.
- 11) Continue cooperation with State and area law enforcement agencies.
- 12) Initiate a Neighborhood Watch Program for interested neighborhoods.
- 13) Invite Public Safety personnel within commuting distance to training sessions conducted for Windsor personnel, with registration fees set to provide a reasonable profit and risk allowance.
- 14) Continue the development of the relationship between the Police Department and local youth.

### PUBLIC UTILITIES - WATER AND SEWER

The maintenance and operation of Windsor's water and sewer systems are critical to achieving orderly and cost-effective growth and land development. Currently, much of the infrastructure is in serious need of replacement. Windsor's current users of water and sewer services will likely not be able to afford projected future utility rate increases. Therefore, outside grant funding and/or a substantial expansion of the water/sewer customer base is needed in order to pay for these needed repairs and improvements. Development that depends on municipal water and sewer service should occur in areas that are already served by the municipal systems, or where the Town and/or private developers are prepared to extend them. Extensions and upgrades to the water and sewer systems should be planned in order to encourage the highest-density development in areas identified in the Land Use section of this Plan as being most appropriate and most capable of supporting it. Provision for these services should be planned in accordance with and in anticipation of development, rather than in reaction to it.



### ***Water Department***

The Windsor water system serves an area bounded by the Industrial Park to the north, the Connecticut River to the east, the Armory and Mt. Ascutney Hospital to the west, and Prudent Living to the south. The water source is a series of drilled wells off Pumping Station Road, adjacent to Lake Runnemede. It appears that this source, with a capacity of 1.5 million gallons per day, will be adequate to meet present and future water demands. Water storage facilities are located at the west end of the Village off State Street, and to the north off Route 5. Windsor water customers currently use about 254,049,000 gallons of water per year, which is approximately 696,000 gallons of water per day. Construction was completed in 2018 on the Jacob, Court and Pine Streets water line replacement project. Preventative maintenance work on the north end water tank is slated for 2019. Bond funding will allow the town to continue making needed improvements in the water system. See the image below showing the water delivery system.

### **Goals**

- 1) Provide potable water service to all users of the municipal water supply.
- 2) Provide consistent, ample amounts of water at sufficient volume and pressure for adequate fire protection.
- 3) Increase the number of customers in order to pay for the ongoing maintenance of the existing water system and improve efficiency.
- 4) Provide municipal water service in ways that encourage growth in desirable areas, result in lower construction and maintenance costs for taxpayers, and protect known water sources and other natural resources.

### **Policies**

- 1) Maintain a safe and clean town water supply.
- 2) Any new lots or developments or failed on-site potable water wells that are located on properties along or within close proximity to the existing public water line lots must connect to the public water service.
- 3) Actively pursue opportunities to increase the number of water system users when it is economically feasible to do so including exploring options for delivery of water service to neighboring communities. Water service connections to neighboring communities should be planned in such a way as to leave the Town of Windsor with sufficient capacity to meet its future growth and water service needs.

### **Recommendations**

- 1) Enact a prioritized maintenance and replacement program for water pipes and other components of the physical plant in accordance with the existing plan adopted by the Selectboard. Correlate such projects with needed repairs to streets, bridges, and sidewalks.
- 2) Actively pursue replacement and major repairs of the water department infrastructure.
- 3) Continue to map all water lines in the Town.
- 4) Seek additional funding to complete Phase 2 water system upgrades.
- 5) When replacing equipment, consider improving the energy efficiency of the water facilities in order to reduce operational costs.

## WINDSOR TOWN PLAN

### **Sewer Department**

Windsor's primary sewer system serves an area bounded by the Industrial Park to the north, the Connecticut River to the east, the former correctional facility to the west, and the Sewage Treatment Plant to the south. Sewage also flows to the Main Treatment Plant from a sewer line which was privately owned and operated and runs from the National Guard Armory to the Ascutney Mountain Resort in West Windsor. West Windsor purchased this sewer line in 2014, and expanded the system in 2017 to serve Brownsville. The Weston Heights Treatment Plant serves a small area surrounding Weston Heights. The Town's system consists of the Main Treatment Plant, the Weston Heights Treatment Plant, and several pump stations. The Main Treatment Plant has a capacity of 1.13 million gallons per day, and the Weston Heights Plant has already reached its capacity of 15,000 gallons per day. Construction was completed in 2018 on the Jacob, Court and Pine Streets sewer line replacement project. Bond funding will allow the town to continue making needed improvements in the sewer system. See an image of the sewer collection system above.



### **Goals**

- 1) Provide sanitary sewer service for all sewer users.
- 2) Maintain an acceptable quality of effluent discharges.
- 3) Maximize the number of customers in order to pay for the ongoing maintenance of the existing water system.
- 4) Provide municipal sewer service in ways that encourage growth in desirable areas, result in the lowest construction and maintenance costs for taxpayers, and protect known water sources and other natural resources.

### **Policies**

- 1) Any new lots or developments or failed on-site septic systems that are located on properties along or within close proximity to the existing public water line lots must connect to the public wastewater service in accordance with the Town Sewer Ordinance.
- 2) Actively pursue opportunities to increase the number of sewer system users when it is economically feasible to do so, including exploring options for delivery of sewer service to neighboring communities. Sewer service connections to neighboring communities should be planned in such a way as to leave the Town of Windsor with sufficient capacity to meet its future growth and sewer service needs.

### Recommendations

- 1) Maintain an updated and prioritized program of restoration, repair, or replacement of physical plant components in accordance with the existing plan adopted by the Selectboard. When practical, correlate renovation projects with needed repairs to streets, bridges, and sidewalks.
- 2) Continue to map all sewer lines in the Town.
- 3) Develop a sewer allocation program for the community (i.e. residential, industrial, commercial, etc.).
- 4) Identify the future expansion of sewer service for concentrated development or where a negative environmental impact may exist.
- 5) Continue to upgrade sewer lines where grades and pipelines are not up to standard.
- 6) Extend the collection system in built-up areas.
- 7) Retain well-trained employees.
- 8) When replacing equipment, consider improving the energy efficiency of the sewer facilities in order to reduce operational costs.

### DRAINAGE

The Town maintains drainage facilities along the town-owned roadway network, including bridges, culverts, closed drainage systems and drainage ditches. These facilities are discussed in the Transportation Chapter. The needs for these facilities generally involve routine inspection, maintenance and replacement. All bridge and culverts to be replaced must meet the town highway and bridge standards most recently approved by the Selectboard. The Town developed an inventory and multiple-year implementation plan to address the new Municipal Roads General Permit requirements pursuant to Vermont's Clean Water Act.

There are three publicly-owned dams and one dike in Windsor. Those structures are addressed in the Natural Resources Chapter. Improvements to the Mill Pond dam were recently completed. The priority need is to address drainage projects identified in the Town's stormwater improvement plan as required under the Municipal Roads General Permit.

### Goals

- 1) Maintain drainage and dam facilities in accordance with best management practices.

### Policies

- 1) Drainage facilities and structures should be built and maintained in accordance with the town highway and bridge standards as most recently approved by the Selectboard.
- 2) Seek every means available to repair and maintain dams to the historic water-levels enjoyed for generations.

### Recommendations

- 1) Seek the funding necessary to address stormwater drainage needs.

### SOLID WASTE

#### *Solid Waste Disposal*

Windsor is one of fourteen member towns in the Southern Windsor/Windham Counties Solid Waste Management District (“the District”). The District is a union municipal district dedicated to providing solid waste management authority, services, and planning to its member towns. The District was chartered in 1982 and serves: Andover, Athens, Baltimore, Cavendish, Chester, Grafton, Ludlow, Plymouth, Reading, Rockingham, Springfield, Weathersfield, West Windsor, and Windsor. The Southern Windsor County Regional Planning Commission (SWCRPC) provides administrative and management services.

Under 24 V.S.A. §2202a, solid waste disposal and recycling is the responsibility of the Town of Windsor. Windsor residents, businesses, industries and institutions contract with commercial solid waste haulers. The Town sponsors two “big trash” collections per year, with assistance from the solid waste district. These events are for items too large for regular household disposal, including furniture, carpets, tires, scrap metal, electronics, fluorescent bulbs, and batteries.

Act 148 was passed in 2012 establishing universal recycling of solid waste in Vermont, which includes requirements for mandated recyclables and compostable food residuals.

#### *Recycling*

Windsor residents can recycle through their commercial solid waste hauler.

The Southern Windsor/Windham Counties Solid Waste Management District employs a recycling coordinator (see discussion above). The District assists municipal recycling programs, organizes household hazardous waste collections, and maintains a website ([www.vtsolidwastedistrict.org](http://www.vtsolidwastedistrict.org)) which contains information about reducing, reusing and recycling.

As part of Act 148, the Vermont Universal Recycling Law, all Vermont residents and businesses will be required to keep food scraps out of their landfill-bound trash by July 1, 2020. The exception will be meat scraps and bones. All commercial haulers and transfer stations will be required to provide collection or drop-off of food scraps, with exceptions presently being determined by the Legislature. Many local residents are engaged in backyard composting and more are being encouraged and educated to do so. The Windsor Energy Committee is in the process of developing a community composting system and the Windsor schools are working to determine how they will meet the existing mandate. A successful collaborative composting program between the State Street School and the now defunct Southeast State Correctional Facility (SSCF) ended a few years ago with the closure of the SSCF.

#### **Goals**

- 1) Dispose of solid waste in a legal and environmentally responsible manner with emphasis on conscientious purchasing, reuse, recycling, composting and on private sector involvement.
- 2) Maximize efforts to reduce waste, reuse, recycle and compost materials in order to minimize landfilled or incinerated solid wastes and their harmful emissions.
- 3) Reduce/eliminate litter in public areas, encourage/mandate the cleanup of private areas, and develop a culture that respects and takes pride in a clean environment.

### Policies

- 1) Encourage the schools, the hospital and other local large institutions and facilities to reduce their use of materials, reuse what they can, recycle, and compost.
- 2) Develop, encourage and continue agricultural practices that minimize environmental impact and maximize human health.
- 3) Strongly encourage community-wide reuse, recycling and composting.

### Recommendations

- 1) Continue to review the viability of Municipal Recycling with respect to private haulers, local enterprise, and the effectiveness of “single stream” (“no sort”) methodology.
- 2) Continue to develop publicity and education programs to inform the public about recycling and composting.
- 3) Design informational materials to demonstrate the long-term financial and environmental benefits to the community by reducing its waste stream.
- 4) Ensure that private haulers are aware of the Act 148 requirement to provide curbside recycling.
- 5) Support local composting efforts, including the creation of a composting facility.
- 6) Support the development of composting systems in the schools, area institutions, restaurants and other facilities.
- 7) Strengthen regulations and increase enforcement of anti-litter and trash ordinance.
- 8) Create an enforceable ordinance to regulate the storage of unused vehicles and lawn equipment, and educate citizens about the danger of automotive fluids leaching in the ground and ground water.
- 9) Initiate a community-wide education and awareness campaign to reduce litter and trash.
- 10) Continue bi-annual bulky waste disposal collections (e.g. furniture, appliances, rigid plastics, electronics, etc.).
- 11) Continue household hazardous waste collections.
- 12) Educate residents and businesses about the use of pesticides, herbicides and their harmful effects on the natural habitat.
- 13) Continue to educate residents and businesses about the proper method to recycle or dispose of batteries, fluorescent bulbs, paint, electronics and household hazardous waste.

### RECREATIONAL FACILITIES

Windsor is fortunate to have a considerable variety of recreational facilities, particularly for a town of Windsor's size. Camping, swimming, hunting, fishing, tennis, ice skating and ice hockey, hiking, picnicking, observing wildlife, track and field, baseball, softball and basketball, biking, cross-country skiing, snowshoeing, and snowmobiling are all available to Windsor residents and visitors. The Cornish-Windsor Covered Bridge, Windsor Public Library, American Precision Museum, Old Constitution House, The Windsor School District facilities, Summer Recreation Program and Concerts on the Common, Constitution Common, and the countless attractions of Paradise Park and Mill Pond comprise some of

## WINDSOR TOWN PLAN

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Windsor's many recreational resources. Many important recreational opportunities in Windsor are provided by the recreation programs of the State Street School and Windsor Jr./Sr. High School, as well as the Health Unlimited programs offered through the Mt. Ascutney Hospital and Health Center.

The existence of a great network of trails is a benefit to the whole area. The expansion and improvement of Windsor's pedestrian and bike trail systems remains a priority for the Town. In addition, the immediate Windsor area offers unusually diverse recreation facilities and programs. These include the John P. Larkin Country Club golf course; Wilgus State Park; Vermont Association of Snow Travelers (VAST) trails, Ascutney State Park; Windsor Grasslands Wildlife Management Area; St. Gaudens National Historic Site; downhill and backcountry ski facilities maintained by Ascutney Outdoors; the Mt. Ascutney Sports and Fitness Center; the year-round programs offered by the Vermont Adaptive Ski and Sports Association; the Windsor Community Center, Mill Pond Aquatic Center (swimming area) and the Windsor Resource Center.

The beauty of Windsor's Connecticut River Valley setting lends a special quality to the unusually rich choices of recreational opportunities for people of all ages.

The ongoing success of Windsor's recreational programs is attributed to the dedicated efforts of the many individuals, municipal departments, and organizations whose commitment to their task is exemplary. The Town Plan recognizes Windsor's fine record of providing a complete range of recreational opportunities to all its citizens. What is being proposed is to recognize what we have, to keep it viable, and to broaden its operations where feasible. Some of Windsor's downtown recreational facilities are shown on a map in the back of the Plan.

The Capital Budget and Program includes funding for parks/major equipment needs.

Windsor is partnering with neighboring communities and recreational organizations to implement an outdoor recreation plan for the Mount Ascutney region. The overall purpose of this multi-jurisdictional effort is to identify ways to strengthen recreational and economic opportunities, explore ways to connect villages to recreation areas, and to serve as a foundation for future collaborative efforts to market the area as a recreational destination.

### Goals

- 1) Maintain and enhance recreational opportunities for all residents and visitors.
- 2) Broaden accessibility to recreational facilities for handicapped and elderly citizens.

### Policies

- 1) Developments should not significantly diminish the value and availability of outdoor recreational activities.
- 2) Public access to non-commercial outdoor recreational opportunities, such as lakes, rivers and hiking trails, should be protected.
- 3) Provide public access to the Connecticut River.
- 4) Maintain historic water-levels at Mill Pond, Lake Runnemede and Grasslands WMA Pond.
- 5) Promote sidewalk and trail networks to create safe, walkable conditions in and around the downtown, and to encourage walking, bicycling and other forms of outdoor recreation.

### Recommendations

- 1) Attempt to maintain the diverse number of recreational opportunities and continue to make them available for townspeople of all ages. A comprehensive list of all recreational activities in

## WINDSOR TOWN PLAN

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Windsor is attached as Appendix A.

- 2) Establish optimum physical standards for each of Windsor's existing recreational facilities. This project could be assisted by a temporary committee including appropriate members of the Municipal Staff, the Director of the Recreation Department, and interested citizens.
- 3) Establish optimum operating and maintenance standards for each of Windsor's existing recreational facilities. This project could also be assisted by an advisory committee. Create a plan for regularly scheduled maintenance and upkeep of all recreational facilities.
- 4) Work with State, regional and local officials to maintain or improve water quality standards at Mill Pond and Lake Runnemede.
- 5) Support municipal funding of activities for the Windsor Community Center Program.
- 6) Continue support for and promotion of better use of the Connecticut River as a recreational resource, including developing an overlook at the end of River Street and boat access off Jarvis Street.
- 7) Continue to collaborate with regional partners to improve, maintain and promote the regional network of trails.

### 3. EDUCATION AND CHILD CARE

A quality school is a cornerstone of a vibrant town. Maintaining the State Street School and Windsor Middle and High Schools in the present downtown location is a key element in maintaining a vibrant community.

Windsor is a member of the Windsor Southeast Supervisory Union (WSSU) which provides centralized administrative services, including superintendent, special services and business management for four towns: Hartland, Weathersfield, West Windsor and Windsor. The Windsor school system now employs one principal (K-12), and professional and support staff. A five-member elected Board of School Directors is responsible for budgets and setting policies for the school system. A separate Board exists for the WSSU.

Windsor opened the doors to its new school, housing grades K-12, with a total capacity of 950 students in March of 1997. Tuition students come from surrounding areas. However, surrounding towns currently have school choice and some of those students opt to attend Hartford, Dresden, Kimball Union Academy or Woodstock schools. According to Agency of Education reporting, K-12 enrollment at the Windsor School was 580 students for the 2017-2018 school year.

