HOUSING SOLUTIONS

8-30g is the Floor, not the Ceiling





APA President-Elect, American Planning Association - Connecticut Chapter Director of the Office of Planning and Development Services / Town of Groton, Connecticut



Snapshot: Town of Groton, Connecticut



Snapshot: Town of Groton, Connecticut

Key Employers







Top Industries

Manufacturing, Government,
 Accommodation & Food
 Services, Health Care, & Retail
 Trade

Navy Submarine Base

• 10,750 employees

Pfizer Pharmaceutical:

• 4,500 employees

General Dynamics Electric Boat

- 10,000+ employees
- 15,000 new employees over next 30 years, hiring thousands per year

Snapshot: Town of Groton, Connecticut

2024



Total Population:

38,215



Jobs:

33,700



Commuters:

82% of workforce commutes



Reduced Lunch:

49% of public school students qualify for free or reduced-price lunch



Home Ownership:

40% of homeowner have paid off mortgages, showing established residential stability.



Affordable Housing:

23% of housing in Groton is affordable

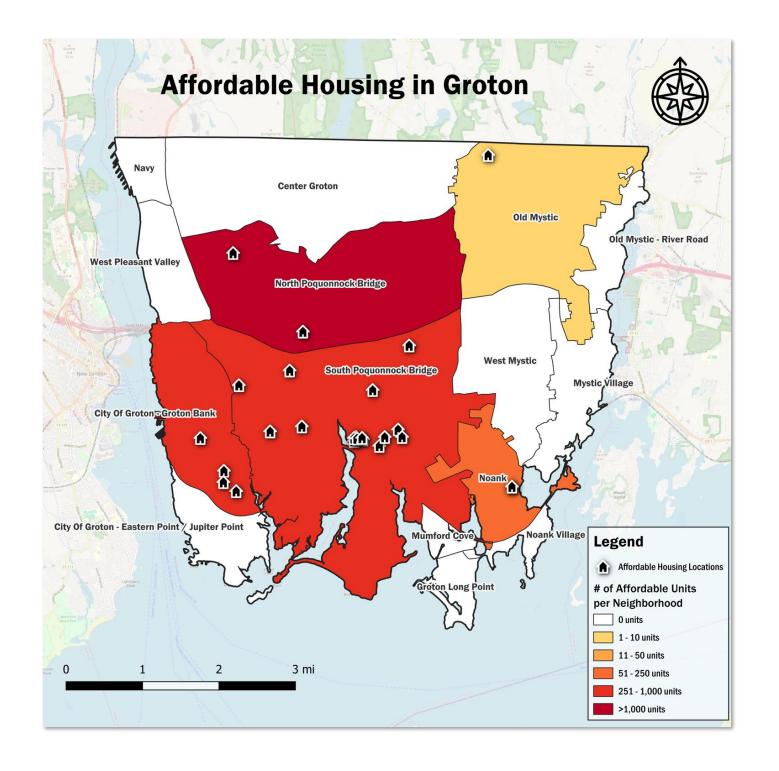
- Median Household Income in Groton is \$83,000
- Groton 2025 Median
 Home Value is \$361,150
 & Groton 2024 Median
 Single Family Home Price is \$403,000

Groton 8-30g Status

Total Housing Units (2018–2022 ACS): **18,170**

Total Affordable Units (2023): 23% of all housing units/4,147 units

Total Navy Affordable Units (2023): 55% of affordable units/2,273 units



Future housing demand potential in Groton is projected to range from 4,134 to 5,587 units by 2035.

Development potential in Groton is dependent on its ability to attract more of its existing in-commuters as residents. As Groton attracts more residents who currently live elsewhere in the region, and as Electric Boat continues to expand, the Town could see demand for 5,587 units, capturing about 30% of total regional housing demand. While fewer than the 6,500 previously estimated due to a slower post-pandemic economic recovery than expected, demand remains strong, driven by demographic shifts, and Groton still plays a key role in meeting regional housing needs and helping more families live closer to work.

Demand Potential By Growth Scenario, 2025-2035

1

Scenario 1

EB Hiring: 5,400 net new hires across the region by 2035, with out-of-region hiring patterns continuing at moderate levels.

Growth Pattern: Baseline demographic trends and gradual economic growth drive household formation

~4,134

potential housing units demanded in Groton by 2035

~17,253

potential housing units demanded in the <u>Regional</u> <u>Market by 2035</u> 2

Scenario 2

EB Hiring: 5,400 net new hires across the region by 2035, with increased out-of-region recruitment.

Growth Pattern: Same as Scenario 1 + Groton successfully attracts existing regional incommuters to relocate locally.

~5,587

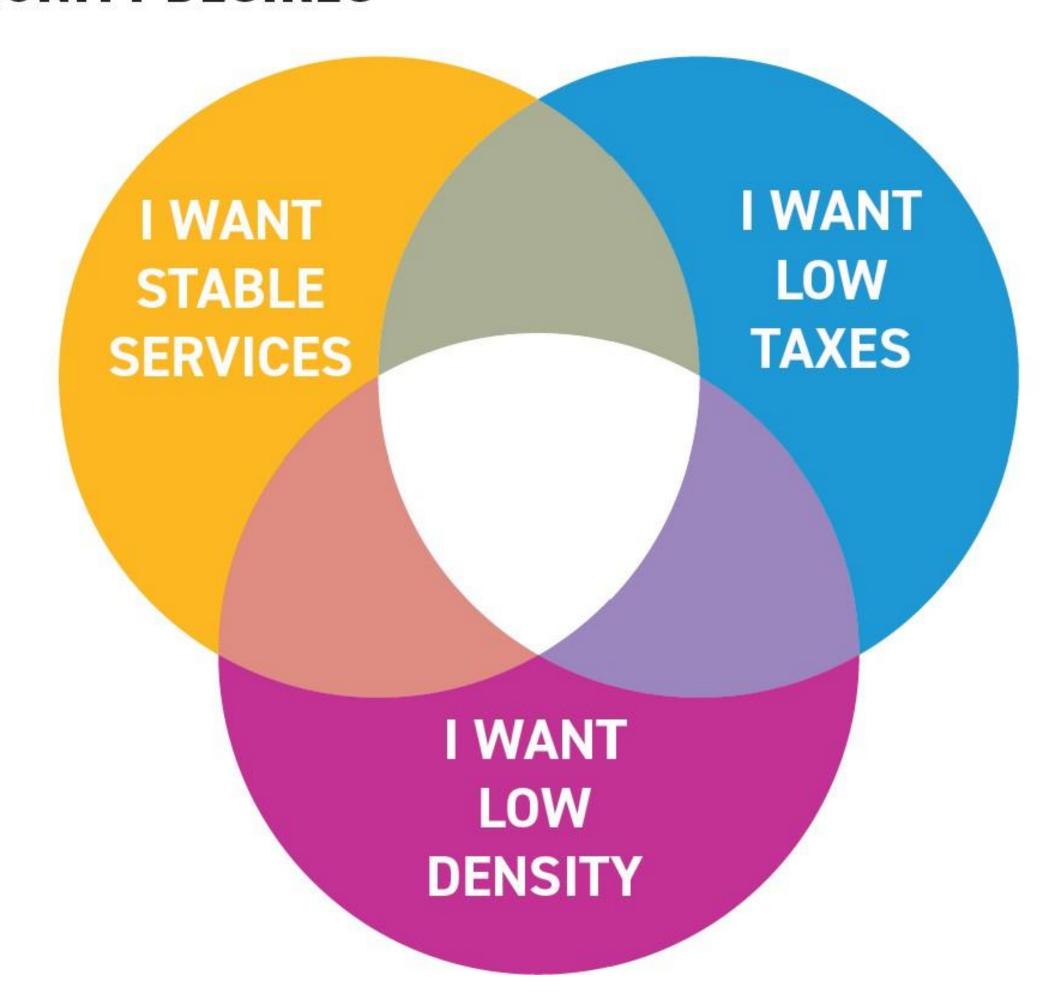
potential housing units demanded in <u>Groton by 2035</u>