Besides a balanced academic program, there are other distinctions making the Windsor Schools a desirable learning environment. They are as follows:

- The State Street School has a partnership with the Vermont Institute of Science, Math and Technology. The school was chosen due to its commitment in these academic areas that relate to the Common Core Standards.
- The Lois F. White Theater is included as part of the new building complex.
- The school has state championship-level athletics and a no-cut athletic team policy. The new gym seats 800 and offers a sports walking track that is open to the community.
- The academic program offers advanced placement English and Studio Art.
- The school has recently implemented a new process that requires every teacher and administrator be evaluated annually.
- Town lands (Paradise Park) are accessible as an outdoor classroom adjacent to the school complex. Forestry, wildlife management and other outdoor educational opportunities are at the Windsor Schools doorstep.
- Qualified Windsor Students may attend a program offered at Dartmouth College. Some college freshman classes are offered to students based on space availability.
- Windsor High School Student Vocational needs are met through the Hartford Vocational School.

#### Continuing Education

Various types of higher education are offered in communities surrounding Windsor. Community College of Vermont has two convenient sites, one in White River Junction and the other in Springfield, VT. In New Hampshire, River Valley Community College in Claremont and Lebanon, Granite State College in Lebanon, Franklin Pierce University in Lebanon, and Dartmouth College in Hanover also offer continuing education programs. In Windsor, various enrichment and health related programs are offered by the Prevention Partnership through the Mount Ascutney Hospital.

### **Education Facilities**

The main goal of improving the quality of buildings, grounds and learning environment has been addressed by the construction of the new school. The school was designed to accommodate students for at least five years and to be expanded in the future if necessary. The school has adequate capacity for current and future conditions, based on anticipated modest population trends. The new school is located in the center of town, unlike schools in many communities which are located on the fringes of town or in outlying rural areas.

### **Educational Improvements**

Efforts should be made to improve academic performance of students. Academic performance, as well as athletics, are often the first lines of research done by companies and individuals desiring to relocate. Every effort should be launched to be certain that Windsor students can compete at higher levels of education and compete in the workforce. The Town of Windsor will support efforts to attract institutions of higher education such as trade and technical schools and colleges.

### **Child Care Facilities**

Child care is an important consideration for employers and families with young children. Windsor has three licensed child care providers and three registered homes, with additional services in the surrounding towns. To date, there has not been an analysis of the need for additional child care providers in the area. Anecdotally, it can be a particular challenge to find child care for infants in this region.

#### **Goals:**

- 1) Maintain and broaden access to educational and vocational training opportunities for the youth of the Town.
- 2) Provide an efficient and effective public school system that serves the educational needs of the broader community.
- 3) Encourage access to work force training and life-long learning opportunities for adult residents.
- 4) Ensure the availability of safe and affordable child care for residents and workers in Windsor.

#### **Policies:**

- 1) Encourage policies that attract more families to the community and attend the Windsor schools as the current capacity for more students allows.
- 2) Maintain a rate of growth that does not exceed the ability of the community to provide educational services.
- 3) Encourage the development and operation of child care facilities within the Town in accordance with the zoning bylaws.
- 4) Encourage municipal policies and student awareness of the environment, energy, agriculture and nutrition.

#### **Recommendations:**

- 1) Encourage the school system to plan for capital needs and maintenance.
- 2) Support and enhance pre-kindergarten education programs to ensure that all students enter school ready and able to learn at grade level.
- 3) Review Zoning Bylaws and other town regulations to make sure they facilitate the creation and retention of licensed and registered child care facilities in the town.

## WINDSOR TOWN PLAN

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- 4) Work with all members of the community to evaluate the need for additional child care facilities or services.
- 5) Given declining enrollment trends, explore ways to maintain or enhance enrollment or consider other options to provide a quality, cost-effective education for residents.
- 6) Encourage any and all efforts to designate the Windsor High School to serve as the regional school for surrounding towns.
- 7) Encourage any and all efforts to maximize educational performance and for all students in the Windsor schools to reach their full potential.
- 8) Encourage environmental educational and farm-to-school programs.
- 9) Continue to sponsor and hold regional education events.
- 10) Implement Act 148 by starting school recycling and composting.

## 4. ENERGY

Appendix A contains the Enhanced Energy Plan for the Town of Windsor, which replaces the former Energy Chapter.

## 5. HOUSING

### PURPOSE

The purpose of this chapter is to document the existing housing situation in Windsor and address housing needs for the community. The densely-settled downtown served by infrastructure supports fairly high levels of affordable housing, and rental housing makes up for a significant percentage of Windsor's housing stock. One of the Town's challenges is to improve the quality of the existing rental housing structures, while trying to keep rent costs affordable. Windsor also seeks to provide a greater diversity and integration of different housing types (i.e. mixed-income neighborhoods).

### HOUSING ANALYSIS

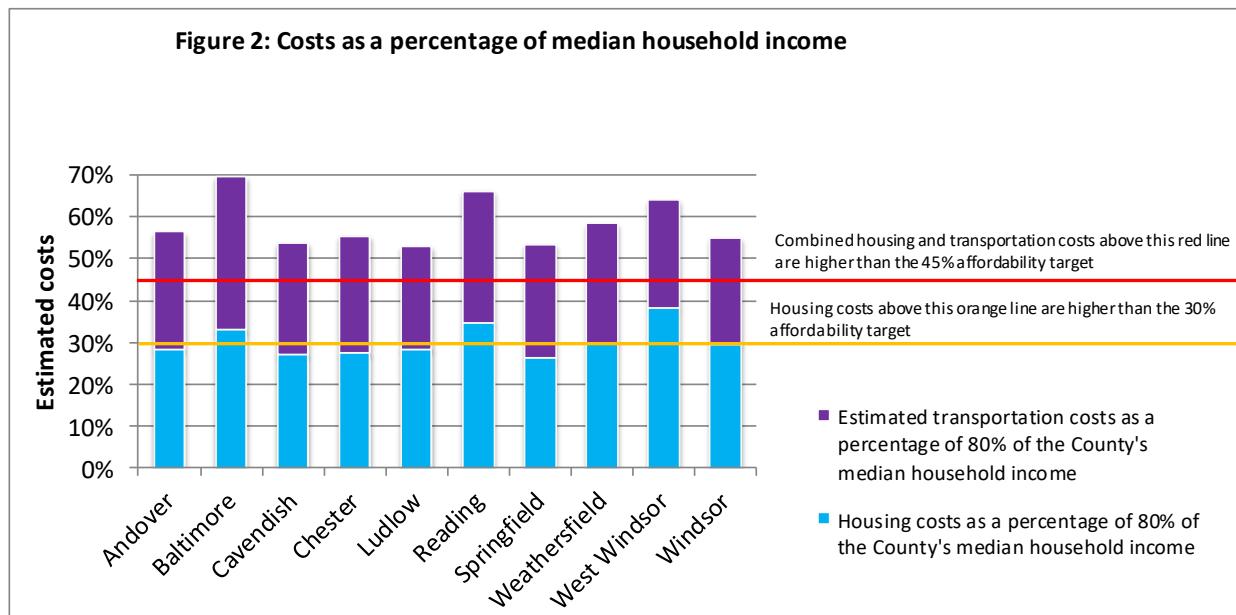
The largest concentration of housing in Windsor lies within one mile of the downtown Central Business District. The reason for this is a combination of available infrastructure, historic development patterns, and development constraints, such as mountains, steep slopes, rivers, ponds, wetlands, and other natural constraints as discussed in other chapters of the Plan. The housing is dispersed throughout the rest of town in typical rural settlement patterns. Between 1990 and 2000, the total number of housing units in Windsor decreased by about 2%, but increased by approximately 6% between 2000 and 2010, according to the U.S. Census Bureau. 2013-2017 Census Bureau estimates put the approximate current total number of housing units in Windsor at 1,724. The percentage increase in Windsor – an annual average growth rate of 0.4% – is smaller than in most other communities. The reason for this was a combination of jobs lost in the machine tool industry and a dramatic increase in service-related jobs in Lebanon and Hanover, N.H. and White River Junction, VT. In more recent years, the increase in the number of housing units is, in part, due to Upper Valley workers' attraction to Windsor's proximity to DHMC, outstanding recreational and historic amenities, and the integrity of the traditional downtown. However, high vacancy rates temper the increase in total housing units.

After reaching a high of \$168,000 in 2006, median home prices declined approximately 12.5% between 2006 and 2010 to \$147,000, according to data from the Vermont Department of Taxes. Between 2010 and 2017, median home prices remained relatively constant at around \$147,000. Fair market rent (based on 40<sup>th</sup> percentile costs for rent and utilities) for a two bedroom unit in Windsor is \$1,057 for 2017, according to the U.S. Department of Housing and Urban Development.

There is an obvious disparity between the rates of growth in the cost of housing compared to income levels of Windsor residents during approximately the same time period. Between 2000 and 2008, according to the Vermont Tax Department, residents of Windsor experienced moderate growth in their Median Family Adjusted Gross Income of 20.7%, an annual average growth rate of 2.1%. Income decreased the following year. The gap between the median family adjusted gross income for Windsor and the State has increased. Windsor's median family income in 2000 was nearly 89% of the State level of \$46,113, but slipped to 81% in 2010. By 2016, Windsor's median family income (\$57,176) closed the gap to 84% of the State's (\$67,850).

## WINDSOR TOWN PLAN

A recent analysis by the Southern Windsor County Regional Planning Commission (SWCRPC) suggests that transportation costs significantly reduce the affordability of living in Windsor, as opposed to



housing costs. In general, housing costs are at the 30% affordability target, but transportation costs are estimated to be approximately 25%, far exceeding the affordability target of 15% for transportation costs. This is largely due to traveling to out of town locations for work, shopping and services. Figure 2 shows the results of this housing and transportation affordability analysis.

Windsor provides a significant amount of the existing affordable housing units in the region. Estimates put rental units at 47% of all occupied housing units in 2017. Approximately 3.5% of rental units are vacant (American Community Survey, U.S. Census Bureau). However, there are no local quality standards and the existing condition of many apartment buildings in Windsor is in need of improvement. Windsor has a need for more starter homes as well as a better integration of housing types and models, including middle- and high-end housing.

The Town's relatively small geographic size combined with land subject to current conservation easements, floodplain and floodway restrictions, an abundance of state-owned land, and former industrial sites with brownfields contamination all serve to substantially limit available land for new growth. Therefore, with some exceptions, efforts to provide housing are generally limited to fixing up or converting existing buildings and in-fill development within the Downtown and surrounding high- and medium-density neighborhoods. A number of the existing historic buildings in the Downtown that currently provide affordable housing are in need of some repair. Windsor's participation in the Downtown Program makes these building owners eligible for tax credit programs that encourage improvements to historic buildings.

### EQUAL TREATMENT OF HOUSING

Under the equal treatment of housing provision (24 V.S.A. §4412 (1)), no local bylaw may have the effect of excluding affordable housing for low and moderate income populations. This statute also enables accessory dwelling units for single-family residential dwellings. An accessory dwelling unit is an efficiency or one-bedroom apartment that is clearly secondary to the owner-occupied residence, but it does not need

## WINDSOR TOWN PLAN

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to be physically attached to it. Accessory dwelling units are a good way to provide additional affordable housing opportunities while allowing homeowners an ability to earn supplemental income, if desired.

### **Goals**

- 1) Establish decent affordable housing in a suitable living environment for all residents of the Town of Windsor.
- 2) Ensure sufficient availability of a variety of housing types and models.
- 3) Promote more extensive public transportation services in order to provide better access to jobs, reduce transportation costs, and improve the affordability of living in Windsor.

### **Policies**

- 1) Apartment buildings are subject to applicable State Building Codes and shall be maintained in safe condition.
- 2) Encourage the preservation, development or rehabilitation of attractive, energy-efficient housing, designed to maintain the character of the residential areas of Town.
- 3) Support the Windsor Housing Advisory Committee and the Windham and Windsor Housing Trust in their efforts to provide affordable housing in a manner that is consistent with Windsor's Town Plan.
- 4) Ensure that the primary focus of Windsor's housing revolving loan fund be directed toward owners of existing single- and multi-family housing who are ineligible for rehabilitation loans through conventional sources.
- 5) Allow mixed residential and commercial development in the downtown business district.
- 6) Encourage the development of programs that improve the quality of the housing stock in the town.
- 7) Ensure that the design of any proposed new or renovated housing is consistent with the characteristics of the surrounding area in terms of unit design and site location.
- 8) Encourage developers planning new housing to consider the location with respect to the physical limitations of the land, proximity to roads, distance from commercial or service centers and other constraints. Larger-scale developments and housing facilities should be located within or adjacent to the downtown area and served by public water and sewer. Housing developments in the rural areas of Town shall be of limited size and appropriate for the character of the area.
- 9) Ensure that affordable housing is integrated with housing for other income levels in order to maintain or establish mixed-income housing patterns.
- 10) Encourage innovative site plans and construction designs that utilize cost-saving materials, efficient site location, and other cost- and energy-efficient methods for the development or rehabilitation of housing.
- 11) Encourage architectural styles and patterns which are compatible with and responsive to traditional building characteristics and land use patterns; projects in the Design Review District are subject to Windsor's Design Guidelines.

### Recommendations

- 1) Analyze the housing stock in Windsor to determine where housing is inadequate or in need of repair.
- 2) Develop a compliance plan to improve the condition of existing housing properties that are in disrepair.
- 3) Develop and enforce local building standards.
- 4) Work with the Southern Windsor County Regional Planning Commission, Windham and Windsor Housing Trust and other partners to develop a regional fair-share housing analysis and program.
- 5) Seek funding mechanisms and opportunities to improve existing housing.
- 6) Provide educational workshops to the community on building code and legal requirements, and enforcement and implementation methods.
- 7) Coordinate building code enforcement efforts with the Vermont Division of Fire Safety.
- 8) Implement recommendations of the Downtown Master Plan that integrate housing, infrastructure and economic development needs.
- 9) Review the zoning bylaws and subdivision regulations to make sure the regulations better support desirable housing types and patterns.
- 10) Work with partners to improve public transportation (e.g. buses, commuter rail, etc.) in order to improve access to jobs and services, and lower housing and transportation costs for Windsor residents.

## 6. TRANSPORTATION

### PURPOSE

This chapter serves as Windsor's transportation plan in accordance with 24 V.S.A. §4382(a)(3) that documents the present and prospective transportation related infrastructure. The existing transportation system is generally considered adequate in order to support anticipated growth within the next five years, unless otherwise noted in this chapter. The FY 2020-2024 Capital Budget and Program includes anticipated needs for highway department equipment and building maintenance. Voter-approved bond funding will assist with funding improvements to the road and bike and pedestrian trail systems.

### HIGHWAYS

Driving cars and trucks on the road network is the primary form of travel for Windsor residents. There are 16.6 miles of State-maintained highways. State highways include I-91 and US Route 5 connecting to points north and south, VT Route 44 connecting to West Windsor and Reading, and VT Route 44A connecting Ascutney to VT Route 44.

The Town of Windsor maintains 33.7 miles of Town highways, including 4.1 miles of class 1 roads (i.e. Main Street, Union Street, western portion of Ascutney Street), 5.3 miles of class 2 roads (i.e. State Street, County Road, Bridge Street, Cole Hill Road, northeastern portion of Ascutney Street), and 24.3 miles of class 3 roads. There is just under 1 mile of class 4 roads and 0.2 miles of legal trails, as defined in 19 V.S.A. §302, both types of which are valued for their public recreational uses. The Town highway system also includes bridges, culverts, storm drains, roadside ditches, guard rails, right-of-way tree maintenance, traffic control devices, pavement markings and street signs.

The primary needs of the roadway network include repaving, resurfacing and grading unpaved roads, replacing and upgrading drainage structures. Paving US Route 5 is needed. Bridge projects needs include Bridge 55 on Main Street (top priority), Bridge 24 on Brook Road (second priority), and Bridge 27 on Johnson Road. Sign and culvert replacement programs should continue to strategically replace structures in poor condition and make upgrades as needed to meet the current standards.

In recent years, the town has been addressing years of deferred roadway maintenance. The Capital Budget and Program is used to plan for needed capital investments. In 2017, VTrans resurfaced Main Street and most of Route 44 to the West Windsor town line. Ascutney Street and sections of Cherry Street and Durkee Avenue were paved in 2018. Pine, Court and Jacob Streets were completed in 2019.

The Cornish-Windsor Covered Bridge is an iconic landmark, but it is owned and maintained by the State of New Hampshire. The State of New Hampshire has scheduled extensive shoreline remediation on the Windsor side in the next 12 months.

### BICYCLING & PEDESTRIAN FACILITIES

The Town maintains about 8 miles of sidewalk, which are primarily located in and around the downtown area. Windsor is a dense, walkable downtown due to the pattern of growth and existing sidewalk network. In this way, the community is clearly an example of the Smart Growth

## WINDSOR TOWN PLAN

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Principles as defined in 24 V.S.A. §2791. The Town has a strategic sidewalk improvement plan to improve walkability and pedestrian safety. Over the past decade the Town has obtained grants and other funds to help implement that plan.

A path is planned to connect the downtown area with Artisans Park. In addition, establishing a trail network on and around Mount Ascutney and connecting to the trails in West Windsor are desired. This planned trail network is part of an effort to improve local bicycle and pedestrian facilities as well as economic development strategies to improve outdoor recreational opportunities.

Bicycle-related improvements are desired at the S-curves along US Route 5, connecting the downtown to the industrial park area and beyond.

### RAILROAD

The New England Central Railroad (NECR) passes through Town, providing freight and passenger rail services. Amtrak passenger service to Washington, D.C. stops at the train station located on Railroad Avenue in the heart of downtown Windsor. This is an important asset that should be maintained for the community. Recently completed track upgrades improve the speed of travel along this rail line. Amtrak is working with the Town to make improvements to the train station platform. This work is scheduled to start in 2019.

### PUBLIC TRANSPORTATION

Connecticut River Transit (aka “the Current”) provides public transportation services for Windsor and the surrounding region. Current services include a commuter route to the Upper Valley with stops at the Exit 8 and Exit 9 park and ride lots. With at least two-day notice, dial-a-ride service between Windsor and Springfield is available. Service is also available for elders and persons with disabilities for medical appointments. Enhanced marketing within Windsor would help to inform residents of the existing services that are available. A study is needed to determine the needs for more frequent service and adding bus stops in the downtown area. Connecticut River Transit is currently seeking funding to provide additional bus service for Windsor.

Greyhound provides intercity bus service, but there are no stops in Town. The closest Greyhound bus stop is in White River Junction. Dartmouth Coach (Lebanon, N.H.) provides bus service to Boston Logan Airport and New York City.

The Veterans Administration and Volunteers in Action provide rides to medical appointments for veterans and the elderly, and school buses provide rides for Windsor students to Windsor schools and to the Hartford Vocational-Technical Center.

### AIRPORTS

There are no airports in Windsor. The closest commercial airports include the Burlington International Airport (Burlington, V.T) and Manchester Boston Regional Airport (Manchester, N.H.), both approximately 1.5 hours drive from Windsor. In addition, the airport in Lebanon, N.H. and Rutland provide regional passenger services. The Hartness State Airport in North Springfield provides general aviation services.

### PARKING

## WINDSOR TOWN PLAN

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Parking within the downtown consists of on-street parking, municipal lot spaces, and about 150 private off-street parking spaces. A new 20 space lot was created on Main Street near the diner. The recent sidewalk replacement project in the same area added another 9 spaces. A 24 space park-and-ride lot on River Street has been completed using a grant from VTrans. Parking capacity appears adequate at the present time. However, the Downtown Windsor Master Plan includes concepts to improve or maximize off-street parking.

### Goal

- 1) To provide for a safe, convenient, economic and energy efficient transportation system that respects the integrity of the natural environment, including public transit options and facilities for pedestrians and bicycles.
- 2) To maintain a functional and attractive roadway network that preserves the rural and historic character of Windsor.
- 3) To provide a multi-modal transportation network that supports the development goals and policies of the Town Plan.

### Policies

- 1) A Traffic Impact Study shall be required of all applicable developments in accordance with Appendix A of the *Town of Windsor Zoning Regulations*.
- 2) Ensure that development does not adversely impact traffic flow. If traffic mitigation is required, financial contributions to provide public transportation services can be used in lieu of roadway improvements.
- 3) New and expanded developments must provide adequate parking. Off-street parking requirements shall be waived for the redevelopment of existing historic structures within the Designated Downtown District.
- 4) The types of transportation infrastructure to be provided shall be consistent with the Future Land Use Category descriptions.
- 5) Town highways as well as private development roads and structures must meet the most current town highway codes and standards, which includes road widths as specified in Section 5.05 of Title 11 of Town of Windsor Ordinances.
- 6) Roads within the downtown shall be designed for slow speeds and narrow streets in order to further smart growth principles, improve pedestrian safety and protect the historic character of the area.
- 7) Development along a town highway shall be subject to a local access permit and related standards. Development along a state highway must meet *VTrans Access Management Program Guidelines*.
- 8) Encourage the use of rail as an alternative for the movement of goods and people.
- 9) Structural improvements to Bridge 55 on Main Street shall not diminish the historic character of this concrete arch structure.
- 10) Improve bicyclist safety along US Route 5 between the downtown and industrial park with any major state repaving or reconstruction project by narrowing travel lanes and increasing shoulder widths.

### Recommendations

- 1) The Town should conduct a condition assessment of culverts, bridges, roads and sidewalks at least every three years.
- 2) Implement a strategic maintenance program of roads, culverts, bridges and sidewalks through the Capital Budget and Program.
- 3) When replacing bridges and culverts, upgrade structures in accordance with the town highway standards, including conducting hydraulic studies on all roadway structures to be replaced in order to determine the adequate replacement size and promote flood resiliency/climate adaptation.
- 4) Participate in regional Transportation Advisory Committee (Southern Windsor County TAC) activities.
- 5) Explore opportunities to improve and maximize off-street parking within the downtown.
- 6) Integrate local transportation planning with land use policies.
- 7) Coordinate with local and regional public transit providers to address the transportation needs of the elderly and persons with disabilities populations.
- 8) Encourage the use of Amtrak passenger and commuter service through promotion and local events.
- 9) Improve connections to public transportation from the Amtrak platform.
- 10) Continue to make efforts to implement recommendations from the Windsor Downtown Master Plan and the Right Side of the Tracks project.
- 11) Explore amending town highway standards and subdivision road standards to be more like the standards found in the Smart Code.
- 12) Re-evaluate road surface types and winter maintenance strategies in order to save money.

## 7. LAND USE

### PURPOSE

This chapter documents existing land use patterns and articulates the desired future growth patterns for the Town of Windsor in accordance with 24 V.S.A. §4382(a)(2).

A community rich in history, Windsor is the birthplace of Vermont and is notable for the precision manufacturing industry that was the foundation for the American industrial revolution in the 1800s. While manufacturing is still an important component of the local economy, Windsor has largely transitioned in recent years into a bedroom community for people employed in the Upper Valley.

Windsor's walkable historic downtown, surrounded by a rural countryside is a rare, real-world example of the State planning goal to "maintain the historic settlement pattern of compact village...separated by rural countryside" [24 V.S.A. §4302(c)(1)]. The downtown is surrounded by outstanding natural and recreational assets, such as the Connecticut River, Mill Pond, Runnemede Pond, Paradise Park and Mt. Ascutney State Park. The Downtown Master Plan completed in 2012 explores what is possible when focusing redevelopment efforts on the downtown area, along with strategic infrastructure investments.

### EXISTING LAND USE

Land use patterns in Windsor have developed naturally in a classic village pattern. There is a downtown commercial center near the Connecticut River with industrial uses nearby. The downtown is home to many beautiful historic buildings. Immediately outside of the downtown and to the west of Route 5 are high- and medium-density residential neighborhoods, sprinkled heavily with historic structures. Beyond these neighborhoods are rural areas, where large residential lots are the rule, with substantial farmland and forested areas. All of the high-density residential areas are served by Town water and sewer, as are most of the medium-density residential areas, and portions of the rural residential areas along County Road and Route 44. The density of development and population is highest in and around downtown, and tapers off to the north, south, and west. The Interstate highway generally separates the densely developed areas from the rural countryside that consists of forests, farms, and rural settlements that are generally limited by steep slopes and other natural constraints.

Discussed below, and shown on the Existing Land Use Map which is included with this Plan, is an illustration of existing development patterns.

#### Downtown

Historic buildings line the streets in Windsor. The original site of the town center is where the legion hall stands today. It is characterized by the village green on the north side of State Street. A granite marker, south of the Congregational Church, was the spot of the first meetinghouse until 1798.

Downtown Windsor is easily accessible by foot. Banking, restaurants, retail shops, professional services are located within downtown, and schools and the Mount Ascutney Hospital are located within a half mile of downtown. This area is served by infrastructure, including sidewalks, on-street parking, Amtrak rail station, and public water and sewer services. Connecticut River Transit provides public transportation services for Upper Valley-bound commuters as well as dial-a-ride services for medical appointments and similar trips.

## WINDSOR TOWN PLAN

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The Downtown Master Plan identifies neighborhoods that combine to create the downtown area, including the following:

- Central Business District (CBD) along Main Street where dense, multi-storied buildings support commercial uses on the ground floor with offices or residential uses on the second and third floors.
- North Main Street comprises an area between the CBD and Price Chopper, with many large historic homes and a mix of museums, inns, residences and professional offices.
- South Main Street extends from the CBD to Lowell Street and includes a mix of uses, including churches, professional offices, commercial uses, museums, and residences.
- Court Street Square and the surrounding historic neighborhood along State Street include residential and civic uses in many notable historic buildings.
- The Bridge Street neighborhood is between the Cornish Windsor Covered Bridge and the New England Central Railroad tracks. This area includes a number of historic homes, but it is largely located in the floodway. Buildings along much of this road are subject to the flood hazard regulations.
- Riverfront includes areas along River Street east of the railroad tracks and the Jarvis Street neighborhood. Similar to Bridge Street, this area is located within either floodway or floodplain zones, and is subject to local flood hazard regulations.
- Industrial heritage area includes a few large industrial sites located between the railroad track and the Connecticut River, including Goodyear, Cone-Blanchard and the railyard area. While redevelopment is subject to floodplain-related local standards, there is significant potential for redevelopment. Portions of this area are active in the regional and state brownfield cleanup programs.

A number of local initiatives and rules are in place for all or portions of this downtown future land use area, including the following:

- **Downtown Program Designation:** In 1999, Windsor applied to the Vermont Downtown Board to include the downtown historic district, Court Square and the Industrial Heritage area (formerly known as Rails-to-Riverfront) as a “Designated Downtown.” Designated downtowns are eligible for state grants and tax credits through the Downtown Program and receive priority for state and federal funds. (See the Downtown District boundary on the Future Land Use Map.) Designation under this program is a highly valuable tool for implementing many aspects of this Plan. Designation was last renewed in 2016. See the Economic Development Chapter for more discussion.
- **Design Review District:** In 2005, the Selectboard adopted an expanded Design Review District to encompass the entire designated downtown district, in accordance with an amendment to state enabling legislation requiring that the boundaries of the Design Review District must coincide with those of the designated downtown. Buildings within this District are subject to the applicable design review standards in the Zoning Ordinance and the Design Review Guidelines.
- **Windsor Village Historic District:** The historic district in Windsor was expanded in 2014 to include 360 buildings, and is now the second largest historic district in Vermont. See the Historic Preservation section in Chapter 8 for more detail.
- **Certified Local Government:** Windsor is designated as a Certified Local Government (CLG). A 1980 amendment to the National Historic Preservation Act of 1966 requires that at least 10%

## WINDSOR TOWN PLAN

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of states' Historic Preservation Funds be given to CLGs. A local government becomes eligible for this program when the State Historic Preservation Officer (SHPO) certifies that the local government has established its own historic preservation commission and a program that meets state and federal standards. In addition to being eligible for matching survey and planning grants, CLGs review nominations of National Historic Register properties within their jurisdictions and provide local perspective to the plans and programs of the VT Division of Historic Preservation.

### **Residential**

Residential development is most concentrated surrounding Windsor's downtown where the most municipal services are provided. There is a mix of single- and multi-family housing with single-family housing becoming prevalent immediately west of Route 5. Minimum lot sizes range from 7,000 to 12,000 square feet allowed by existing zoning standards for locations served by public water and sewer. In the further reaches of the town, low-density residential development predominates, and is permitted by current zoning, in minimum lot sizes ranging from 40,000 square feet to 25 acres.

### **US Route 5 Corridor**

US Route 5 connects Windsor to I-91 to the north at Exit 9 in Hartland and at Exit 8 in Ascutney to the south. Sections of US Route 5 both north and south of downtown are notable for clusters of single-family residences and scenic farm land. Development along the Roadside Business and Industrial zoning districts is starting to look like typical strip commercial development. However, there are a number of opportunities for redevelopment along this corridor in ways that improve this situation, as articulated in the future land use section.

### **VT Route 44 Corridor**

VT Route 44 is the western approach to Windsor, and connects to Ascutney State Park, and the Towns of West Windsor, Reading and Woodstock. This is an important access to the Ascutney Mountain Resort, once it reopens. Most of the land along this road is developed as small residential lots, and has topography or natural features that limit commercial development options. A sewer force main line runs along this corridor servicing the ski resort area, but it does not currently serve the rural areas located between downtown and the resort. A small cluster of residences is located around the area roughly defined by the area near VT Routes 44 and 44A, Cole Hill Road, and a portion of Brook Road. Scenic fields and prime or statewide important agricultural soils are found along much this corridor.

### **Industrial Areas**

Industrial activities have historically occurred in three areas, all between Route 5 and the Connecticut River. The Windsor Industrial Park (i.e. Artisans Park) consists of a total of 23.6 acres. Businesses in the park currently include Simon Pearce Glassblowing and Pottery, Harpoon Brewery, Lebanon Screw Products, Land Air Express, Vermont Farmstead Cheese Company, and American Crafted Spirits Distillery. This area also houses a canoe rental establishment and a garden for visitors to stroll through. The remainder of a permitted Planned Unit Development may still be developed. The Windsor Industrial Park now offers recreation and amenities, and in addition allows visitors to view pottery, glass-blowing and beer-making operations in action. Industrial uses are also allowed on Route 5 to the south of the industrial park, where they have access to town water and sewer, as well as easy access to the Interstate.

## WINDSOR TOWN PLAN

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The second industrial area is a tract of land immediately north of the Weathersfield town line which is currently occupied by Biebel Builders and Miller Construction. It is not fully utilized, but may be the best location for heavier industrial development. However, industrial uses can have a dramatic impact on neighboring non-industrial uses. Special consideration should be given to how these uses impact neighboring Weathersfield.

The third industrial area is discussed as the Industrial Heritage area in downtown. This area was the historical core of the local manufacturing area. It is now occupied by older industrial buildings that are currently occupied, but underused. Seldon Technology, a nanotechnology firm, occupies a portion of the former Cone manufacturing building. Several small manufacturers, woodworkers, recycling center, offices and retail uses occupy buildings on the former Goodyear campus.

### **Agricultural and Open**

Agriculture in Vermont has been on the decline for many years but now appears to be growing. Windsor typifies this change. The largest tracts of prime agricultural land in town lie in the flood plain along the Connecticut River both north and south of the downtown area. These strips of good, usable farmland are valuable not only for their agricultural function, but also for their scenic and cultural significance along the Connecticut River Corridor and for their capacity to store and convey flood waters.

The farmlands along US Route 5 north and south are noteworthy not only as quality agricultural soils, but also as scenic resources. These fields communicate a visual transition between the more built up downtown and roadside business district areas, with the rural portion of town.

Since even “postage stamp” gardens can produce significant yields of fruits and vegetables to their owners, agricultural uses of any scale should be encouraged in every part of town. Roadside stands and farmers' markets for selling locally grown produce should be supported by the community.

Prime farmland and soils of statewide importance are identified based on county-based soils mapping data and USDA definitions. Not all of these mapped areas may be economically viable for farming and, therefore, may be well suited for development, especially in close proximity to the downtown. Additional scientific and economic information may be required to refine these areas and to determine if mitigation efforts are warranted for developments on a case by case basis.

Open fields contribute to the valued scenic resources in Town, affording dramatic views of the Connecticut River, Mt. Ascutney and other resources. Open fields are also beneficial as wildlife habitat.

### **Outdoor Recreation and Forest Lands**

Nearly one-third of Windsor's total land area is publicly-owned, a large proportion of which is owned by the State. In the northwestern part of town, the State owns 946 acres on which the former Southeast State Correctional Facility and the Grasslands Wildlife Management Area is located. Most of this land consists of woods and open fields, and is available for outdoor recreational uses. In the southern part of town, Mt. Ascutney State Park covers 2,333 acres of land, most of which is wooded and is used for outdoor recreational purposes. Town-owned recreation lands, such as the Mill Pond beach area, Paradise Park, and the Fairgrounds, are discussed in the Public Lands and Recreation sections of the Municipal Services/Utilities and Facilities portion of this Plan. Although these lands do not directly contribute to the local tax base, they generally do not require local expenditures to provide services. In addition, they contribute toward rural character, protect water quality and provide opportunities for outdoor recreation. The economics of outdoor recreation are notable; see the

## WINDSOR TOWN PLAN

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Mount Ascutney Outdoor Recreation Plan for more details. Despite the abundance of forest and recreation lands in Windsor, Town-owned access to the Connecticut River is lacking.

### **FUTURE LAND USE**

In accordance with the State Planning Goals, growth is desired to further the existing settlement patterns by concentrating most commercial and civic uses as well as multi-family residential in the downtown and surrounding residential areas where infrastructure supports such densities, and maintaining a rural countryside in the surrounding areas to support a working landscape and low-density residential uses and home occupations. Industrial uses are desired in those locations shown on the future land use map and discussed below. Non-residential uses located outside of the downtown shall take measures to avoid or mitigate strip commercial development as discussed below. The Downtown Master Plan provides specific ideas for growth in the downtown, including infrastructure improvements to support such growth.