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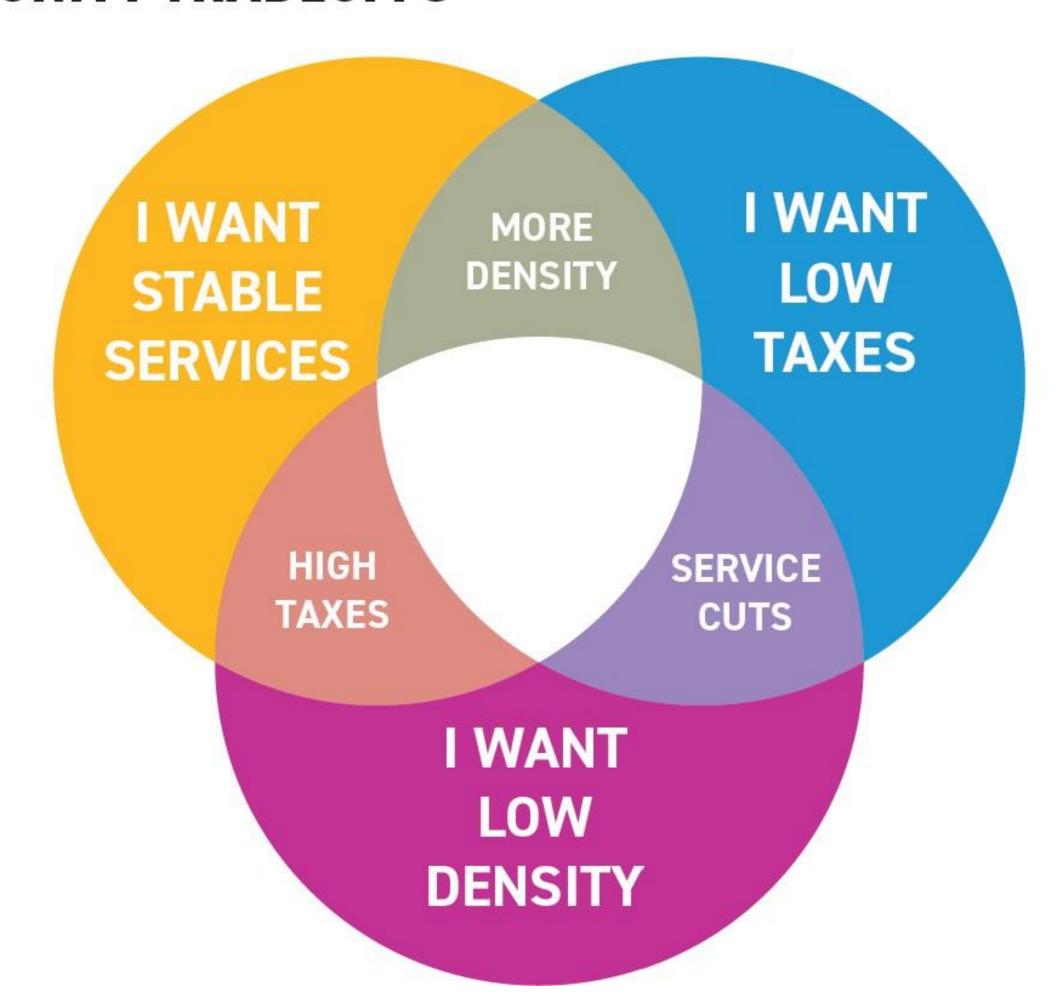
COMMUNITY DESIRES





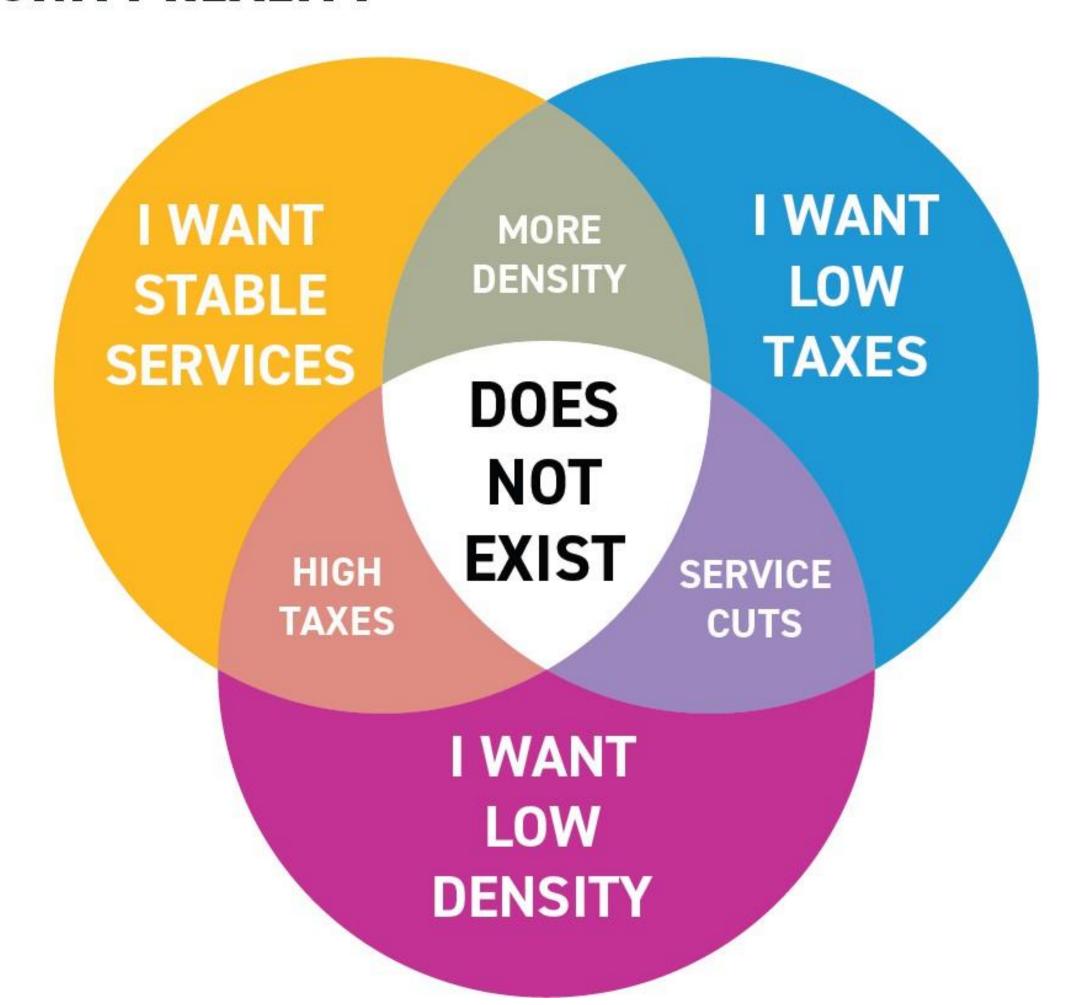
COMMUNITY TRADEOFFS





COMMUNITY REALITY

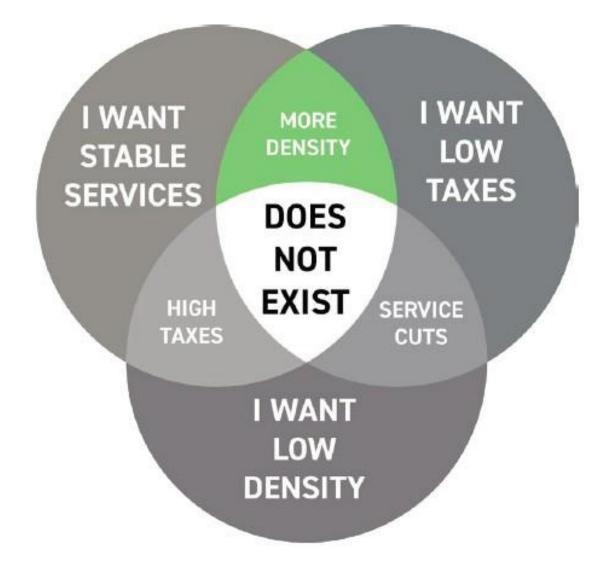




COMMUNITY POSSIBILITIES



ABUNDANCE?



SCARCITY?

Housing Challenges and Demand

- Predominantly single family homes
- Large change in demographics locally and nationally over the last 40 years
- Lack of rental housing
- There is a perception of the predominate household and housing need from the 1950s

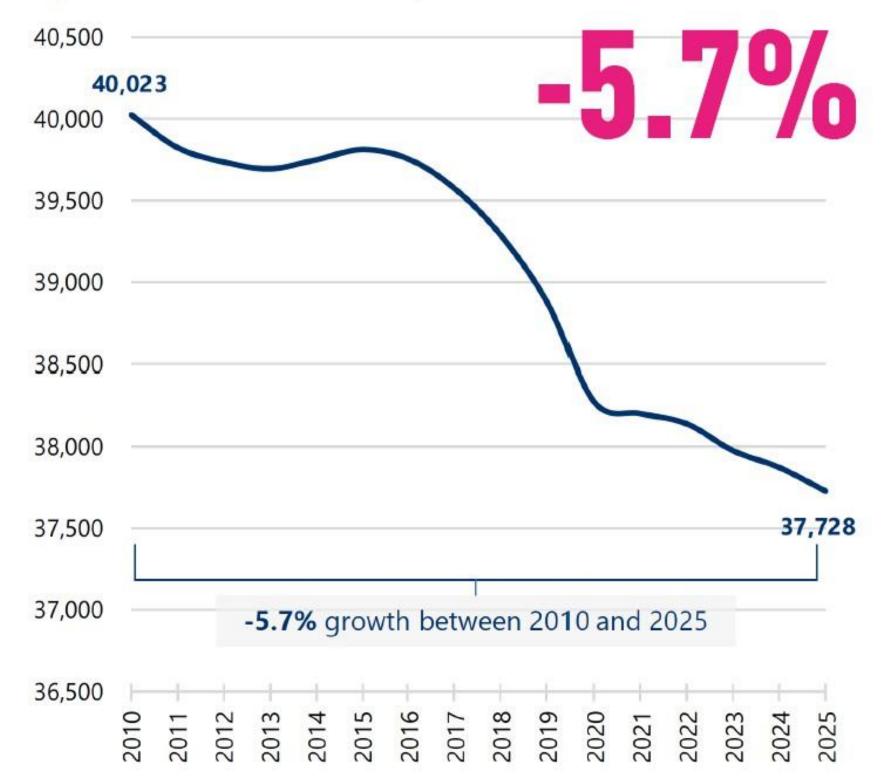




CHANGING DEMOGRAPHICS: AGE







20.3%
OF GROTON
RESIDENTS ARE
SENIOR CITIZENS
(7% INCREASE IN LAST
15 YEARS)