The Future Land Use map is a representation of the general land use patterns that the Town would like to see develop in the years to come. The future land use designations described below correspond with the designations included on the Future Land Use map. Together, this information is intended to show the types and relative concentrations of development that are most appropriate for different parts of Windsor. This information is meant to:

1. Guide and update effective implementation of local bylaws;
2. Give clear guidance on local priorities in state planning and regulatory proceedings; and,
3. Provide landowners and developers with a tool that will help them locate and design projects in efficient and locally acceptable ways.

### **Downtown**

This area, including a number of discrete neighborhoods that combine to represent the traditional center of the community, is served by infrastructure allowing for the highest densities in Town and encourages travel by walking, bicycling and public transit. All of the following desired traits shall apply to the downtown area:

- a) Served by public water and sewer;
- b) Served by sidewalks, bicycle lanes, bicycle parking, bus stops;
- c) Served by on-street parking; off-street parking, when needed, shall be located to the side or rear of buildings;
- d) Pedestrian building orientation; new developments shall not be auto-oriented or result in strip development patterns;
- e) Existing buildings that are substantially redeveloped (i.e. knock-down, rebuild) shall incorporate site design techniques to meet the desired character of the area, including points (c) and (d) above;
- f) This area shall be the primary location in Town for commercial activities, such as retail, and civic uses typical for downtown areas;
- g) Design review is required per the Zoning Ordinance in order to maintain historical character.

## WINDSOR TOWN PLAN

Downtown Neighborhoods: In addition to the desired downtown traits as described above, desired future conditions for each sub-category shall be as described below.

### Central Business District (Downtown)

This area shall continue to serve as the commercial center of the community in accordance with the following desired attributes:

- a) Highest densities in Town (5,000 square feet minimum lot size);
- b) No setbacks/buiings are built along the edge of sidewalks;
- c) Relaxation of parking standards for existing buildings;
- d) New parking lots shall not front Main Street; existing parking lots that front Main Street shall provide landscaping or other improvements for a change or expansion of use;
- e) Mixed use buildings:
  - 1) Primary first floor use is commercial or professional offices;
  - 2) Second and third floor are used for apartments or professional offices;
  - 3) On side streets, mixed use buildings may allow residential uses on the first level as long as a conversion to commercial or office space is enabled;
- f) Public and recreational uses.
- g) North Main Street (Downtown)

The primary objective for North Main Street is to preserve the historic character. This portion of the downtown shall primarily allow for the adaptive reuse of the existing large, historic homes while maintaining the existing character of the area. The following attributes apply to this area:

- a) Moderate to high density (7,000 square feet minimum lot size); Desired uses include:
  - 1) A mix of residential uses (i.e. single-family, two-family, and multi-family units);
  - 2) Professional offices;
  - 3) Civic uses (e.g. museum, etc.);
  - 4) Inns and bed and breakfasts;
- b) Restaurants without drive-through windows;
- c) Maintain historic character and existing land use patterns, including the existing tree canopy along Main Street;
- d) Adaptive reuses are encouraged, but shall not undermine the historical character of buildings, including historically significant interior features.

### South Main Street (Downtown)

This area currently serves a mix of uses including professional offices, churches, museum, restaurants, gas stations, banks and apartments. In-fill development and investments in some of the existing buildings is desired. This area is intended to facilitate a continuation of the traditional village center, but at slightly lower densities than the CBD. The following attributes apply to this area:

- a) High dnsity (5,000-7,000 square feet minimum lot size)
- b) Desired uses include:
  - 1) A mix of residential uses (i.e. single-family, two-family, and multi-family units)
  - 2) Professional offices
  - 3) Civic uses (i.e. post office, museum, etc.)
  - 4) Inns and bed and breakfasts
  - 5) Restaurants without drive-through windows
- c) Maintain historic character where appropriate or improve the existing character to be more in keeping with the desired downtown traits
- d) In-fill development is desired as identified in the Downtown Master Plan

## WINDSOR TOWN PLAN

### Industrial Heritage (Downtown)

This area is comprised of the former Goodyear and Cone-Blanchard sites as well as the Windsor Railyards area. The following attributes apply to this area:

- a) High density (5,000 square feet minimum lot size);
- b) Redevelopment is desired as identified in the Downtown Master Plan;
- c) Desired uses include:
  - 1) Retail;
  - 2) Professional offices;
  - 3) Civic uses;
  - 4) Inns and bed and breakfasts;
  - 5) Bars and restaurants without drive-through windows;
  - 6) Cultural facilities;
  - 7) A mix of residential uses (i.e. single-family, two-family, and multi-family units);
  - 8) Light industrial uses that are compatible with residential and other existing adjacent uses;
  - 9) Solar farms are desired in this area, but only if they are incorporated into a design that is in keeping with the desired character of the area (e.g. roof-mounted, built onto the existing Goodyear slab, etc.);
- d) Maintain historic character where appropriate or improve the existing character in order to be more in keeping with the desired downtown traits;
- e) Where appropriate, development in this area is subject to local flood hazard regulations
- f) Construction or improvement of a recreational path along the Connecticut River, including recreational access to the River.

### Court Square and State Street Area (Downtown)

This area currently serves a mix of uses including single-family residential, apartments, the square, churches, library, and other compatible uses. The following attributes apply to this area:

- a) Moderate to high density (7,000 square feet minimum lot size)
- b) Maintain the character of this residential neighborhood with the existing mix of compatible uses
- c) Maintain the historic character, including the existing tree canopy

### Riverfront and Bridge Street Neighborhoods (Downtown)

For the purposes of this document, these two neighborhoods generally have the same desired future conditions. The intent of this area is to maintain and improve the existing buildings and neighborhood, and mitigate against flood hazards. The following attributes apply to this area:

- a) Allow for the active and safe use of existing buildings;
- b) Where appropriate, development in this area is subject to local flood hazard regulations;
- c) Construction or improvement of a recreational path along the Connecticut River, including recreational access to the River.

### Roadside

Historically, these were rural areas that, combined with the other sections along US Route 5 North, served as an attractive gateway into Windsor from the north. In the last few decades, these transitional areas are developing a mix of uses that are not, in their current form, desirable. There are a few distinct areas along US Route 5 north of downtown that currently have a mix of non-residential uses and exhibit emerging strip commercial development patterns, including the following areas:

- a) Price Chopper plaza area – this is an area severely impacted by flood issues. Due to the essential services located here (i.e. supermarket, hardware store), great attention should be given to provide a pathway for the continuation of these services in the future.
- b) Roadside Business Zoning District – a wide variety of existing land uses are present in this area, such as small engine repair, restaurant, the Barn People, mobile home park, and a gas station.

- c) The area between the golf course and Industrial Park includes existing uses such as contractor yards, fuel distribution and quarry gravel pit which is effectively played out.

The recent transitional development detracts from both rural character and the visual effect of the northerly gateway into Windsor. In order to improve this situation, these areas shall be subject to special design considerations under site plan or conditional use review, and development of this type is to be limited in nodes in order to avoid spreading out along the entire highway corridor. In addition, industrial-type uses (e.g. contractor yards, fuel distribution and similar uses) must provide landscaping and screening in order to reduce the visual impact of travelers along US Route 5 and adjacent properties. Travelers' services, such as gas stations and automotive repair, may be suitable in these areas as long as they provide landscaping and screening as noted above. Retail and other businesses that are compatible with Vermont's so-called "Downtown Initiative" shall locate within Windsor's downtown, not in these Roadside areas. Development that meets the definition of strip commercial development – which exhibits auto-oriented designs such as parking in the front, large internally-lit signs, and big box-type siting of structures – are not appropriate in these areas. Traveler services and similar uses will be allowed if they provide pedestrian-oriented design, which shall include siting the building close to the roadway, providing parking to the rear or side of the building, and similar techniques. These areas are also subject to the access management requirements noted in the special considerations section.

### **Residential**

The residential designation provides an area for residential and other compatible uses at moderate-to high-densities, as appropriate for the physical characteristics of the land and the availability of community facilities and services. Residential land uses will predominate within these areas, but dispersed agricultural and open land, small-scale neighborhood stores and/or home based businesses, and country inns and Bed & Breakfasts may be appropriate within some residential areas. In some rural areas, where preservation of open lands, wildlife habitat, or scenic views is a priority, cluster development is the preferred development approach for any large development. Smaller developments are encouraged to protect these resources and shall be consistent with historic settlement patterns.

### **Industrial**

The industrial designation makes provision for uses which are inappropriate for commercial or residential areas. The overriding use within the industrial area will be light industry, including light manufacturing or related "See it Made" uses. There may be a few remaining residences within the industrial area; however, future residential development is to be discouraged. Industrial uses shall limit negative impacts on neighboring non-industrial uses by providing landscaping or screening and meeting the other performance standards in the zoning bylaws.

### **Rural**

This category includes rural areas that are generally comprised of larger tracts of land which are best suited to maintaining rural character and supporting outdoor recreation or working landscape activities, including farming and sustainable forestry. Many of the forested areas provide valuable wildlife habitat. Low-density residential and home occupations are also allowed in these areas. Development densities shall depend on several factors, including proximity to major roadways and infrastructure, and environmental constraints, such as topography, wetlands, prime agricultural soils, important wildlife habitat, site suitability for on-site water and sewage disposal, and other

factors. Larger developments shall not be allowed in these areas unless approved as Planned Unit Developments (PUDs) that allow for increased densities of the houses in order to preserve the majority of prime agricultural soils and/or large tracts of forested lands in order to minimize fragmentation.

### **Conservation**

This area is designated for conservation or preservation based on unique environmental characteristics, such as wetlands, shorelines, flood hazard areas, rare and endangered plant and animal species, aquifer recharge areas or a combination of important environmental characteristics. This area also includes publicly-owned lands that are designated for outdoor recreation, agriculture, forestry or other civic uses. This designation consists of areas designated for large-scale outdoor recreation, including but not limited to hiking, camping and snowmobiling. Other varied land uses may occur in these areas, but will be comprised primarily of very low density residential, agricultural and forestry uses. Very low density residential uses may be allowed, but shall be located to the periphery of important natural resources as noted above and identified in this Plan. Any commercial services provided within this designation will directly support the outdoor recreation activity.

### **Overlays**

#### **Farmlands and Open Fields**

These areas include a combination of prime agricultural soils, agricultural soils of statewide importance, active farmlands and open fields. These areas are valued for their existing and future farming uses, as well as their contribution toward rural character. In these areas, clustered or low density development may occur as long as it maximizes the area of land on which economically viable agricultural uses may occur (including forestry, tree farms, and other horticultural activities). Development plans should also consider the aesthetic and rural nature of these areas. Innovative site plans may be required to protect these features. Strong consideration will be given to maintaining healthy, local food production.

#### **Forest Blocks**

This overlay category consists of larger, priority forest blocks and connections between them that provide important wildlife and ecological functions as discussed in more detail in Chapter 8. Ascutney State Park and the Grasslands Wildlife Management Area include large areas of forested lands, which are part of a larger complex of forest blocks that serve a very important function for wildlife connections between VT and NH. Development within this overlay shall be designed and constructed in a way that avoids or minimizes fragmentation and parcelization of these priority forest blocks and habitat connectors.

#### **Special Considerations**

*Special Design Considerations.* The area between I-91 and the Connecticut River due to site conditions and being located in close proximity to public water and sewer infrastructure, invite more intensive developments. Therefore, land development is subject to special design considerations (i.e. site designs, development/building envelopes, building pattern, minimum densities, landscaping, etc.) in order to encourage appropriate types of uses while avoiding strip commercial development patterns. Development in these areas shall be consistent with Smart Growth Principles as defined in 24 V.S.A. §2791(13). Buildings and roads will be sited in order to achieve pedestrian-oriented designs, minimize strip commercial development, avoid irregular shaped lots, promote safe pedestrian accommodations,

## WINDSOR TOWN PLAN

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and minimize impacts to natural resources such as steep slopes, prime agricultural soils, wetlands, significant wildlife habitat areas, flood hazard areas and other development constraints. Minimum densities and site appropriate setbacks may be considered by the Development Review Board.

*Access Management.* Development along the US Route 5 North corridor is also subject to access management and setback considerations in order to reduce strip-like developments, require new parking areas to locate to the side or rear of buildings, minimize curb cuts/promote shared access, and not adversely affect traffic safety. This area currently exhibits emerging strip development land use patterns. Developments and re-developments along Route 5 should incorporate sound access management practices. VTrans' standards within their Access Management Design Guidelines shall apply to all developments in this area. New developments will share driveways and access roads or seek direct access from side roads to the greatest extent possible.

*Ridgelines and Prominent Knolls.* Any development which is proposed at moderate and high elevations and along ridgeline or other prominent knolls should demonstrate that measures have been taken so as the development is not visually obtrusive to surrounding and distant neighbors or from public roadways.

*Flood Hazards.* All development located within the FEMA special flood hazard areas is subject to flood hazard review in accordance with the Windsor Zoning Ordinance. These special flood hazard areas are primarily subject to inundation flooding. Conservation of the broad floodplains along the Connecticut River, including extensive farmland north and south of downtown, will maintain flood storage capacity, which will help mitigate flooding in the lower elevations of the downtown area.

During Tropical Storm Irene, significant erosion damages were sustained in other areas along the Mill Brook. The SWCRPC is currently beginning a stream geomorphic assessment which will help to determine where the river erosion hazard areas are located. Until that process is complete, residents are advised not to build new structures in flood or erosion prone areas of the Mill Brook in particular.

### TIMING AND SEQUENCE OF DEVELOPMENT

One of the most important aspects of planning for future land use patterns is coordination of public investments in local infrastructure. By directing development within the guidelines of the Future Land Use map, the Town can ensure that future investments in roads, water and sewer lines, sidewalks, etc., will not place an unnecessary burden on taxpayers. Conversely, if the Town has an idea of where different types of growth should occur, it can construct utilities and other services in advance, as a way to attract development to Windsor while maintaining some control over its pace and location. Development in any land use designation must be carefully planned in order to maintain the outstanding natural resource characteristics of the area.

The Future Land Use map is based in large part on two important ideas: first, that historical development patterns are what make Windsor attractive, and will foster a healthy economy, strong community spirit, and a stable and affordable tax structure; second, that the most intensive development (commercial, industrial, and medium- to large-scale residential) should occur first and at the fastest pace in and around established and designated centers of these activities. Retail and civic uses shall occur in the downtown and surrounding area that is served by water and sewer. Outlying areas should grow at a slower pace, and should see relatively low-intensity and low-density uses.

### Goal

- 1) Preserve the historic development pattern of a compact mixed-use village areas surrounded by open land, agriculture, forest and low-density residential uses.

### Policies

- 1) Future development shall be consistent with the future land use categories and map.
- 2) Develop only those land use regulations necessary to protect and preserve the health, safety, and welfare of residents and visitors, Windsor's economic viability, and important natural and historic resources, and to effectively reduce municipal costs to support development.
- 3) Intensive growth shall be directed to those areas along major roads and served by existing or planned public water and sewer infrastructure. Where infrastructure expansions are planned, the developer shall pay their proportional share of the necessary expansion costs.
- 4) Ensure that the pace of development correlates with the Town's ability to provide necessary public services, through the use of bylaws and through strategic investment in public infrastructure.
- 5) Direct the placement of appropriate governmental buildings, such as municipal offices, state offices, and Post Offices, to downtown areas, and utilize existing space whenever possible.
- 6) Develop a diverse economic base that will provide jobs, grow the Grand List, increase the number of users of water and sewer services, and have no undue adverse affect on surrounding neighborhoods.
- 7) Efforts to revitalize and redevelop the former industrial and commercial base within the designated downtown shall enhance the vitality and livability of the downtown while restoring employment opportunities for local residents.
- 8) Where development encroaches unnecessarily on forestlands, farmlands, wildlife habitat and/or wildlife travel corridors, development shall cluster or locate to the periphery in order to minimize fragmentation. Planned unit development review shall be required for large developments or developments on large tracts of land.
- 9) Development on large lots in rural areas shall be designed to focus development activities along existing roadways and on portions of land that have the least constraints (i.e. minimize disturbance of water courses, wetlands, steep slopes and other constraints).
- 10) Encourage shared driveways for developments off VT Route 44 outside of the village.

### Recommendations

- 1) Review and revise the zoning, subdivision and flood hazard bylaws to ensure conformance with the Town Plan. Explore ways to streamline the local permitting process for desirable projects that are consistent with the future land use categories and map.
- 2) Seek funding to translate the Downtown Master Plan into a Smart Code, Form Based Code or other innovative land use regulation in order to better guide development in the Downtown area.
- 3) Develop special review standards and procedures for development along US Route 5 North in accordance with the Special Considerations in this Chapter.
- 4) Regularly update the Capital Budget and Program to reflect the goals of this Plan.
- 5) Coordinate local land use planning activities with local conservation and recreation groups, local and regional economic development agencies, and historic preservation groups.
- 6) Actively explore cooperative agreements between landowners and the Town to meet on-street and off-street public parking needs. Provide adequate signage to clearly direct visitors to public parking areas.
- 7) Review permit applications for commercial developments outside the downtown area with the potential impacts on the downtown business climate in mind.
- 8) Actively encourage downtown revitalization and scenic byway beautification programs and

## WINDSOR TOWN PLAN

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projects.

- 9) Seek easements or land purchases to gain public access to the Connecticut River.
- 10) Promote the development of a Connecticut River Corridor Greenway through Windsor.
- 11) The removal of any additional lands from the tax rolls must be very carefully considered, especially with regard to the likely impact on the remaining tax base.
- 12) Invite and actively encourage public participation in local planning and development activities.
- 13) Develop an open space plan in order to lay out priorities for open space preservation and protection, including the identification of economically viable farmlands.
- 14) Work with the Vermont Department of Fish and Wildlife and Southern Windsor County Regional Planning Commission to refine the wildlife habitat map and identify important wildlife travel corridors.
- 15) Seek improvements to non-motorized connections between recreational facilities, civic areas and residential areas.
- 16) Consider establishing impact fees to help finance the Capital Budget and Program.
- 17) Maintain designation in Vermont's Downtown Program in order to provide tools that help to implement goals of this Town Plan.
- 18) The Town should continue to develop planning approaches aimed at protecting and maintaining the current rural nature of all lands west of I-91, and strive to focus any significant development to appropriate areas in and around Downtown.
- 19) Consider all of the areas currently identified as Industrial to see if the classification is still seen as the best and highest use.

## 8. NATURAL, SCENIC AND CULTURAL RESOURCES

### GROUNDWATER/WELLHEAD PROTECTION AREAS (WHPA)

Groundwater is the primary source for drinking water in Windsor, and has many points of exchange both to and from surface water systems. Maintaining good quality and adequate quantities of groundwater are important considerations for preserving the public health and safety.

Windsor's municipal water supply comes from wells on Pumping Station Road near Lake Runnemede. The wells are fed by a "confined unconsolidated aquifer," as defined by the Vermont Department of Environmental Conservation, Water Supply Division. The Water Supply Division identifies Public Water Source Protection Areas for each Public water system source. Groundwater sources are protected through the delineation of Wellhead Protection Areas (WHPAs), which "include recharge areas, transmission zones and groundwater storage areas." The approximate area of a WHPA, which the Water Supply Division defines as "the surface and subsurface area surrounding a water-well or field, supplying a Public water system, through which contaminants are likely to move toward and reach such water well or field," is 175 acres. This area for the municipal WHPA encompasses Lake Runnemede, a large portion of Paradise Park, and sections of high and medium density residential neighborhoods (see map in Appendix). All buildings within the municipal WHPA are served by Town water and sewer. If properly protected, this abundant source of excellent drinking water should provide for Windsor's community water needs well into the future.

Contamination at brownfield sites may impact the quality of groundwater and the public drinking supply. The Town is actively engaged in the regional Brownfields Program, and should continue to monitor and seek funding to cleanup these contamination sites.

WHPAs serving smaller populations are established for the Southeast State Corrections Facility and the Mt. Ascutney Trailer Park.

#### Goal

- 1) Preserve the integrity and security of aquifers and maintain the sustainability of Windsor's groundwater resources.

#### Policies

- 1) Protect Windsor's community water supply by minimizing the introduction of new sources of pollution, and containing existing sources of pollution, within the Wellhead Protection Area.
- 2) Discourage new high-density development in Wellhead Protection Areas.
- 3) Do not allow salt or salted sand piles and limit the use of road salt in WHPAs.
- 4) No new roads or parking areas should be allowed in WHPAs.
- 5) Do not allow on-site disposal of hazardous waste, including disposal of household hazardous waste through on-site sewage disposal systems.
- 6) New and existing on-site underground storage tanks should be designed, installed, and inspected in accordance with the Agency of Natural Resources Underground Storage Tank Regulations for Aquifer Protection Areas or Class II Groundwater Areas.
- 7) All storm water runoff should be managed by best management practices or diverted away from wells and Wellhead Protection Areas.
- 8) Any use of herbicides or pesticides within WHPAs must be strongly discouraged.
- 9) Chemically treated swimming pool or hot tub water should not be drained in WHPAs.

### Recommendations

- 1) Consider refining the WHPA map.
- 2) Monitor the soils, surface water and groundwater to ensure that hazardous substances from the contaminated site at the high school do not contaminate the town water supply or surface waters.

### SHORELANDS/SURFACE WATERS/WETLANDS

Shorelands, surface waters, and wetlands are parts of very fragile and important ecosystems (see map in Appendix). Surface waters, wetlands, and adjacent land areas provide recreational and educational opportunities (fishing, boating, wildlife viewing, etc.), and contribute to the scenic and aesthetic properties of Windsor. They also supply local residents with food (by providing habitat for fish and wildlife) and drinking water (through exchanges with groundwater sources). Proper protection of these areas is vital to the protection of water quality, the basis of all life on our planet. We want our waters to be beautiful, clean, and accessible.

The Connecticut River Corridor is still partially undeveloped and much of the land within 500 feet of the river is open farmland. However, there is some industrial, commercial, and residential property along the river as well. Both types of riverfront property are valuable assets, and the town should support efforts to improve environmental and aesthetic resources along the river banks.

Other valuable shorelands in Windsor surround Mill Pond, Lake Runnemede, and several major streams. The Town owns shoreline and the Town beach on Mill Pond. Paradise Park abuts Lake Runnemede, and the Town water wells are by the shore of Lake Runnemede. The shores of these two major water bodies are largely undeveloped, though future development pressure seems likely.

Valuable public and private wetlands are scattered throughout Windsor. The Town has historically provided no special protection to these fragile and indispensable natural resources. One large wetland is located in the Wellhead Protection Area and may have a direct impact on the quality and quantity of groundwater used by the community water system. Another is located along Mill Brook just upstream from Mill Pond, which serves as the Town's swimming area. This wetland provides important wildlife habitat, and removes significant quantities of pollutants from water entering the pond. Wetlands also provide flood storage capacity and can be used as valuable educational tools. All wetlands in Windsor deserve special attention and protection.

Phosphorus influences surface water quality in Vermont more than any other single pollutant. Controlling the introduction of phosphorus into Windsor's surface and ground waters is critical to maintaining the quality of these waters.

Maintaining adequate vegetated buffers along surface waters is beneficial for the community. Natural vegetation, including trees shrubs and natural ground cover plants, should be encouraged along all surface waters. According to guidance from the VT Department of Environmental Conservation (*Native Vegetation for Lakeshores, Streamsides and Wetland Buffers*, 1994), minimum width of 50 feet is needed to protect streambank stability and aquatic habitat. Widths of 100 feet may be necessary to remove suspended sediment in runoff. In some cases, buffer widths between 200 and 600 feet may be beneficial as habitat for birds and mammals. The widths of each buffer should depend on site conditions, including soil type, slope and the purpose of the buffer.

### Watershed Planning

Tactical basin plans (TBP) for Vermont's watersheds are developed by the Vermont Agency of Natural Resources. Each TBP contains objectives, prioritized strategies, benchmarks and tasks in order to facilitate the implementation of the plans. Windsor and its waters are addressed in the Basin 10 Plan for the Black and Ottauquechee river watersheds. The TBP is the guidance document for the ANR's work on water resources. It is used to prioritize projects and target resources for restoration and protection. The goals of the Windsor Municipal Plan and improvement and protection projects desired by the town should be listed in the town plan in order to prioritize them in the TBP. The Vermont Agency of Natural Resources completed the [Tactical Basin Plan for the Black and Ottauquechee Rivers](#) in June 2018.

Windsor will receive additional consideration on grant funding applications if it adopts higher levels of protection for flood hazard areas. These protections also qualify the Town for reduced cost share after a declared disaster for damage to public infrastructure including roads and culverts through the Emergency Relief and Assistance Fund (ERAF). For disasters after October 23, 2014, the State of Vermont will contribute an additional 7.5% toward the costs. Currently for Windsor, following disasters the State contributes 12.5% of the cost share. If Windsor adopts river corridor protections this rate will increase to 17.5%.

### Goals

- 1) Prevent nutrients (especially phosphorus) and sediments from entering Windsor's wetlands and surface waters.
- 2) Strive for aesthetically pleasing shoreland landscapes with buffers of natural vegetation on all shores and around all wetlands, while providing as much free access as possible to the shores of the Connecticut River, Mill Pond, and Lake Runnemede.
- 3) Prevent the introduction of exotic, invasive species to unaffected water bodies.
- 4) Encourage the conservation of wetlands so they can continue to provide valuable wildlife habitat.

### Policies

- 1) Maintain buffers of natural vegetation around surface waters. Adequate buffer widths depend on soil conditions and slope. Limited buffer maintenance activities may be necessary and should be defined in the land use regulations.
- 2) Prevent erosion of disturbed soil, particularly if there is danger of sediment being washed directly into wetlands, lakes, streams, or rivers. Routine measures may include the use of diversion dikes, vegetated buffers, seeding and mulching, hay bale sediment traps, and barriers consisting of a snow and silt fence combination.
- 3) Maintain adequate buffers between on-site sewage disposal systems and surface waters or wetlands. The Health Officer shall report any failed septic systems or related problems to the Vermont Department of Environmental Conservation for enforcement.
- 4) Require boaters to clean Eurasian milfoil and other exotic, invasive species, from boats after use in infested waters (i.e. Mill Pond), and before use in unaffected waters, to prevent the spread of this noxious weed.
- 5) Paths providing access to shores should not run straight down to the shore so that they provide a conduit for runoff. They should follow best management practices in order to reduce runoff and minimize erosion.

### Recommendations

- 1) Provide relevant public education concerning the control of Eurasian milfoil and other exotic, invasive species, with the goal of eliminating the problem in all local surface waters.
- 2) Discourage the use (or presence) of fertilizers, pesticides, insecticides, and other hazardous chemicals in and near surface waters and wetlands.
- 3) Adopt and implement the Connecticut River Corridor Management Plan as proposed by the Connecticut River Joint Commissions.

### LAND AND MINERAL RESOURCES

Soils vary greatly in their composition, which will determine where water impoundments occur, the kind and amounts of vegetation that will grow, and what types and intensities of land uses are most appropriate. In rural areas, where public water and sewer services are not available, the development potential of each site will be determined by the on-site septic suitability of the soils.

### STEEP SLOPES

According to the U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS), all types of construction should be avoided on lands with slopes over 25 percent. However, some uses – such as hiking or ski trails – may be suitable in those steep slope areas. Slopes between 15 and 25 percent may not be suitable for development due to limitations for septic systems, erosion and stormwater runoff problems, and high construction costs. Engineering or other special design techniques may be needed to avoid these potential problems. Driveways over 12 percent in grade are generally considered to be too steep for safe emergency vehicle access, and are difficult for maintenance and vehicle access in the winter months. Town highway standards, subdivision and zoning regulations contain provisions regulating the steepness of grade and drainage techniques of roads and driveways.

### AGRICULTURAL SOILS

There are a few working farms in Windsor, which contribute to the local economy, provide crops to support local businesses (e.g. American Crafted Spirits), and maintains rural character. Working farms are important to support the growing desire for local foods and healthy lifestyles. Farm-to-Plate and Farm-to-School programs are valuable, and are supported by a number of organizations, such as Vital Communities, Vermont Sustainable Jobs Fund and the National Farm to School Network. As discussed previously in this chapter, some active farms also serve as floodplains or other important functions.

The NRCS has identified the most productive agricultural soils (see the Natural Resources Map). The NRCS category of “prime agricultural soils” has the greatest potential for productivity and is important for current and future food production. “Soils of statewide significance” are also important, but limited in their productive capacity by slope or other mitigating factors. Once these soils are disturbed for construction, their potential for farm productivity is lost. Preserving large contiguous areas of these important agricultural soils is important for future local food production.

### FORESTS

Forests serve a variety of functions and uses (i.e. protect air and water quality, wildlife habitat, forestry, home heating fuel, maple sugaring, and outdoor recreation), and contribute significantly to rural character. Large forest blocks and connections between them serve important wildlife and ecological functions. Certain riparian corridors and smaller forest blocks are important as connections between priority forest blocks. (The Current Land Use Map shows undeveloped, forested areas and conserved lands. The Forestland Map shows where priority forest blocks and habitat connectors are located in Windsor.) Ascutney State Park and the Grasslands Wildlife Management Area include large areas of forested lands, which are part of a larger complex of forest blocks that serve a very important function for wildlife connections between VT and NH. In addition, there are over 3,000 acres enrolled in the Use Value Appraisal (Current Use) program. However, significant forested areas are under private ownership at this time. Fragmentation and parcelization of forest lands threaten the value of or access to these resources.

### WILDLIFE HABITAT/NATURAL AREAS

Along with surface waters, wetlands, and shorelands, forest land is especially valuable as wildlife habitat, and should be managed as an important natural resource. Large blocks of forest lands and the connections between them are important for wildlife habitat and biodiversity. Policies regarding the use of forest land are discussed in the Land Use chapter of this plan. See the related discussion in the Forests section earlier in this Chapter.

Windsor also possesses several unique and outstanding natural areas. These are areas that deserve special attention because they contain rare plant or animal species; provide unique or irreplaceable economic, aesthetic, recreational, or educational value; or represent an outstanding or unique example of a particular type of natural feature or habitat. Examples include Lake Runnemede, Mill Pond, Paradise Park, Ascutney State Park, and rare, threatened and endangered species as shown on the Natural Resources Map. Special care should be taken to protect these unique natural features from future development or redevelopment.

#### Goals

- 1) Maintain and improve significant wildlife habitat and travel corridors.

#### Policies

- 1) Avoid adverse impacts of development to rare, threatened and endangered species. The Development Review Board may seek recommendations from the Vermont Fish and Wildlife Department in order to evaluate how a project impacts known locations of rare, threatened and endangered species.
- 2) Developments shall be sited in order to minimize impacts on significant wildlife habitat and travel corridors. Require a conceptual master plan for the entire parcel for projects that involve multiple development phases or large parcels (i.e. 30 acres or larger) that may support subsequent phases of development. The purpose of the conceptual master plan is to thoughtfully create an overall plan that minimizes impacts on wildlife habitat and travel corridors.
- 3) Maintain adequate food, water, shelter, and travel corridors for wildlife.
- 4) Promote a heightened level of awareness among the general public concerning the fact that

## WINDSOR TOWN PLAN

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most natural areas contain wildlife habitats which deserve our respect and protection.

### Recommendations

- 1) Consider the potential impact of any development proposal on wildlife.
- 2) Recognize, maintain and improve wildlife habitat and travel corridors in and between Paradise Park, Grasslands Wildlife Management Area, State Park and Connecticut River corridor.
- 3) Surface water must be kept clean for wildlife. (See "Shorelands/ Surface Waters/Wetlands")
- 4) Maintain up-to-date maps of deer wintering areas and other significant wildlife habitats, particularly if threatened or endangered species are involved as recognized under state or federal law. Work with the Vermont Fish and Wildlife Department to improve habitat maps and identify priority habitat and wildlife travel corridor areas for protection.
- 5) Establish a Conservation Commission to inventory significant plant and animal species and their locations, map wildlife travel corridors, and to advise the Planning Commission on these and other matters concerning the natural environment.
- 6) Study options of preserving significant habitats and woodlands such as the purchase, donation, or transfer of development rights.
- 7) Encourage local school use of environmental educational programs to instruct children on environmental issues and the Farm-to-School initiative.

### EARTH EXTRACTION

Rock, sand, gravel and other mineral resources are important commodities for home or road construction or other uses. There are a few gravel pits or quarries in Town: adjacent from Miller Construction on US Route 5 South, next to the golf course on US Route 5 North, and the Town-owned gravel pit off the Back Mountain Road. Local production of these materials could benefit the taxpayers. However, mining and mineral extraction activities can also adversely affect the roads, rural landscape, essential wildlife habitat, and the peace and quiet of the rural community. New or expanded extraction operations are subject to conditional use review under the zoning bylaws.

### Goals

- 1) Land use types and intensities will be consistent with the suitabilities and limitations of the soils and topography of each site.
- 2) Promote the continued use of agricultural and forested lands in a manner which helps to maintain or preserve the natural beauty, function and productivity of the lands.
- 3) Encourage the sustainable extraction and processing of mineral resources in a manner that is appropriate and consistent with Windsor's rural character.