CHANGING NATIONAL DEMOGRAPHICS

KRONBERG URBANISTS ARCHITECTS

HOUSEHOLD SIZE



1950: 3.8 PEOPLE PER HOUSE



100% MORE HOUSES NEEDED FOR THE SAME # OF PEOPLE

2030: 2.0 +/- PEOPLE PER HOUSE

CHANGING <u>NATIONAL</u> DEMOGRAPHICS



HOUSEHOLD SIZE



1950: 3.8 PEOPLE PER HOUSE





100%
MORE HOUSES
NEEDED FOR THE
SAME # OF PEOPLE

CHANGING NATIONAL DEMOGRAPHICS

KRONBERG URBANISTS ARCHITECTS

HOUSEHOLD SIZE



CHANGING NATIONAL DEMOGRAPHICS

KRONBERG URBANISTS ARCHITECTS

HOUSEHOLD SIZE



RARELY S NEEDED FOR DF PEOPLE 100/



MORE HOUSES
NEEDED FOR THE
SAME # OF PEOPLE

CHANGING NATIONAL DEMOGRAPHICS: HOUSEHOLD SIZE



NUMBER OF PEOPLE
PER HOUSEHOLD

AVERAGE SF OF NEW SINGLE-FAMILY HOME

SF OF LIVING SPACE PER PERSON

1950

3.8

983

292

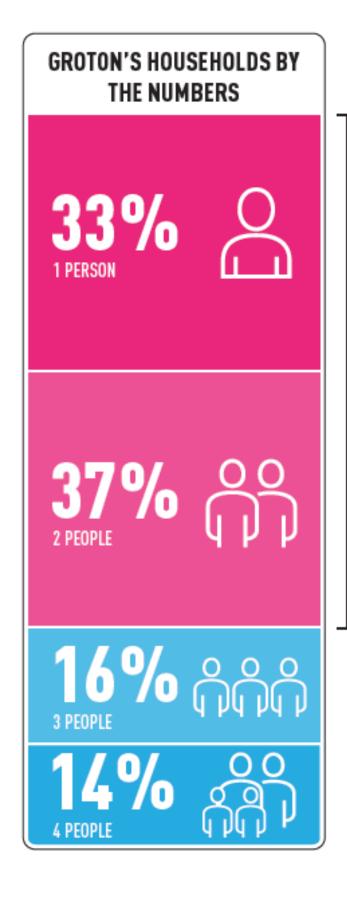
2017

2.5

2,571

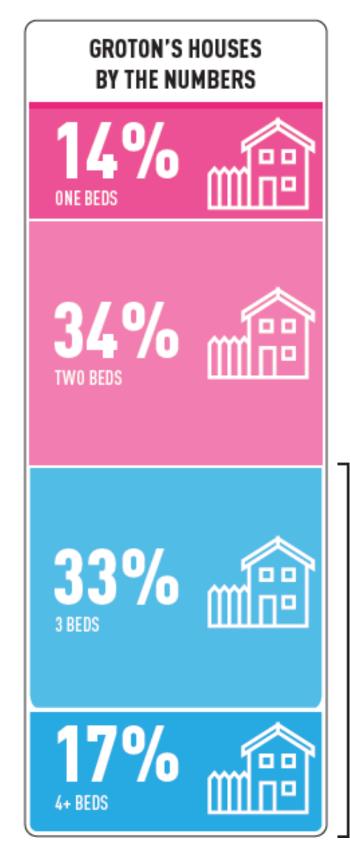
1,012 x3.5

What Need Still Exists Once You've Reached 8-30g Threshold?



70%

ARE SMALLER
HOUSEHOLDS



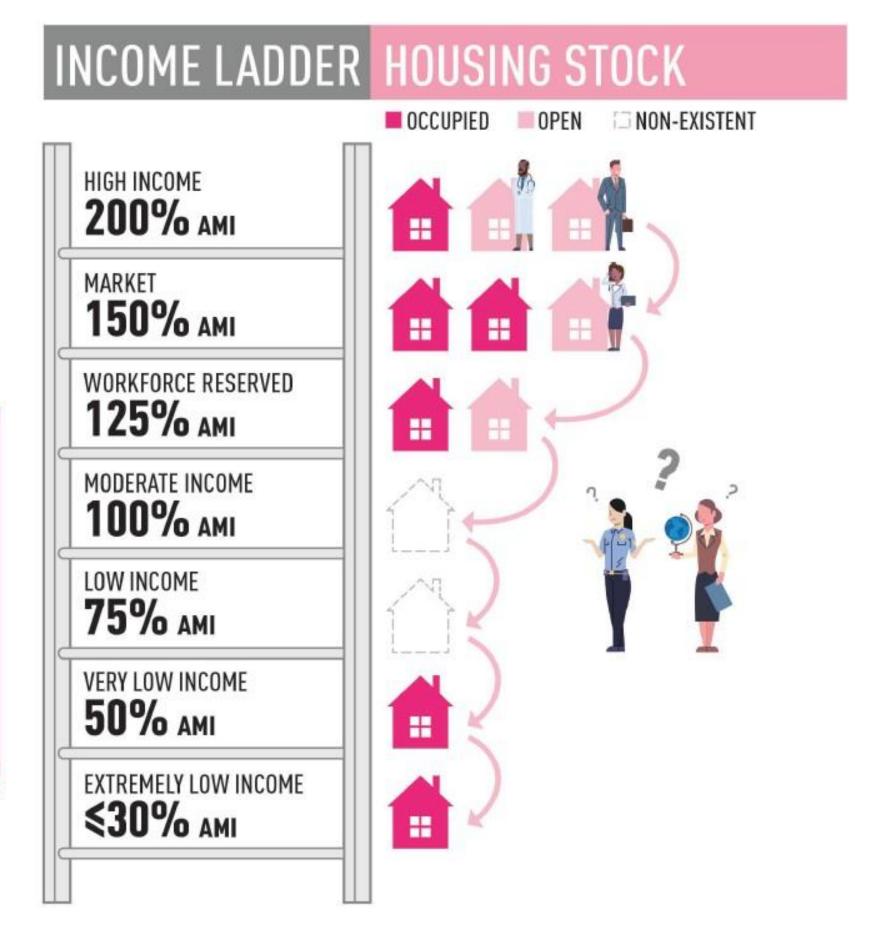
50%
ARE LARGER
FORMAT
HOMES

The Housing Ladder

WHEN THERE AREN'T ENOUGH HOMES,

EVERYBODY
COMPETES FOR
WHAT'S
AVAILABLE.

- SIGHTLINE INSTITUTE

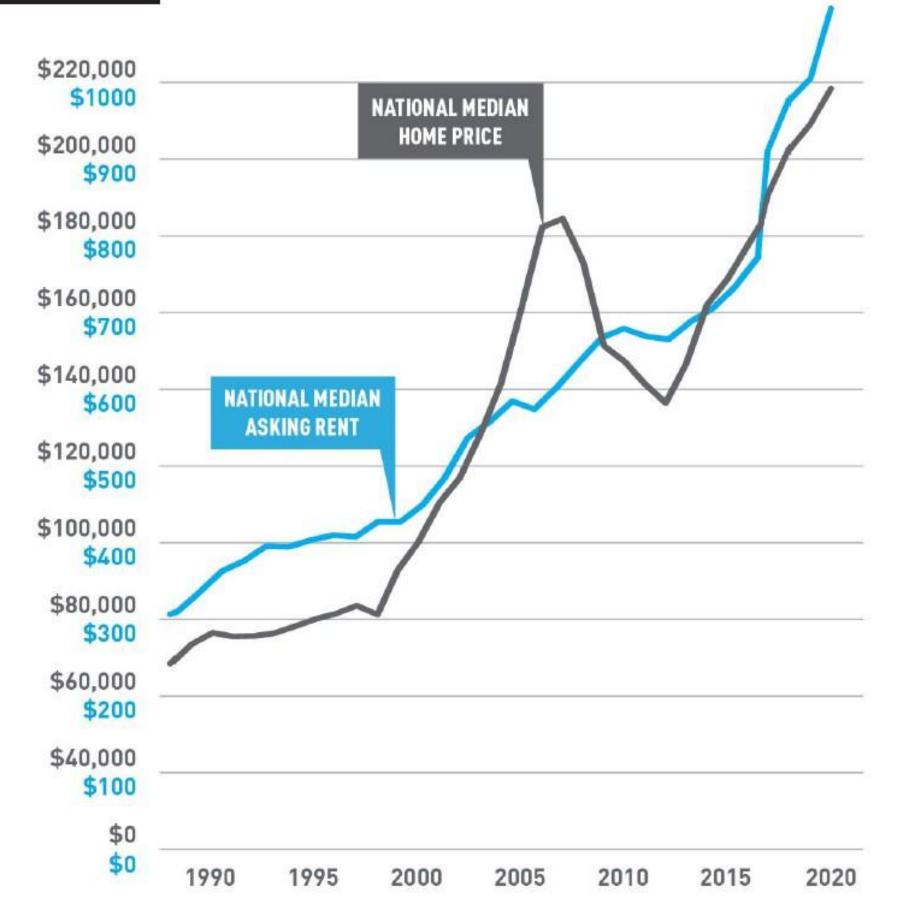


A LACK OF THE RIGHT KIND OF SUPPLY FOR A GROWING DEMAND RESULTS IN RISING COSTS



NATIONAL HOUSING AFFORDABILITY





SINCE 1998, RENTS AND HOME PRICES HAVE RISEN PRECIPITOUSLY.