### Policies

- 1) Development on steep slopes must take special precautions to avoid undue environmental impacts, such as erosion and stormwater, including:
  - a) Avoid development (other than appropriately designed recreational trails and related facilities) in areas predominated by slopes exceeding 25% or at elevations above 2,500 feet; and,
  - b) Developments on slopes over 15% shall:
    - i. Minimize areas of earth disturbance (i.e. clearing vegetation and grading);
    - ii. Minimize the potential impacts of erosion and stormwater; and,

- iii. Maximize on-site water infiltration.
- 2) Primary agricultural lands, as defined by the USDA, should be devoted to the production of agricultural products, or to uses that will maintain or preserve such lands for future agricultural operations.
- 3) Promote farming and the production of local, healthy foods.
- 4) Any development planned for agricultural or forested lands should locate to the periphery of these resources in order to avoid fragmentation and encourage the natural productivity of these lands.
- 5) Earth resource extraction activities shall:
  - a) Not cause undue adverse effects upon surrounding properties;
  - b) Mitigate adverse impacts on important wildlife habitat and the environment; and,
  - c) Provide adequate site restoration at the completion of extraction activities.

### Recommendations

- 1) Review zoning and subdivision bylaws for consistency with the policies in this section.
- 2) Provide healthy food, an increase awareness of agricultural and environmental responsibility.
- 3) Support Farm-to-Table and Farm-to-School programs.

## AIR RESOURCES

Windsor currently does not have an air quality problem according to national standards. As a result, the Town's good air quality constitutes an environmental resource that has aesthetic as well as human health benefits. Elements that could negatively affect air quality include: smell, light, particulate matter (from dust, smoke or fumes), radiation, chemical vapors, motor vehicle exhaust and power plant emissions. Outdoor lighting can also negatively impact safety and the dark night sky.

### Goals

- 1) Maintain Windsor's existing ambient air quality.

### Policies

- 1) Development is subject to the performance standards in the Windsor Zoning Regulations as they relate to air resource impacts.
- 2) Proposed new lighting shall avoid glare and other unnecessary light pollution.
- 3) Outdoor lighting levels should be a balance between aesthetics, security, energy efficiency, reducing adverse impacts on the night sky, and safety (i.e. reducing glare).

### Recommendations

- 1) Town equipment should meet emission standards.
- 2) The Town should take an active role in the review of development proposals or plans that could adversely affect air quality.

## SCENIC RESOURCES

Mount Ascutney, which is partially located in the Town of Windsor, is known regionally as an important scenic resource. Distant views of the mountain are an important sense of identity for Windsor and the surrounding area. The scenic mountain was an important focal point for the Cornish Artist's Colony centered in Cornish, NH in the late 1800s and early 1900s.

### Other significant scenic resources include:

Connecticut River – Views of the River from US Route 5 are an essential aspect of the Connecticut River Scenic Byway. The large farm fields located between US Route 5 and the River both to the north and south of Downtown are very significant to maintain this scenic corridor.

Pastures and Farm Fields – In general, these features contribute to rural character and are results of the desired working landscape economic activities in rural areas. Specifically, fields along US Route 5 across from Artisans Park are scenic and maintain a pleasant rural gateway from I-91 Exit 9 into the Town of Windsor, as well as the fields along the river as discussed above.

Ridgelines and Prominent Knolls – High elevation areas and ridgelines include Mount Ascutney as well as the long ridge that roughly parallels I-91 to the west and extends generally between Hunt Road and the Hartland town line. Not only is this ridgeline in itself scenic, but it also divides the rural countryside to the west from the more developed areas in Windsor to the east.

Natural areas controlled by the State including the State Park and the scenic portions of the Grasslands Wildlife Management Area (WMA) along the Marton Road area. Not only are these areas scenic, but they provide other valuable functions, such as wildlife habitat, stormwater/groundwater recharge, and outdoor recreational opportunities.

Lakes and Ponds – Mill (Kennedy) Pond, Lake Runnemede and the Grasslands WMA pond are important scenic assets for the community.

Paradise Park – Not only is this park an outstanding recreational asset, it is also an important scenic area surrounding Lake Runnemede. Located just north of Downtown, this area provides a clear divide between the more developed area and the rural countryside. This area contributes to a pleasant rural gateway for visitors entering Windsor from the north.

Great views of the Connecticut River can be found from the Great Farm and other properties to the east of US Route 5 North. These areas could support developments that take advantage of these views and great access to I-91 Exit 9. These scenic qualities may be impacted by adjacent uses, such as fuel distribution and contractor yards.

Hunt Road – Rural western sections of Hunt Road are very scenic and worth preserving the rural character that it currently provides.

### Goals

- 1) Preserve these scenic resources that most contribute to Windsor's rural character.

### Policies

- 1) Development is discouraged in identified scenic resource areas. Any development in these areas shall minimize negative visual and environmental impacts through the careful placement of buildings, limited clearing, landscaping, screening and other methods.

### Recommendations

- 1) Consider mapping scenic resources.
- 2) Consider land use regulations to restrict developments in scenic areas.

### HISTORIC PRESERVATION

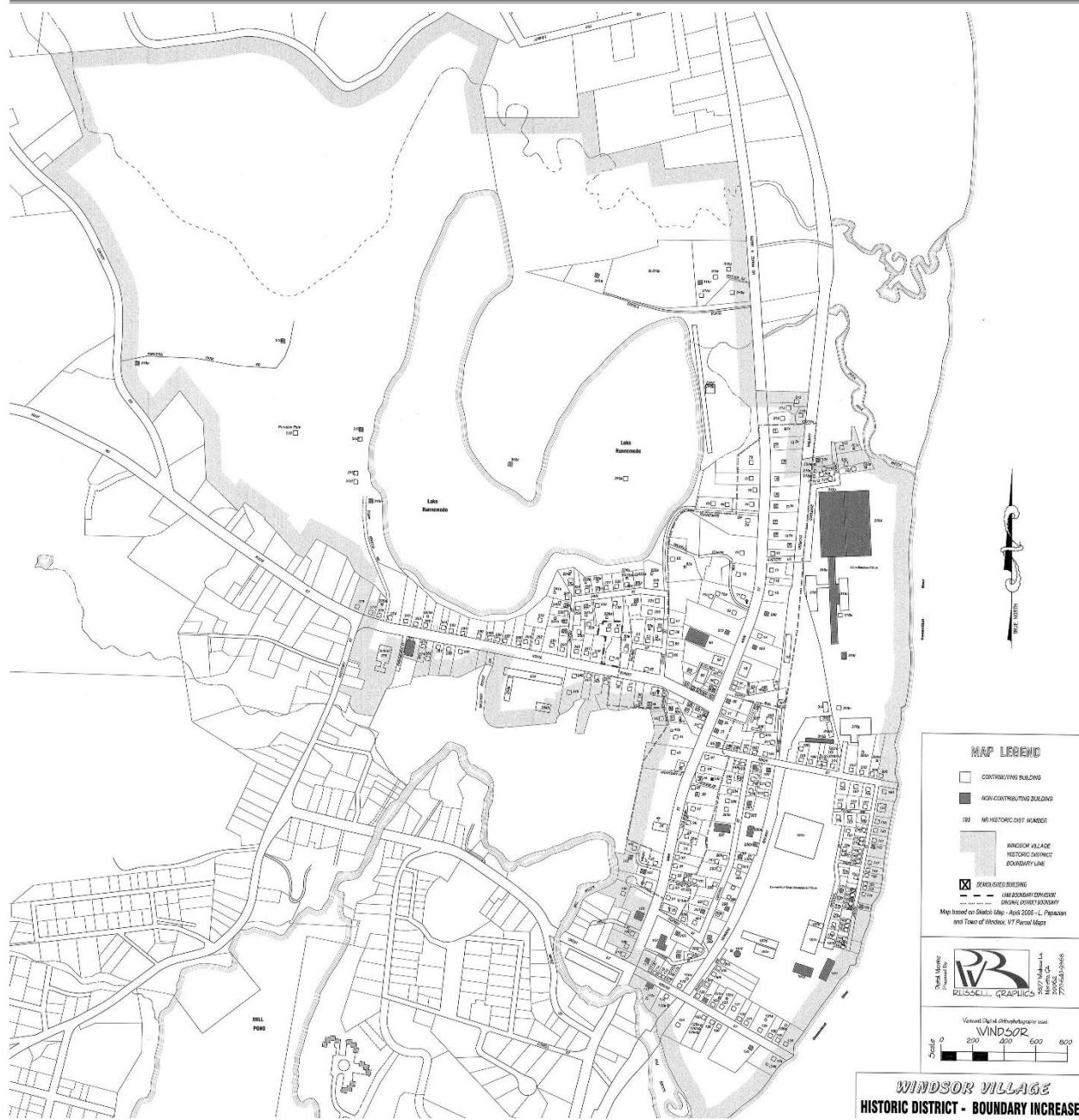
The Town of Windsor has played a conspicuous and important role in the history of Vermont and of the United States. Groundbreaking political events have taken place in Windsor: the ratification of the Vermont Constitution in 1777 in Elijah West's tavern on Main Street established the Republic of Vermont and set an important precedent for the guarantee of personal freedom enjoyed today by all Americans. Windsor was home, in the 19th Century, to the birth of the American machine tool industry and to the pioneering of mass production techniques; a local factory supplied federal troops with rifles during the Civil War. This part of the town's history is preserved and explained today at the American Precision Museum. Windsor was also important in the early development of Vermont's legal and correctional systems.

The town's role in the making of regional, state, and national history is a source of pride and community spirit for local residents. It is also an economic engine for the town and the region. The development and promotion of "heritage tourism" can simultaneously preserve valuable resources and support the local economy.

Windsor's architectural heritage spans the late Eighteenth, Nineteenth, and early Twentieth Centuries and represents the entire spectrum of commercial, domestic, and public architectural styles. Individual buildings and the streetscapes on Main Street and around the Common create a downtown with many of its historic resources intact. Only a few non-contributing buildings interrupt the cohesiveness of the following distinct areas in Town:

- a) Updated and expanded in 2014, Windsor's Village Historic District is listed on both the National and State Registers of Historic Places. The expanded Historic District now includes most of the Downtown, the State Street corridor, and Paradise Park.
- b) The Ascutney Mill Dam Historic area that is listed on the State Register of Historic Places centers around the Ascutney Mill Dam and surrounding buildings. The boundaries are Ascutney Street, Union Street, a parallel line approximately 300 feet west of Clough Avenue and a parallel line approximately 400 feet south of Union Street.

## WINDSOR TOWN PLAN



An important part of Windsor's downtown revitalization and historic preservation efforts is maintaining the Downtown District that is designated under Vermont's Downtown Program. See the Land Use Chapter for a map and more information. Also important are the Design Review Districts and related standards as most recently adopted in Windsor's zoning bylaws.

Another important part of Windsor's history and heritage is agriculture. Agriculture has seen significant declines in recent years, but has historically played an important part in Windsor's culture and economy. Policies for the use of agricultural land are discussed in the Land Use chapter.

Historic farmhouses, barns and other accessory structures, such as carriage houses, are important resources for the community.

### Goals

- 1) Identify, protect and preserve important historic features, including important historic structures, sites or districts, and archaeological sites.

### Policies

- 1) Preserve the existing facades, and, to the extent possible, preserve the historic integrity of the interiors of all buildings of historic significance.
- 2) Continue appropriate regulations for signage.
- 3) Ensure compatibility of new buildings and additions in the Historic Districts.
- 4) Promote the cultural heritage (local, state, and national) of Windsor, in order to protect historic resources and expand the heritage tourism economy.
- 5) Maintain and extend the inventory of historic districts and landmarks.
- 6) Identify significant archeological sites that may be hidden or not readily apparent.
- 7) Any development should take precautions to preserve historic farmhouses, barns and other historically significant accessory structures, such as carriage houses, where structural conditions make it feasible.
- 8) Preserve and maintain the historic character of the Cornish-Windsor Covered Bridge.
- 9) When making repairs to the historic concrete arch bridge (i.e. Bridge #55) on South Main Street efforts should be made to preserve the historic arches and railings.

### Recommendations

- 1) Utilize the Windsor Design Review Commission as advisors to the Development Review Board for review of exterior changes in buildings, demolition, and new construction within locally designated Historic Districts or involving Historic Landmarks.
- 2) Utilize Historic Windsor, Inc. staff and volunteers, and volunteers from the Windsor Historical Society for assistance, planning, and implementation of preservation projects in the community.
- 3) Encourage and support the concept of historic, or heritage, tourism and make the promotion of local and regional historical and cultural resources a priority of the community in order to increase the number of tourists visiting Windsor annually.
- 4) Review land use regulations to ensure that they encourage use and reuse of existing buildings and carefully control land use, signage, and parking in locally designated Historic District(s).
- 5) Encourage the Board of Selectmen to enact tax incentives for rehabilitation of buildings and compatible new construction in the Historic Districts.
- 6) Encourage the town to provide the highest quality maintenance and upkeep of all cemeteries in Windsor.
- 7) Encourage the use, and require the maintenance and upkeep of vacant and historic structures.
- 8) Encourage owners of downtown historic properties to take advantage of tax credits for building rehabilitation, façade or code improvements, available through Vermont's Downtown Program.
- 9) Develop an adaptive reuse provision in the zoning regulations to allow and guide continued use of buildings that pre-date zoning regulations and are out of compliance with current zoning standards.

## 9. ECONOMIC DEVELOPMENT

### PURPOSE

The purpose of this chapter is to document the existing local economy and identify desired future economic development conditions in accordance with 24 V.S.A. §4382(a)(11).

### PRESENT ECONOMIC CONDITIONS

Windsor has a proud history as a manufacturing center. While manufacturing has declined in recent decades, it is still an important local economic sector along with education, health care, government, trade/transportation/utilities and professional services. A large proportion of residents are employed in the Upper Valley, an easy 15-20 minute drive north on I-91. Historic and existing economic conditions are discussed in the next sections.

#### History

Windsor's economy has traditionally been based largely on industry and manufacturing. As long ago as the early 1800s, the foundation for the American industrial revolution was being laid in Windsor. The Town's industrial base took shape and expanded during the years leading up to the turn of the Century, and remained strong for another 75 years or more. Its growth went beyond town borders and blossomed throughout the region, most notably in Springfield. The design and manufacture of machine tools were so prevalent in the regional economy during this period, and played such an important role in the industry at the national scale, that the area became known as Precision Valley.

During the past few decades, national and international economic trends have brought major changes to Windsor. Manufacturing continues to play an important role in the local and regional economy, but it does so at a dramatically reduced scale when measured in jobs and contribution to the local tax base. A large network of infrastructure and services established to support the historic manufacturing center is expensive to maintain, but presents a unique opportunity to support desired growth in and around the historic downtown.

#### Local Businesses

According to the Vermont Department of Labor statistics, there were 138 local employment establishments in 2017 (see Table 1). A few notable, large employers include Mt. Ascutney Hospital, Windsor School District, and Cedar Hill Continuing Care Community. Located in Artisan's Park are Harpoon Brewery, Simon Pearce, Land Air Express, Lebanon Screw Products and other businesses. Recently established local businesses include American Crafted Spirits, Vermont Farmstead Cheeses, and The Sustainable Farmer.

Since 1990, employment trends in Windsor have been mixed. The recent growth of Artisan's Park has been positive. Mount Ascutney Hospital, the largest employer in town, has been expanding in recent years and has an excellent reputation. Revitalization of several downtown properties is completed or underway, and many are fully leased. The former Cone property recently installed solar panels, but remains underutilized. A number of small businesses occupy the former Goodyear Campus and a solar project is to be developed on the slab located south of the main building. This area is severely limited in terms of expanded future development by brownfields and flood-related constraints. However, the community's goal for the site is to allow for the reasonable reuse of existing buildings and to clean up

## WINDSOR TOWN PLAN

the site, making it more attractive. New construction is unlikely in the portions of the lot that are within the floodway, but it may be possible within floodplain areas in the northernmost portion of the site.

However, the loss of the two largest employers in Town, Goodyear and Cone-Blanchard, has impacted the community in terms of lowering household incomes and reducing local tax revenues. Household incomes lag behind Windsor County and the State of Vermont; the Town's median family adjusted gross income is about 82% of the County level (see the Economic Profile). During this same period, Windsor's population has declined 20% since its apex in 1960.

Employment sectors that have been growing in Windsor between 2010 and 2017 include education, health care, financial activities, professional and business services, leisure and hospitality, and local government (see Table 1 below). Other important local economic sectors include manufacturing and trade, transportation, and utilities, which have declined during the same 7-year period. In addition to employment by economic sector, Table 1 also presents average wage rates by sector. See the Housing Chapter for more information on wages.

**Table 1: Covered Employment & Wages in Windsor**

Industry	Establishments		Employment		Average Wage	
	2010	2017	2010	2017	2010	2017
Manufacturing	12	13	180	153	\$49,223	\$39,161
Trade, Transportation, and Utilities	26	27	188	150	\$25,654	\$32,468
Information	2	1	N/A	N/A	N/A	N/A
Financial Activities	8	11	N/A	54	N/A	\$37,962
Professional and Business Services	20	20	73	87	\$45,686	\$66,145
Education and Health Services	15	16	632	636	\$43,792	\$39,164
Leisure and Hospitality	9	10	60	78	\$16,182	\$23,442
Other services, except public administration	15	13	67	N/A	\$20,421	N/A
Federal Government	2	2	11	11	\$46,837	\$52,196
State government	2	2	60	63	\$56,782	\$57,415
Local government	8	8	204	233	\$34,311	\$40,564

Source: VT Department of Labor, Economic & Labor Market Information (2017)

Many residents commute to the regional job center in the nearby Upper Valley (i.e. Lebanon and Hanover, NH and Hartford and Norwich, Vermont) due to higher wages and large employers, such as Dartmouth-Hitchcock Medical Center, Veterans Administration Hospital and Dartmouth College. According to 2015 Longitudinal Employer-Household Dynamics (LEHD) data from the U.S. Census Bureau, nearly 40% of working residents commute to the Upper Valley. Relatively low housing costs, easy access to the Upper Valley via I-91, and other factors combine to make Windsor an attractive location for commuters. As a result, Windsor is becoming increasingly a bedroom community for this area.

### Local Assets and Opportunities

Windsor has a number of assets that can serve to attract new development and expand existing businesses. These assets include the following:

1. **Access** - Excellent Interstate access (I-91 and I-89) and the strong "influence" of regional metropolitan areas (Boston, New York, and Montreal) that offer complimentary opportunities for tourism and economic development. Windsor is also accessible by rail for both passenger and freight transportation.

2. **Downtown Property** - A substantial amount of “unused facilities assets” in the town and the region are available for development without adversely impacting open land. These include several former industrial properties, including the former Goodyear campus, that are undergoing site assessment in order to determine the nature and extent of contamination, and the costs for cleanup. These properties are already connected to public water and sewer, and are therefore attractive for commercial and light industrial development. Relatively cheap rents for downtown store fronts present a unique opportunity for start-up businesses. The Downtown Master Plan identifies vacant properties that can support a lot of growth in a way that is consistent with State planning goals and Smart Growth principles.
3. **Artisan’s Park** – The Industrial Park has grown significantly in recent years. Now called Artisan’s Park, it is home to Simon Pearce, Harpoon Brewery, Vermont Farmstead Cheese Company, Sustainable Farmer, Great River Outfitters, American Crafted Spirits and Path of Life Garden. The park has demonstrated that a market exists for tourism inspired, small-scale manufacturing. While there is little room for future expansion on the property, it does provide a model that may be considered for some parts of the former industrial properties in the downtown.
4. **Entrepreneurial energy** - A high level of entrepreneurial energy presents an opportunity for economic development. This energy is the result of the major economic changes that have taken place in the region over the last few decades. The opportunity to provide relatively inexpensive, highly adaptable space available to start-ups, tech firms and other non-typical users could become a significant asset to bring these firms to Windsor if it can be successfully promoted and given community support.
5. **Infrastructure** - The Town has ample infrastructure capacity in its water treatment and sewer plant, as well as established sewer and water lines within most of the desired area for economic development. The downtown industrial areas are supported by more than adequate three-phase power. Rail access exists; zoning should include provisions that projects be evaluated for rail access and that rail access remain available for future potential use. There is currently planning being developed that will make some amount of fiber internet available in the immediate area of these properties with the ability to expand the service as the need/desirability develops.
6. **School Capacity** - The Town has ample space within its school system to encourage property and business development that would attract a younger workforce with school age children. The school facility was completed in 1997. It is within the Downtown, and conveniently located near residential neighborhoods and recreational assets. West Windsor eliminated school choice and now send their students to the Windsor Schools for grades seven and beyond.
7. **Natural Resources** - Natural resources abundantly located within Windsor add an intrinsic value to the Town as a location for economic development. Nowhere else in this area is such an attractive historic downtown surrounded on all sides by water: the Connecticut River, Mill Brook, Lake Runnemede and Mill Pond. Mount Ascutney provides a scenic backdrop for the downtown, with the State Park and trail networks providing excellent recreational opportunities.
8. **Historic and Cultural Resources** - The commitment of the Town and property owners to preserving important historic resources and celebrating local history, combined with strong community support for the arts and innovation adds value to existing businesses and enables economic development officials to market the cultural vibrancy of the community.

9. **Social Services** - Along with Windsor's cultural and historical attractions, the community's continued commitment to strengthening the Town's social services infrastructure via the Mount Ascutney Hospital, the Mount Ascutney Prevention Partnership, the Windsor Community Resource Center, the Windsor Recreation Department and other organizations and programs denotes a community invested in all of its citizen's needs.
10. **Local Incentive Programs** – The Town offers a wide array of programs to encourage economic development, including: a Downtown Program and related tax credit programs, tax stabilization, revolving loan fund, Windsor Improvement Corporation (WIC), as well as a brownfield redevelopment program (in coordination with the State and Southern Windsor County Regional Planning Commission).

### Trends and New Directions

In addition to the assets that favor Windsor's economic future, the Town faces several challenges or limitations in its economic development efforts:

1. **Balancing Growth and Change with Quality of Life** – As the town has evolved from a bustling community of over 4100 residents to a smaller community with a residential focus, there has been a simultaneous change in social trends that now considers smaller homes and more urban, walkable communities to be highly desirable for both empty nesters and millennials. This has left Windsor in a position to reimagine itself and focus more on providing quality housing and the required supporting services. Such things as recreational activities, restaurants, the arts and theater will have greater importance and viability, and mesh nicely with the desire to maintain the community's historic character. This trend can be put to advantage to attract new residents, which will help to support some types of retail uses, especially those stores that can provide an intimate retail experience and do not attempt to compete with internet shopping. This change will further enhance the opportunities for increased tourism and attracting some kinds of regional commerce.
2. **Housing and Job Creation** – The increased need for housing in the Upper Valley has allowed Windsor to show itself in a new light as a realistic choice when deciding where to live. While the number of jobs immediately within Windsor has declined, the town remains very convenient to the Upper Valley. Again, the increasing desirability of walkable, "urban" lifestyles is positioning the town such that it can market itself as a premier community providing a quality of life that is unique in the area.
3. **The NH Advantage** – Windsor borders the State of New Hampshire, which does not assess a state sales or income tax. This limits the ability to establish a local option tax in Windsor.
4. **Available Land Area** – Windsor is one of the smallest towns with a total land area of 12,544 acres, while the average size of a municipality in Vermont is approximately 24,000 acres. In addition, approximately 4,360 acres of land in Windsor are owned by the State of Vermont, leaving Windsor with potential taxable acreage of just over 8,000 acres, or one-third the amount of taxable land available to most other towns. Development opportunities are further reduced by other constraints including lands with excessive slope, FEMA floodway and floodplain areas and other factors. However, the Downtown Master Plan identified significant development and redevelopment potential within and adjacent to the downtown. Furthermore, the future land use map identifies other areas that, with careful site planning, could be developed with significant benefit to the Town.

5. **Infrastructure** – The public water and sewer infrastructure system and level of municipal services – that is similar to those found in larger communities – was designed for Windsor’s past role as a regional center and hub of manufacturing activity. It is costly and there is only a limited tax base to maintain the existing levels of service and the aging infrastructure. Therefore, Windsor seeks to grow the grand list in areas that are served by this infrastructure and maximize existing buildings to hook into the water and sewer systems when applicable.
6. **Brownfield Contamination** – Assessment and remediation of contamination on former industrial properties (i.e. brownfield sites) designated for economic development hamper the timely development of buildings and/or properties for other uses. The Town is actively working to help remediate these contaminated sites.
7. **Floodplains** – Much of the Town needs to resolve issues inherent in the re-mapped floodplain areas along the Connecticut River and other sections of the Town with the Federal Emergency Management Agency (FEMA) so that developers and property owners can accurately determine the costs associated with construction and insurance. The Town is developing a community flood study to better understand the development limitations and educate property owners.

A significant amount of planning and environmental assessment work has been completed for the Downtown area. The strong economy of the Upper Valley has resulted in a tight housing market that brings many who work in the Hanover and Lebanon area to Windsor in search of housing. Windsor’s current challenge is to continue the work of rebuilding and revitalizing its downtown while working to achieve a balance of jobs and housing. A strong employment base in or near the downtown is important for maintaining and building a strong downtown business district.

### DESIRED FUTURE ECONOMIC DEVELOPMENT

Windsor’s primary goal is to encourage economic development that is consistent with the Land Use Chapter and State Planning Goals. Economic development activity is desired in locations that are to the east of I-91 and where infrastructure exists to support it. The Downtown Master Plan identifies opportunities for significant development and redevelopment. Desired land use development patterns are described in more detail in the Land Use Chapter, the following descriptions highlight the types of economic growth that the Town would like to see in certain areas of the community.

1. **Downtown** – In general, the Downtown is the location for retail, civic and other high-intensity and pedestrian-oriented uses. Economic development in this area generally involves adaptive reuse of historic buildings, upgrading existing facilities and in-fill development opportunities. The Downtown Development Committee supports this activity by working with current and prospective business and property owners. (See the Downtown Master Plan presentations available through Windsor on Air for more information.) The most likely types of manufacturing uses will probably not be heavy, dirty industry and could be made compatible with other residential and commercial activities in the downtown. Compliance with flood regulations is readily achievable, especially on the Railyards and Windsor Technology Park sites.
2. **Industrial Activity** – Artisan’s Park is effectively built out at this time. The market there has been developed to include primarily small manufacturers, often with a tourism related component which has helped to minimize adverse impacts on surrounding properties. The growth of the park as well as the perceived improvements in the overall image of downtown

Windsor will help to lure park visitors to the downtown, especially as attractions/amenities like the proposed pathway are implemented.

3. **Roadside Areas** – These areas as shown on the Future Land Use Map is for traveler-related services, but shall not include retail and other uses that detract or compete with uses designated for the Downtown area. The primary concerns for this area are to site buildings closer to the road, place parking to the side or rear of the buildings, and employ sound access management strategies in order to prevent strip commercial development and to create a safe and pleasant gateway into downtown Windsor.
4. **Rural Working Landscape** – Rural working landscape economic activities (e.g. farming, forestry, and earth extraction) are suitable for the rural areas that surround the downtown and other built-up areas. These working landscape activities and home occupations will help to preserve rural character and provide economic development options for rural parts of Town. Such activities should follow best management practices in order to minimize impacts on the environment and adjacent properties.

### ECONOMIC DEVELOPMENT STRATEGIES

The following economic sectors have seen a great deal of growth in the last few years or are highly desirable, and are encouraged to locate or expand in Windsor:

- **Wood products**, from craftsman level to the small manufacturer, is a consistent growth sector in Vermont, Windsor County and the Town of Windsor. Specialty and niche market Vermont made wood products have global appeal and a sustainable market. Wood specialty products are a viable economic activity.
- **Entrepreneurial start-ups** and established **“high tech” research and development companies** are viewing our area as an attractive location for its quality of life and proximity to higher education
- **“Cultural Heritage Tourism”** offers a significant opportunity to attract visitors to the community. Windsor’s has numerous opportunities to capture this economic sector by capitalizing on its historical significance, early industrial activities, and proximity to art colonies, artists and museums.
- The **Creative Economy** is a term that refers to the changing nature of the economy from one that is machine-driven to one that relies on the creativity of individuals. The term also refers to the value of cultural amenities in the decisions that individuals and companies make about where they want to live and work.
- Ranging from artisan-based shops to internet-based services and products, this sector is growing in Vermont, and has strong representation in Windsor. This “creative sector” includes the activities of cultural organizations, individual artists, self-employed creative professionals, inventors, performers, and craftspeople. It also includes services such as: software development, news, entertainment, and advertising and is an economy based on ideas that add value across the economic spectrum.
- Maintain designation in Vermont’s Downtown Program.

### WINDSOR'S DESIGNATED DOWNTOWN DISTRICT

The purpose of this section is to document Windsor's designated Downtown District and the importance of maintaining this designation in order to further goals of this Plan per Act 59 [24 V.S.A. §2793(c)]. Benefits of designation are listed in 24 V.S.A. Chapter 76A.

Windsor has been pursuing economic revitalization efforts in the downtown for many years. In 1999, Windsor received an official Downtown Designation from the State of Vermont. This designation was most recently renewed in 2015. Renewal is due again in October 2020. It is critically important to maintain designation in support of Windsor's downtown revitalization efforts.

The boundaries of the Downtown District are shown on the Future Land Use Map. Windsor's Designated Downtown is one of the larger in the state, and includes not only the traditional Central Business District, but also the former industrial properties and several of the most important and densely developed residential neighborhoods. This configuration allows for a more coordinated effort to consider the downtown area and its combined effect in creating a highly attractive experience, combining shopping, the arts, housing, outdoor recreation and cultural tourism and history.

A Design Control District was adopted by the Town to maintain the historic character and scale of the structures within this area. Both design control sub-districts, when combined, coincide with the Designated Downtown boundary.

The Windsor Downtown Committee is the entity that is primarily responsible for the local Downtown Program. The Town and Committee have been very active in recent years, completing the following downtown revitalization efforts:

- a) Completing a Downtown master planning effort;
- b) Reconstructed numerous sidewalks throughout the downtown;
- c) Made streetscape improvements along Depot Avenue and River Street;
- d) Rehabilitated the historic arch bridge on South Main Street;
- e) Hired a consultant to develop a scoping and feasibility study for bicycle and pedestrian improvements within the Downtown and extending north along US Route 5;
- f) Developed a Capital Budget and Program for planned infrastructure improvements within Downtown and beyond;
- g) Hired a consultant to develop a plan for redeveloping the portion of the Downtown generally located between the railroad tracks and the Connecticut River.

Renewing Downtown Designation is important to recognize local efforts to preserve and revitalize historic downtown Windsor, and to provide tools that help to implement goals, policies and recommendations of this Plan, including the following excerpts:

- a) Furthering the intent of the Land Use Chapter for the Downtown to serve as the traditional center of the community, with an infrastructure that allows for the highest densities in Town and enables travel by walking, bicycling and public transit.
- b) Implementing the Downtown Master Plan as discussed in Land Use and Economic Development Chapters.

## WINDSOR TOWN PLAN

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- c) Windsor's participation in the Downtown Program makes these building owners eligible for tax credit programs that encourage improvements to historic buildings (see page 27).
- d) The importance of keeping Downtown Designation for maintaining certain local incentive programs for economic development as discussed on pages 59-60.

### Goals

- 1) Create a diversified, sustainable economic base within Windsor that will provide measurable job creation and retention.
- 2) Seek economic activities that will provide competitive wages, benefits and job opportunities.
- 3) Create an incubating environment for "creative economy" enterprises to start-up and flourish in Windsor.
- 4) Maintain local downtown revitalization programs and initiatives in order to achieve an economically strong Downtown District in accordance with the Historic Downtown Development policies and purposes in 24 V.S.A. §2790.

### Policies

- 1) Promote available technology environment (Wi-Fi, high speed internet access and bandwidth) within the core downtown area that will support potential business applications.
- 2) Achieve sustainable occupancy within designated economic development areas with businesses and activities that are compatible with the goals and objectives of this chapter.
- 3) Establish Windsor as a prime destination for "heritage tourism" and outdoor recreation, and as a regional center for cultural institutions and events.
- 4) Provide reliable, affordable, and relevant social services attractive to employers and workers, such as day care, elder care, recreation, health care, arts and culture, etc.
- 5) Build on the community's past history of innovation and cultural development to attract the casual visitor with goal of encouraging them to think of Windsor as a place to spend time, and perhaps live or start a business.
- 6) Match economic development activities with proportional growth in Town provided infrastructure, services and support required to sustain a robust and diverse community.
- 7) The Town shall continue to participate in Vermont's Downtown Program.

### Recommendations

- 1) Continue to develop ways of extending fiber optic into Windsor in order to support local economic development initiatives.
- 2) Improve connections between Downtown and Artisans Park via a Riverwalk path, bicycle routes or other linkages.
- 3) Support the Windsor Improvement Corporation as Windsor's Economic Development "arm."
- 4) Continue to work towards integration of local economic development efforts through WIC with regional efforts through the Springfield Regional Development Corporation and statewide efforts through the Vermont Agency of Commerce and Department of Economic Development.
- 5) Participate in the creation and maintenance of a web-based database of commercial and industrial properties in Windsor.
- 6) Ensure continued cooperation between the planning commission and local economic development groups.
- 7) Ensure the availability of adequate municipal services in Windsor's designated downtown and other locations where development is specifically encouraged in this Plan.