100% AMI IN GROTON IS \$83,300

(HOUSEHOLD/2023)





GROTON 2025 MEDIAN HOME VALUE IS \$361,150





OWNERS

+9% CHANGE IN MEDIAN HOUSEHOLD INCOME

+86% **CHANGE IN** MORTGAGE PAYMENT ON MEDIAN HOME



GROTON INCOME CHALLENGES (2013-2023)



RENTERS -0.1% CHANGE IN MEDIAN RENTER INCOME

+18.7%
CHANGE IN
GROSS RENT



Level of Need

- +Cost Burdens
- +Income disparity across town
- +Renter/homeowner costs
- +Aging population aging out of SF homes
- +Household growth, population decreases
- + Household size decreases: preferences, aging, less children, divorce, smaller units needed
- +Hiring growth
- +82% in-commuters
- +Desirable Coastal Community
- = Strong earners can't find a place to live



So What Is Groton is Doing?

- 2019 Zoning Rewrite & Ensuing Amendments
- 2021 Housing Market Study
- 2023 Housing Market Study Update
- 2025 Housing Market Study Update

Missing Middle Housing Solutions Project

 Identifying ways to educate around housing options, ways to solve problem outside of larger MF developments

Examiner

Groton Launches \$350K Housing Study to Address Shortage, Prep for Electric Boat Job Growth



enathan Reiner, the Town of Groton's director of planning and development, fields questions from attendees at a public meeting held at the Thrive 55 + Active Learning Center on Oct, 9, 2025 (CT

So What Is Groton is Doing?

- Economic Development Strategy 2019
- Economic Development Strategy 2026
 Update
- Community Conversations
 - Ongoing series, help engage and educate
- Town Owned Excess Property Reuse
 - Returning properties to tax base, housing, public benefits
- Plan of Conservation & Development (POCD) Groton 2035
 - Sets plan for next ten years

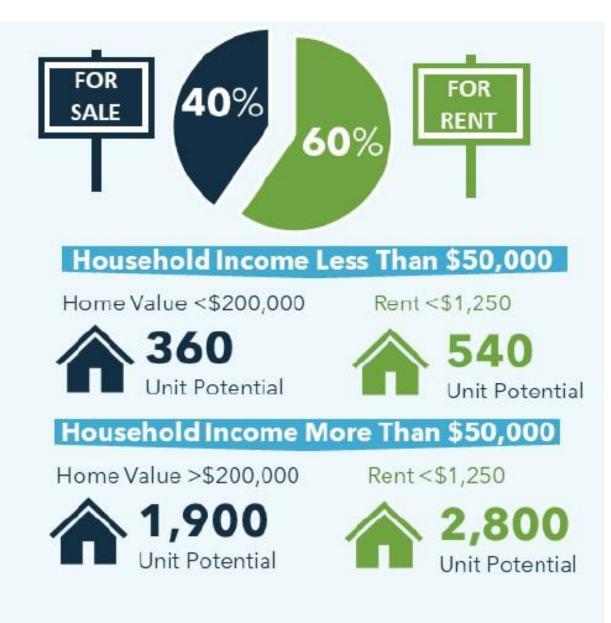


2021 Housing Market Study



There is market potential for 5,260 new housing units to be built in the Town of Groton from 2021 through 2030.

Even if all proposed and current housing development projects were completed, representing 1,057 units, it would still leave a future opportunity for the development of 4,207 new units through 2030.



2023 Housing Market Study

Housing Demand

Who are the households with housing demand in Groton?



Over the Next Decade (2023-2033) There is housing market potential for up to 6,450 units in the Town of Groton

This represents an increase of 1,190 units from the previously estimated demand potential of 5,260 in 2021.

545 units

(+285 units from 2021 analysis)



New Workers in Region

320 units

(+20 units from 2021 analysis)



New Electric Boat Workers

2,680 units

(+780 units from 2021 analysis)



1,200 units

(Unchanged from 2021 analysis)



Rental Upgraders

1,970 units

(+170 units from 2021 analysis)



KEY FINDINGS

- The Town is experiencing household growth, despite population decline.
 - Despite a 5.7% population decline since 2010, Groton gained 650 households as average household size dropped from 2.31 to 2.17 people per household.
- Electric Boat drives regional economic growth and housing demand. Groton's employment growth since the pandemic has outpaced the region's, primarily due to Electric Boat's hiring of 13,100 workers between 2022 and 2024.
- The Town's population is aging at a faster rate than the rest of the region and state.

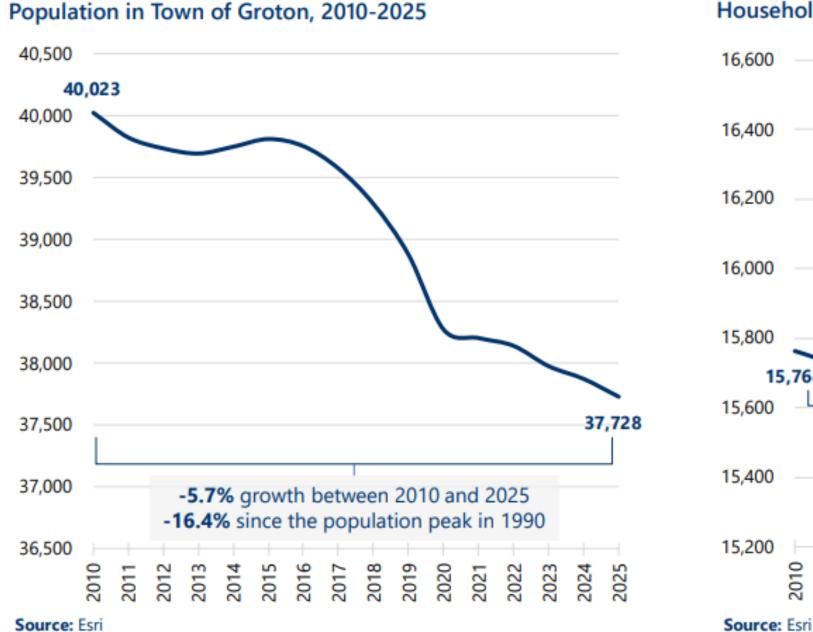
 The proportion of seniors (65+) has increased by seven
 - The proportion of seniors (65+) has increased by seven percentage points from 13% to 20% of the population between 2010 and 2025.
- The Town is losing "missing middle" housing, while gaining single-family and higher-density units. Groton has lost 312 units in 2-19 unit buildings over the past decade, reducing more attainable housing options for moderate-income households.
- Housing costs have outpaced income growth in the Town, creating affordability gaps.

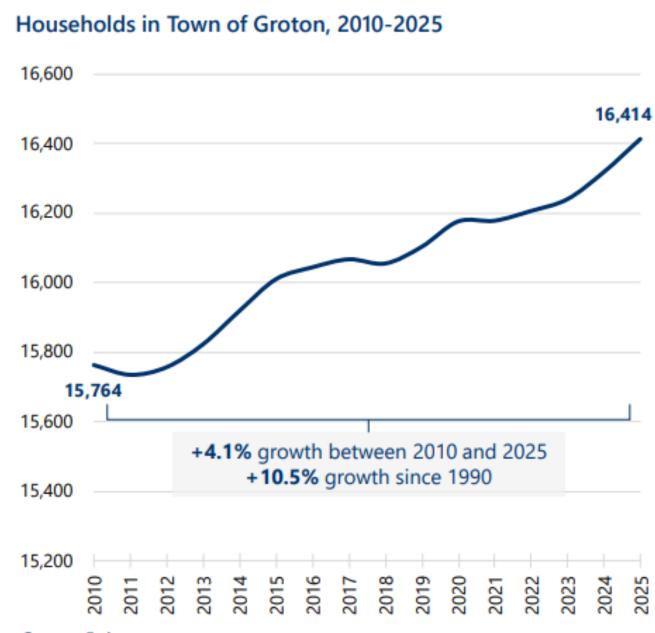
 Since 2020, mortgage payments on a newly purchased
- Since 2020, mortgage payments on a newly purchased median-priced home have more than doubled, while household incomes have grown far more modestly.

- Nearly half of all renters face housing cost burden more than twice the rate of owners.
 - 45% of Groton renters spend more than 30% of their income on housing, with the median renter needing an additional \$15,000+ annually to afford median rent.
- Homeownership is becoming increasingly inaccessible. As ownership opportunities become less affordable, there is an increased need for moderately priced alternatives, such as townhomes, duplexes, or smaller units that provide a pathway to homeownership.
- The Town of Groton is a net importer of workers, with 82% of its workers living elsewhere. A high share of in-commuters can result in lost local spending, added traffic and emissions, and highlight gaps in local housing options.
- By 2035, Groton is expected to need 4,134 to 5,587 new homes. While fewer than the 6,500 previously estimated, demand remains strong, driven by demographic shifts, and Groton still plays a key role in meeting regional housing needs and helping more families live closer to work.
- Middle-density homes represent the largest share of total demand potential. Middle-density housing is often delivered at a lower price point, so this housing serves first-time homebuyers, low-to moderate-income families, and entry-level workers.

The Town is experiencing household growth, despite population decline.

Despite over a decade of population decline, the Town has gained 650 households since 2010 (and +1,561 households or +10.5% since 1990, the town's historic population peak based on the Decennial Census). Household growth has been steady, largely driven by the shrinking average household size, which dropped from 2.31 to 2.17 people per household between 2010 and 2025.





Electric Boat drives regional economic growth and housing demand.

The Town of Groton's employment level is currently 4.6% above its pre-pandemic peak in 2018, outpacing the economic recovery in the Region Market, which has an employment level that remains 1.8% below pre-pandemic levels. Much of the Town's economic growth stems from the Ship and Boat Building industry, reflecting the increased hiring by General Dynamics Electric Boat in the post-pandemic period. This hiring has helped offset losses in other industries and in the broader region. While hiring has recently slowed down due to supply chain challenges, Electric Boat projects total employment to reach over 30,000 through the early 2030s across all locations in Southeastern Connecticut and Rhode Island, up from the current headcount of 24,000. While projections are based on current goals, EB hiring can be influenced by cyclical industry factors, including periods of accelerated production ("boom") and slower periods ("bust").

Employment Metrics, Town of Groton

+1,641 Net New Jobs Since 2019

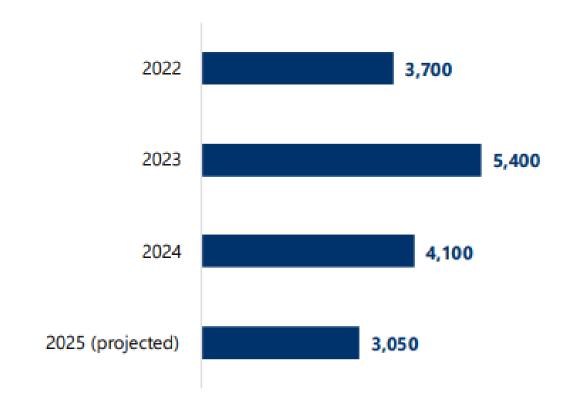
Including +3,054 in Ship and Boat Building, which offset losses elsewhere.

+4.6%

Increase in Employment Since 2018 (Pre-Pandemic Peak)

vs. -1.8% in the Regional Market

Electric Boat Hires Across All Locations Since 2022

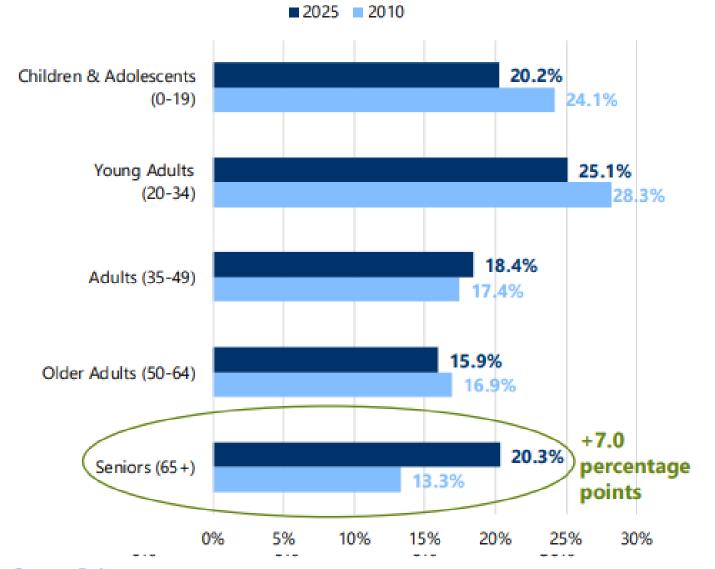


Sources: Lightcast, Electric Boat, CTInsider.com, clearancejobs.com

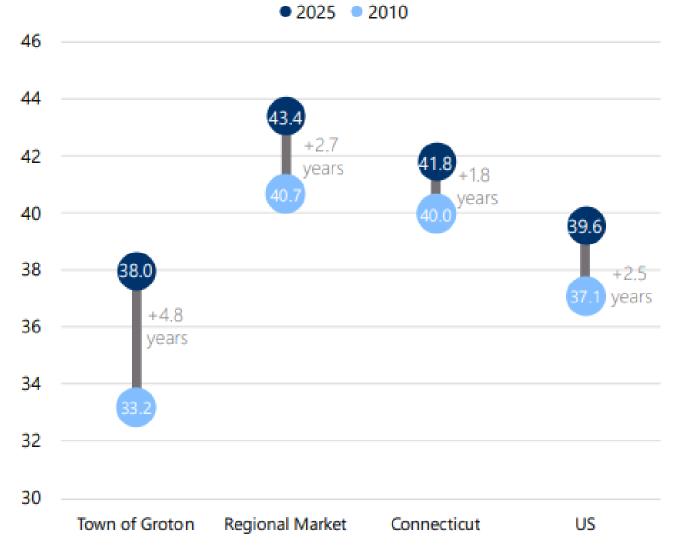
The Town's population is aging at a faster rate than the rest of the region and state.

Though the largest age cohort in the Town is young adults (20-34) largely due to the presence of SUBASE New London, the share of residents in this age cohort has been shrinking over the past decade. Meanwhile, the proportion of seniors (65+) has increased by seven percentage points. This results in more senior-led households, who often have specific preferences and needs in their choice of residence. In the future, Groton may need smaller, more manageable homes and services to support independent living.

Age Distribution, Town of Groton, 2010-2025



Change in Median Age, 2010-2025

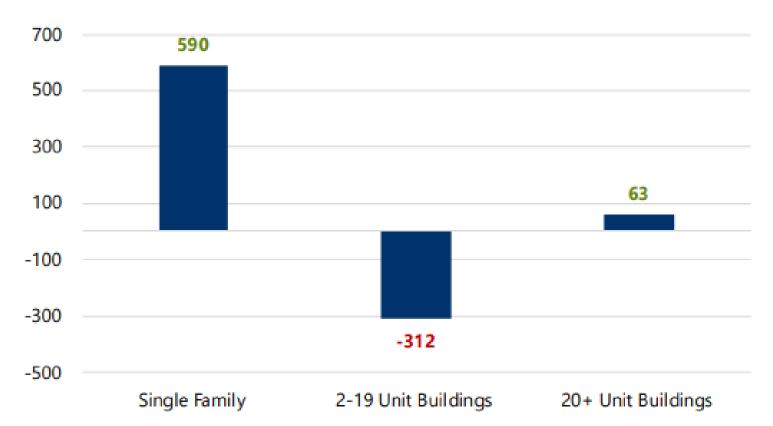


Source: Decennial Census; Esri

The Town is losing "missing middle" housing, while gaining single-family and higher-density units.

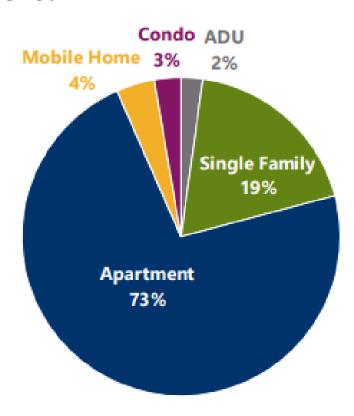
Since 2013, the Town has seen a net gain in total housing units, but a net loss in "missing middle" units (buildings with 2 to 19 units). In recent years, almost all new development and permit applications have been for larger, multifamily buildings, such as Triton Square, which delivered 304 units in 2025 and GoodHomes Groton, which delivered 112 units in 2024. These developments signal strong development interest in Groton and help increase the Town's rental housing supply. However, "missing middle" housing is important for expanding homeownership opportunities and providing attainable rental options. While these homes can be more challenging to finance and develop, once built they are generally more attainable per unit. Their smaller size, combined with the ability to spread land and infrastructure costs across multiple units, often makes them less costly than larger single-family homes.