## WINDSOR TOWN PLAN

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- 8) Encourage the rehabilitation and use of existing, downtown retail and industrial space through zoning, local tax incentives, and other appropriate means.
- 9) Support the continued use and expansion of rail facilities for passenger and freight service.
- 10) Work with state and regional agencies to market Windsor and the surrounding area as part of the Connecticut River Scenic Byway.
- 11) Ensure the presence of a stable and capable workforce by supporting local education and encouraging local businesses to participate in the local vocational curriculum.
- 12) Collaborate with Mt. Ascutney Hospital to maintain a strong health care presence in the region.
- 13) Support the continued development of the hospitality industry.
- 14) Encourage Windsor Improvement Corporation and large businesses to work with area daycare providers to support expanding the daycare capacity in town.

## 10. TELECOMMUNICATIONS FACILITIES

The maintenance of a modern and accessible telecommunications network is essential to the public welfare. Public safety agencies, such as emergency medical services, fire and police departments, rely on broadcast and communications facilities to provide essential services. In addition, a modern and accessible telecommunications network provides communities with economic, social and cultural benefits.

At the same time, network infrastructure should be developed in an efficient, safe and thoughtful manner. Possible impacts upon scenic and cultural resources, aesthetics, and public health and safety should all be considered during the planning process.

The field of wireless communications and telecommunications is undergoing rapid change. Advancements in this technology have and will continue to affect growth in the Town of Windsor. Technological improvements will enable people to work at home and telecommute to work or to other remote or central offices more readily.

The major planning issue with wireless communications technology today is the siting and construction of new communications towers and supporting network infrastructure including power lines, access corridors and support buildings. These include towers<sup>1</sup> for wireless communications facilities<sup>2</sup> and wireless telecommunication facilities<sup>3</sup> (see definitions of these terms in the side bar). In the hilly topography characteristic of this Region, towers and related facilities need to be located on the hilltops or higher elevation points in order to provide the broadest service area coverage. These towers and their supporting infrastructure can alter mountaintops and ridge lines in ways that negatively impact scenic resources vital to the Region's economic future and cultural richness. Aesthetic concerns will increase as more mountains and ridgelines are developed. The towers and network infrastructure must be developed in an efficient, safe and thoughtful manner. Possible impacts upon scenic and cultural resources, aesthetics, and public health, and alternative tower designs that mitigate these impacts, should all be considered during the planning process.

There is ample opportunity for co-locating new antennae on the prominent, existing towers on the summit of Mount Ascutney, before new towers are built.

### Definition of Terms

**<sup>1</sup> Tower** - Any structure that is designed and constructed primarily for the purpose of supporting one or more antennas, including self-supporting lattice towers, guy towers, or monopole towers. The term includes radio and television transmission towers, microwave towers, common-carrier towers, cellular, personal communication service (PCS) and similar service towers, alternative tower structures, and the like.

**<sup>2</sup> Wireless Communication Facility** - A tower, pole, antenna, guy wire, or related fixtures or equipment intended for the use in connection with transmission or receipt of radio or television signals or any other electromagnetic spectrum-based transmission/reception and the construction or improvement of a road, trail, building or structure incidental to a communications facility. Wireless Communication Facilities include Wireless Telecommunication Facilities.

**<sup>3</sup> Wireless Telecommunication Facility** - A facility consisting of the structures, including the towers and antennas mounted on towers and buildings, equipment and site improvements involved in sending and receiving telecommunications or radio signals from a mobile communications source and transmitting those signals to a central switching computer which connects the mobile unit with land-based or other telephone lines.

## WINDSOR TOWN PLAN

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In recent years, new towers are being constructed in the region to allow for co-located antennae that often never take place. The result is towers that are taller and more prominent over the existing tree canopy than necessary.

The Telecommunications Act of 1996 restricts the authority granted under Vermont law to municipalities, such as the Town of Windsor, to prohibit wireless telecommunication facilities by zoning. Municipalities may not prohibit or have the effect of prohibiting efforts to provide wireless telecommunication facilities, and must provide reasonable opportunities for location of such facilities. [Federal Telecommunications Act of 1996, Section 704, (a),(7), (B),(i),(ii)] Other wireless communication towers such as towers for radio and television are not covered by the Telecommunications Act of 1996, leaving communities with greater authority to regulate these facilities. The Town of Windsor should assess where these facilities may be located within the municipality and enact conditions under the zoning authority to implement that policy decision.

In addition, there is some uncertainty about the health effects of the electromagnetic fields generated by wireless communications facilities upon people living near them. The Telecommunications Act of 1996 provides that no local government may regulate a wireless telecommunication facility on the basis of environmental effects of radio frequency emissions to the extent that such facilities comply with the Federal Communication Commission's (FCC) regulations concerning such emissions. [Federal Telecommunications Act of 1996, Section 704, (a),(7), (B),(iv)] An applicant for a wireless telecommunication tower must prove to the satisfaction of the Town of Windsor that the proposed facility will be and remain in compliance with the FCC's regulations of radio frequency emissions.

The Federal Communications Commission retains jurisdiction over the public airwaves and the communications industry in general. Additionally, the Federal Aviation Administration (FAA) exercises control over the location and height of wireless communication towers and similar structures to prevent interference with airport operations.

### Goals:

- 1) Provide residents with the benefits of an integrated and modern telecommunications network while minimizing the economic, aesthetic and cultural costs of its development.
- 2) Support the enhancement of integrated and modern wireless communications networks when such facilities do not have significant adverse environmental, health or aesthetic impacts.
- 3) Enable new economic opportunities through the use of wireless communications technology.

### Policies:

- 1) New communications towers and supporting infrastructures detract from the beauty of the Town and shall be sited and constructed only as necessary to meet the Town's changing needs. New towers, access corridors and utility poles serving towers shall not be sited or constructed where adequate communication coverage can be obtained through use of existing structures. The use of existing structures, such as water towers, farm silos, church steeples and buildings, to support the wireless communications broadcast equipment is encouraged whenever it will not have a negative impact on significant historic or aesthetic resources.
- 2) New wireless communications towers, access corridors, and utility poles serving towers shall not be sited or constructed as long as the existing site is viable. Those wishing to provide new or expanded communications services must utilize the existing Town tower and supporting infrastructure, unless it can be demonstrated that the sharing or collocation is prohibitive due

to frequency interference, adverse aesthetic impacts or risk to public health. The Town should facilitate the sharing of space to the fullest extent possible. Those building new towers or support infrastructure shall not prohibit the sharing of those facilities by other users for reasons other than frequency interference or avoiding a demonstrated risk to public health, in that the public exposure to Radio Frequency (RF) radiation will exceed the applicable FCC standards for human exposure. If the Town tower cannot be utilized, the use of existing structures, such as water towers and buildings, to support telecommunications broadcast equipment is encouraged wherever appropriate and where it will not have a negative impact on significant historic or aesthetic resources nor a risk to public health.

- 3) Siting and design of new communications towers and facilities (including any support and maintenance structures, necessary access corridors and utility lines) shall minimize impacts on natural, scenic, wildlife habitats and corridors and aesthetic resources. The use of the ridges for communications towers and related facilities needs to be undertaken in a manner that will neither unduly detract from nor adversely affect Windsor's scenic values. Access roads and utility lines shall minimize disturbance or fragmentation of important natural and historical resources.
- 4) To minimize conflict with scenic values, facility design and construction for new communication towers and accessory facilities should adhere to the following principles:
  - a) Where feasible, new towers shall be sited in areas not highly visible to the traveling public and not visible from residential areas, historic districts and public use areas or outdoor recreation areas;
  - b) New towers should be located in forested areas or be sufficiently landscaped to screen the lower sections of towers and related ground fixtures from public vantage points, such as trails, roads or water bodies;
  - c) Towers, including antennae, shall be less than 150 feet as measured from the lowest grade at ground level to the top of the highest structure or component, and shall not exceed a height greater than the average height of the adjacent tree canopy measured from a distance of 300 feet from the base of the tower.
  - d) New towers shall use materials, architectural styles, color schemes, lighting fixtures, mass and other elements to promote aesthetic compatibility with surrounding uses and to avoid adverse visual impacts (e.g. stealth technology such as cupolas, spires, chimneys or eastern white pine stealth towers);
  - e) Where prominent views of a site exist, new towers shall be located downgrade of the ridge so as not to exceed the elevation of the immediate ridge;
  - f) Where new access roads are proposed, they shall be located to follow the contours of the land and to avoid open fields or meadows in order to minimize their visibility;
  - g) New towers should not be sited on peaks and ridges that function as regional focal points;
  - h) Existing tree cover shall be maintained to the maximum extent possible, with tree removal allowed only to clear the footprint area of the tower structure and accessory facilities; and
  - i) A balloon shall be raised to indicate the height of the tower for at least one day before a hearing is held provided it is in compliance with all local, state and federal regulations, including FAA restrictions on height limitations.

## WINDSOR TOWN PLAN

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- j) The applicant of any new proposed tower locations will need to prove that co-location on the existing towers on Mount Ascutney or other existing locations is not practicable.
- k) For any new tower site, the application shall demonstrate demand for co-location in order to justify proposed additional structure height.

5) An applicant for installation of new transmission facilities shall demonstrate that public exposure to Radio Frequency (RF) radiation will not exceed the applicable FCC standards for human exposure. Assessment of possible health effects shall be based on the cumulative effects of all RF emissions at any given location, and should include both preconstruction and post-construction monitoring.

6) Any equipment that is discontinued or not in use for a period of 1 year shall be removed. In the event that use of a tower is discontinued, the site shall be restored to its natural condition, or to the condition that existed prior to construction, as appropriate. The developer of a new tower will provide the Town of Windsor with a site restoration and reclamation plan at the time of application for the new tower site in the event the tower and accessory facilities are abandoned in the future. This site restoration and reclamation plan must include provisions for removal of the tower and accessory facilities, regrading, revegetation, a time frame for accomplishing the site restoration, and adequate security, such as a letter of credit or a performance bond, including anticipated inflation, to provide funds necessary for completing the site restoration and reclamation plan.

7) The Secretary of Administration of the Office of the Governor of Vermont, pursuant to under 30 V.S.A. Section 227b, should notify the Planning Commission of the Town of Windsor in order to conform with this Plan before allowing the use of state or private property in the Town for a new or expanded communication facility.

8) The Vermont Public Service Board should notify the Planning Commission of the Town of Windsor in order to determine conformance with this Plan before allowing the use of state or private property in the Town for a new or expanded communication facility.

9) The Agency of Natural Resources in its capacity as managers of State Lands should notify the Planning Commission of the Town of Windsor in order to conform with this Plan before allowing the use of state property in the Town for a new or expanded communications facility on state land in the Town.

### Recommendations:

- 1) The Town of Windsor, its officials and Planning Commission should develop and incorporate wireless communication policies and elements into the Town's zoning Regulations, and adopt the provisions of Title 24, V.S.A., Chapter 117, Section 4407, Subsection 17, into Windsor Zoning Bylaws. This subsection provides that any proposed tower developer pay the reasonable costs to the Town of a technical study of how the tower would affect the Town. The development of alternative technologies to serve the industry, such as satellite technology that would eliminate the need for towers should be encouraged.

## 11. FLOOD RESILIENCY

In accordance with State statute, town plans shall include a statement of policy on the preservation of natural areas [§4382(a)(12)] as well as discussion of open spaces reserved for flood plain purposes. The Town adopted flood hazard regulation within the Zoning Bylaws and is enrolled in the National Flood Insurance Program, which makes property owners eligible for flood insurance. Any development in the flood hazard area requires local permits and must meet standards to mitigate against inundation flooding. See the Water Resources Map.

Windsor's *All Hazard Mitigation Plan* identified the following areas as particularly susceptible to flooding and fluvial erosion:

- Area around VT Route 44 in low lying area out past the armory (particularly Spring floods)
- East of US Route 5/ Main Street from the Golf Course to the Weathersfield town line
- Area below the Mill Pond Dam shown as being in Floodway Fringe.

Windsor has experienced significant flood and fluvial erosion damages in the past including, but not limited to, in 2013 and 2011. Floods are the most probable natural hazard event in Windsor. Currently there are 245 buildings within the special flood hazard area in Town, 73 of those buildings are located within the regulatory floodway. Seventeen percent (17%) of all structures in Windsor are located within the special flood hazard area – this is the highest proportion of all Vermont towns. Furthermore, Windsor has the second highest number of structures within the floodway – second only to Barre City<sup>1</sup>. As such, one of Windsor's primary objectives is to promote flood resilience in accordance with the State Planning Goals [24 V.S.A. §4302(c)(14)]. See Windsor's *All Hazard Mitigation Plan*, as most recently amended, for more detail as it relates to the flood resilience element for this plan.

The following areas are identified as those areas particularly at risk of flooding and fluvial erosion, and are designated for certain protections to reduce the risk of future flood damage to infrastructure and properties:

### Flood Hazard Areas

The flood hazard areas depicted as "Special Flood Hazard Areas" on FEMA's Flood Insurance Rate Map are at higher risk of inundation flooding. A permit is required for all development that occurs in this area per Windsor's zoning bylaws. The associated standards generally require raising living spaces to be one foot above the base flood elevation or dry-flood proofing non-residential buildings.

### River Corridors

Rivers are dynamic and, as a result, development that is located too close to river/stream banks is at risk of potential bank erosion and channel relocation. The River Corridor (RC), which is shown on the Water Resources Map, depicts the portions of Windsor that are particularly at risk of this type of fluvial erosion damage. At this point, development that is subject to State rules and procedures – including state facilities, acceptable agricultural and forestry activities per 24 V.S.A.

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<sup>1</sup> 2014 Community Flood Study

§4413, and projects subject to Act 250 or Section 248 review – will be required to meet standards that promote resilience from future fluvial erosion in these areas. Adopting local river corridor bylaws would reduce the local match needed for future disaster funding in accordance with the ERAF Rules.

### **Lands Adjacent to Streams**

FEMA special flood hazard areas are designated along only the larger rivers and streams in Windsor. Flooding is possible along other watercourses. Properties subject to Act 250 review are generally required to follow State buffer requirements, which range between 50 and 100 feet from the top of bank. Windsor's zoning includes a requirement for a 50 foot riparian buffer along streams.

As noted above, the water quality and flood resilience benefits of buffers along water courses are important. However, equally important is to allow for some exemptions to the buffer standards in order to allow for recreational uses (e.g. water access, multi-use paths), water crossings (e.g. roads, driveways and utilities), and management activities (e.g. removal of hazardous trees, eradicating exotic invasive species or contaminated soil remediation).

### **Wetlands**

Wetlands serve a number of important functions, including flood retention. Maintaining this functionality of wetlands can contribute toward mitigating flooding impacts in Windsor. Vermont Wetland Rules apply to all applicable important wetlands of the State.

### **Upland Forests**

Maintaining an adequate forest cover in rural upland areas and steep slope areas helps to maximize infiltration of water into the soil, and minimize or slow down stormwater runoff in ways that mitigate flooding hazards to downstream locations. Efforts to minimize heavy cutting in forestry activities, limiting the extent and densities of developments, and properly managing stormwater in these uplands areas will help contribute toward community flood resilience.

The Federal Emergency Management Agency (FEMA) updated Windsor's flood hazard map effective September 28, 2007. .

### **Goals**

- 1) Increase disaster preparedness of critical town services to enhance public safety, avoid economic destruction, and reduce human suffering from flood losses.
- 2) Prevent flood damage through land use policies and regulations that control development in flood hazard areas and recognize the natural flood storage capabilities of wetlands.
- 3) Prevent flood damage through proper ongoing maintenance of dams, dikes, berms or other flood control structures.

### **Policies**

- 1) When property is subdivided in flood prone areas, require subdivision plats to clearly show elevations and borders of flood prone areas.
- 2) Development within FEMA floodway and floodplain areas are subject to the flood hazard

provisions within Windsor's zoning bylaws.

- 3) The lands along the Connecticut River that are within the Conservation future land use category are intended to only allow land uses that preserve floodplain areas for conveyance and storage of floodwaters, such as farming or outdoor recreation.
- 4) Regulate new development outside the floodplain to minimize adverse effects of increased stormwater runoff on the floodplain.
- 5) Maintain the capacities of drainage channels and detention facilities, and avoid substantial reductions in flood storage through wetland destruction.

### **Recommendations**

- 1) Advise residents about flood hazard, flood insurance, and flood protection measures.
- 2) Assist property owners with proactive management of buildings in the floodway.
- 2) Ensure that potential purchasers of flood prone property are aware of the hazard.
- 3) Maintain a library of references on flood insurance sources and flood protection in the Municipal Building.
- 4) Provide flood warning to the public and develop a response plan.
- 5) Investigate the possibility of earning an improved CRS classification for the Town in order to decrease the adverse effects of flooding on the community and reduce flood insurance rates.
- 6) Work with partners to evaluate erosion hazards along the Mill Brook.
- 7) Update this section and/or the local Hazard Mitigation Plan to analyze and mitigate these erosion hazards in order to improve community resilience to flooding and erosion damages.