Change in Housing Units by Structure Type, Town of Groton, 2013-2023



Sources: US Census ACS 5-Year Data (2009-2013 and 2019-2023 Estimates) **Note:** There is a gap between the US Census and permit data. This stems from time lags in Census reporting and the fact that permits show intent to build, not necessarily completed or occupied units.

Share of Total Certificates of Occupancy by Property Type, Town of Groton, 2015-2025 YTD



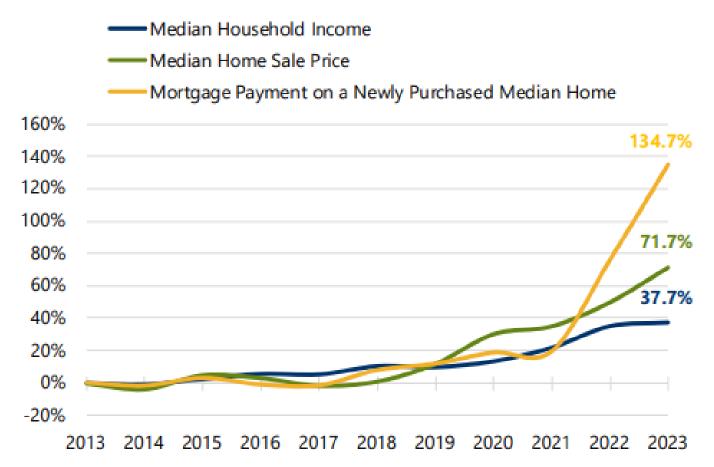
Sources: Town of Groton Planning and Development Department

Housing costs have outpaced income growth in the Town, creating affordability gaps.

Since 2020, the mortgage payment on a newly purchased median-priced home has more than doubled, while household incomes have grown far more modestly. Renters have also faced rising costs, with rents increasing faster than renter incomes. This growing gap between housing costs and earnings highlights the affordability pressures facing the community.

Cumulative Percent Change in Owner Housing Costs vs. Median Household Income Since 2013

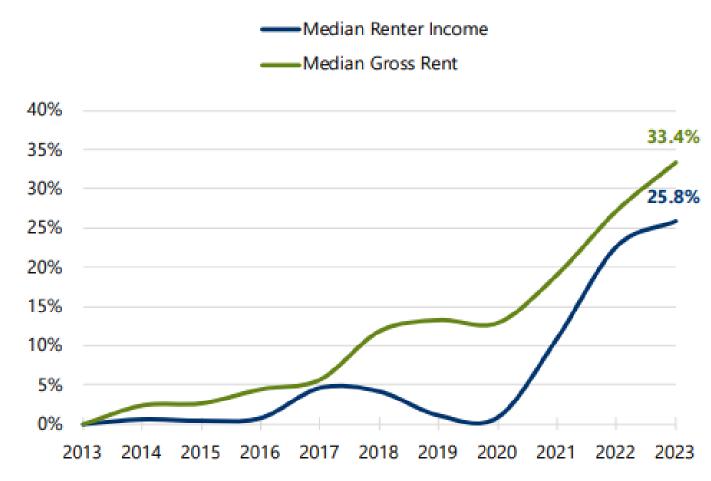
Values are not adjusted for inflation



Source: US Census ACS 5-Year Data, Eastern Connecticut Association of REALTORS MLS Data, Bank Rate

Cumulative Percent Change in <u>Renter</u> Housing Costs vs. Median Renter Income Since 2013

Values are not adjusted for inflation

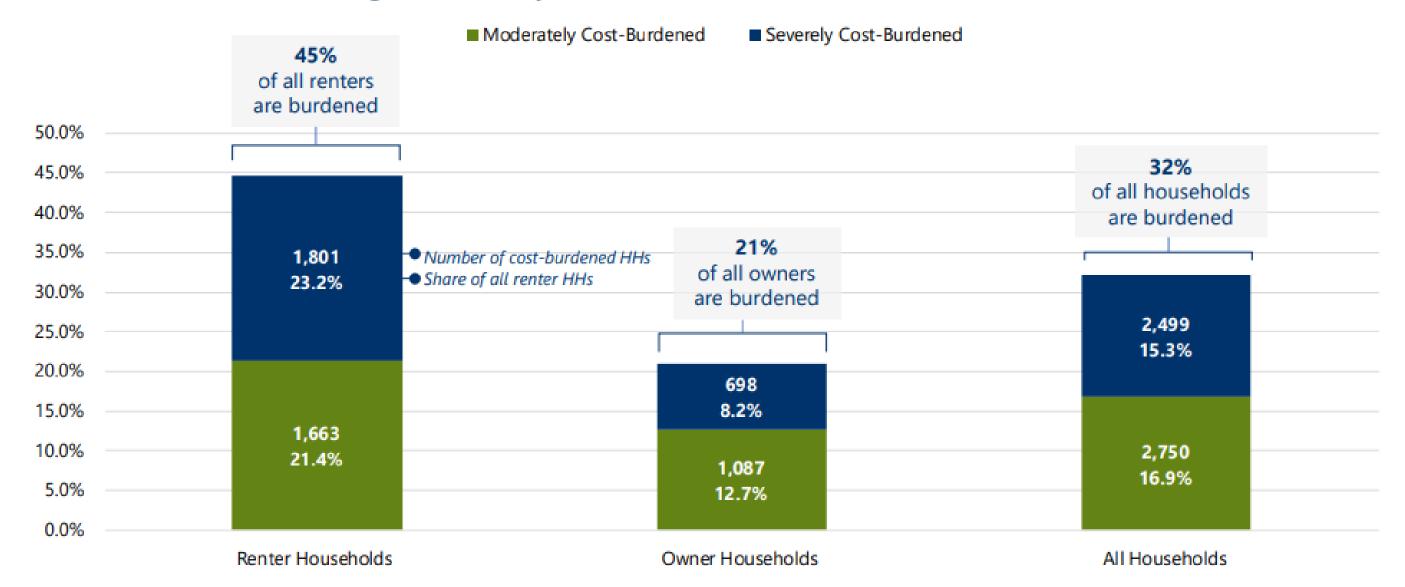


Source: US Census ACS 5-Year Data, CoStar

Nearly half of all renters face housing cost burden – more than twice the rate of owners.

Households whose housing costs exceed 30% of their total income are considered cost-burdened. These households are more likely to face difficulties meeting other needs beyond shelter, such as food, health care, and other necessities. In the Town of Groton, 32% of all households are cost-burdened (compared to 31% in the Regional Market). This points to a growing mismatch between household incomes and available housing costs—particularly for renters, who face limited affordable options.

Share of Households with Housing Cost Burden by Tenure, Town of Groton, 2023



Source: US Census ACS 5-Year Data

Homeownership is becoming increasingly inaccessible to median-earning households.

The Town has a steep affordability gap that holds across all for-sale property types. This is partly due to the sharp rise in median sales prices beginning in 2020, compounded by subsequent increases in average mortgage rates. When ownership opportunities become less affordable, providing moderately priced alternatives such as townhomes, duplexes, or smaller units can provide a pathway from renting to owning, supporting the retention of moderate-income families in the community.

Owner Affordability Gap by Property Type, 2023

Can a median-earning household comfortably afford Groton's median home value?

Property Type	Median Sales Price (2024)	Household Income Threshold	Affordable to Median Earning Household?	Income Gap
Single Family	\$403,000	\$150,981	No	\$67,434
Condo	\$250,750	\$101,905	No	\$18,358

Source: US Census ACS 5-Year Data, Freddie Mac, move.org, Eastern Connecticut Association of REALTORS MLS Data, Town of Groton Dept. of Finance

Note: Home prices and payments assume 6.72% mortgage rate and 10% down payment

Between 2013 and 2023...

Inflation Adjusted to 2023 Dollars

+9.3%

Percent change in median household income

+86.3%

Percent change in mortgage payment on a newly purchased median home

The Town of Groton is a net importer of workers, with 82% of its workers living elsewhere.

Groton's status as a net importer of workers—meaning many commute from elsewhere to work in the Town—underscores its role as a regional economic hub. At the same time, a high share of in-commuters can reduce local spending as workers leave for the day, increase traffic, create environmental impacts such as higher emissions, and highlight gaps in local housing options. Expanding local housing, amenities, and transit choices to attract more commuting workers as residents could help strengthen the Town's economy.

Labor Force Efficiency, Town of Groton, 2022



Source: US Census OnTheMap

18%

of Groton's Workers Live and Work in the Town

82% of Groton's Workers are In-Commuters and Live Elsewhere in the Region

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~4,134

potential housing units demanded in <u>Groton by 2035</u>

~17,253

potential housing units demanded in the <u>Regional</u> Market by 2035 2

Scenario 2

EB Hiring: 5,400 net new hires across the region by 2035, with increased out-of-region recruitment.

Growth Pattern: Same as Scenario 1 + Groton successfully attracts existing regional incommuters to relocate locally.

~5,587

potential housing units demanded in Groton by 2035

~18,480

potential housing units demanded in the <u>Regional</u> Market by 2035

Middle-density – or "missing middle" – homes represent the largest share of total demand potential.

In Groton and the broader region, more than half of projected housing demand is expected to be in middle-density housing (2–19 units). Prioritizing these "missing middle" types can meet a large share of future needs while serving young professionals, entry-level workers, small families, and moderate-income households. Although these estimates of future demand by unit type generally follow existing regional patterns, local policies—such as affordability requirements or homeownership incentives—will shape who is able to access this housing, and limited supply may constrain choices.

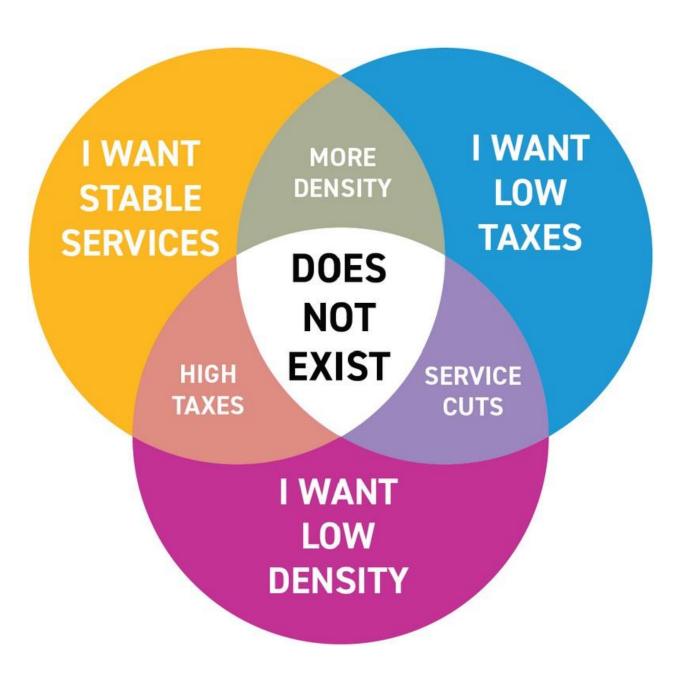
Preference-Based Demand Potential By Growth Scenario and Unit Type

	Scenario 1	Scenario 2	
Single Family	931 units in Groton 19% of Regional Demand Potential	1,161 units in Groton 23% of Regional Demand Potential	
Middle Density 2-19 Units	2,614 units in Groton 26% of Regional Demand Potential	3,650 units in Groton 33% of Regional Demand Potential	~65% of future demand in Groton
Higher Density 20+ Units	589 units in Groton 27% of Regional Demand Potential	776 units in Groton 33% of Regional Demand Potential	
Total Units	4,134 units in Groton 24% of Regional Demand Potential	5,587 units in Groton 30% of Regional Demand Potential	

Balancing Town Wants, Needs, & the Challenges In Between

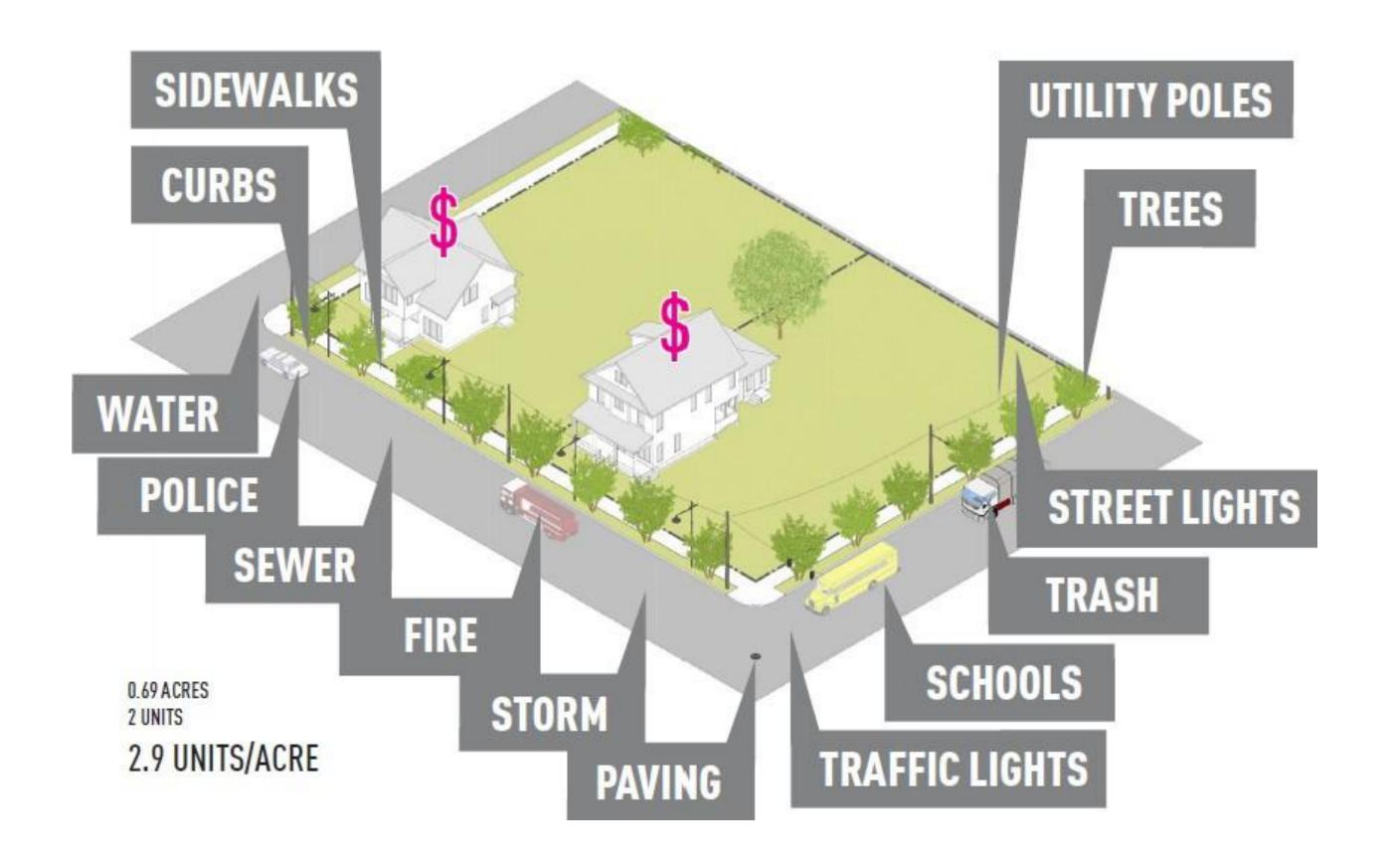
What fuels NIMBYism?

- Fear of change, misunderstanding
- Unfettered spread of misinformation / lack of capacity to keep up with it
- Disconnection
- Pitting Conservation vs. Development
- Projects may be contested, even stopped
- Vocal minority, silent majority
- We've met 8–30g, someone elses turn
- Municipalities finding ways round it

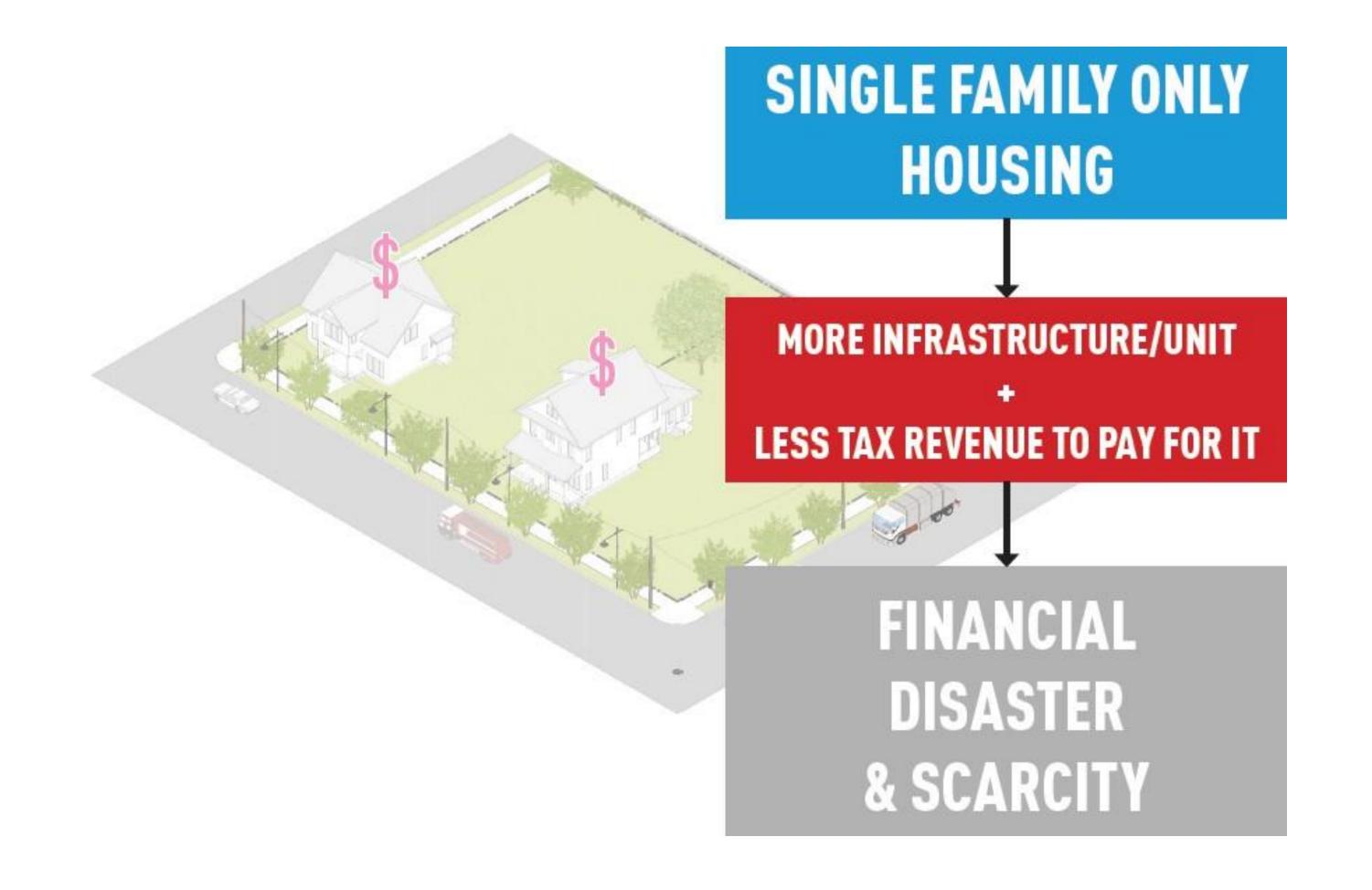




Cost of Infrastructure & Service Needs for Limited Housing









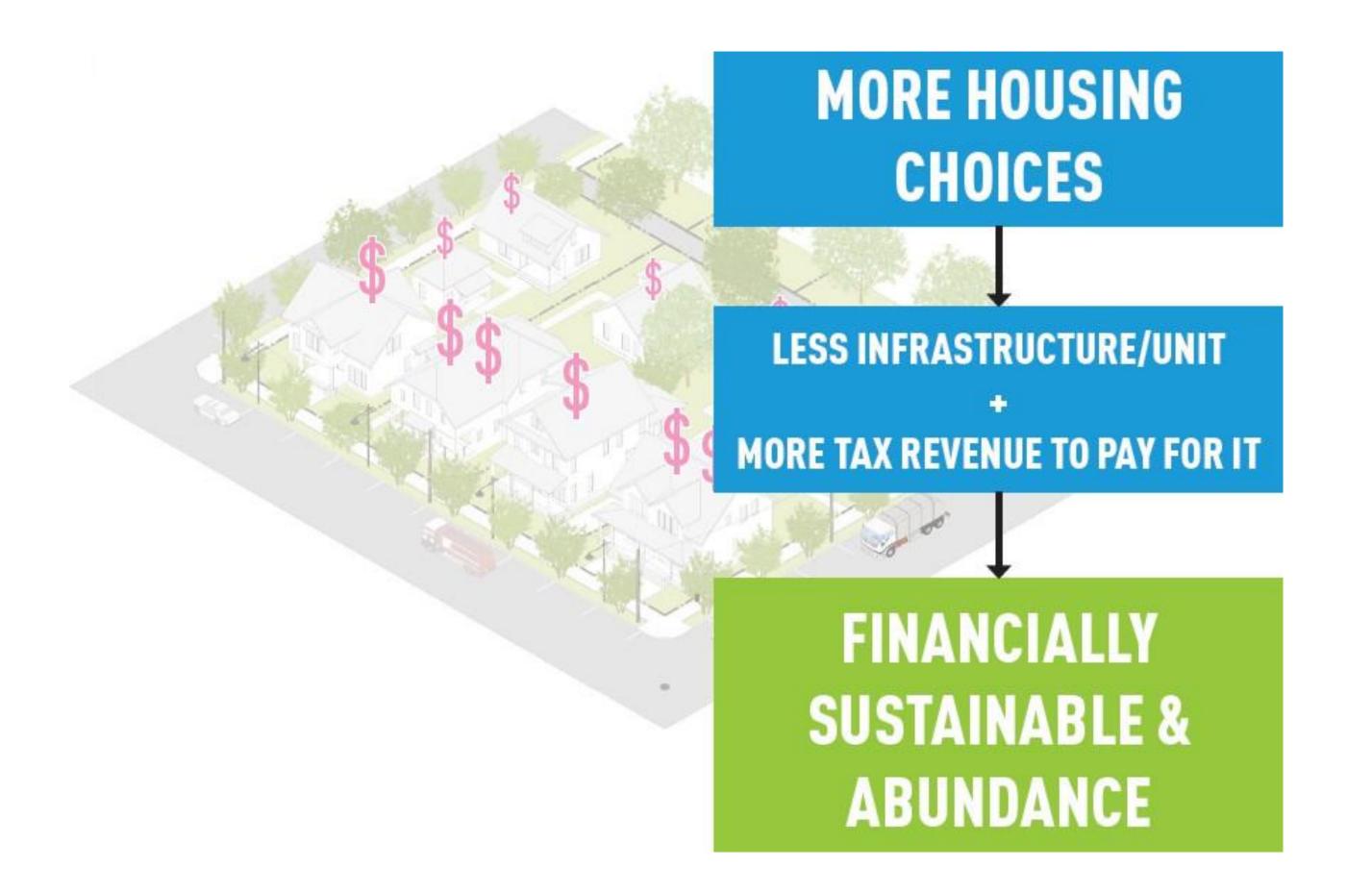
Assortment of Housing Types

- Different types of housing offsets infrastructure and services costs
- Provides more housing to a larger range of people / needs
- Generates
 significantly more
 tax revenue
- Higher value when near mixed use / walkable neighborhood





 What could a municipality invest the increased tax revenue toward?





NIMBYism is one of housing's greatest barriers

CAVE
BANANA
NOTE

Balancing Town Wants, Needs, & the Challenges In Between

(Mis)Understanding of How Things Work

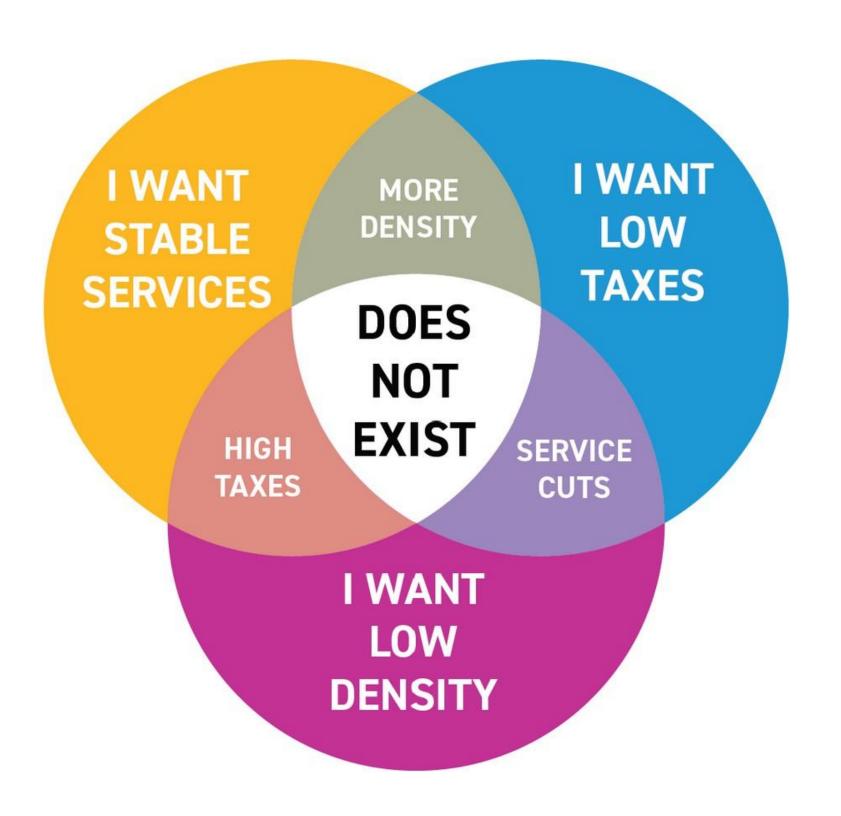
- Reality of today's market vs. when 40% of our homeowners have bought (and have since paid off) their mortgages
- Town has to evolve to be economically viable
- Growth supports aspects all residents want (lower taxes, services, supporting aging residents, tourism workers, etc.)
- Entitlement & fear: the idea that the clock stops after you buy a house / existing residents get to lock the doors of a neighborhood



Balancing Town Wants, Needs, & the Challenges In Between

"Passion" for Housing, Just Not Near Me

- Residents "want" more housing conceptually, but not near them
- Desire for affordable, but no mechanism to require or fund it

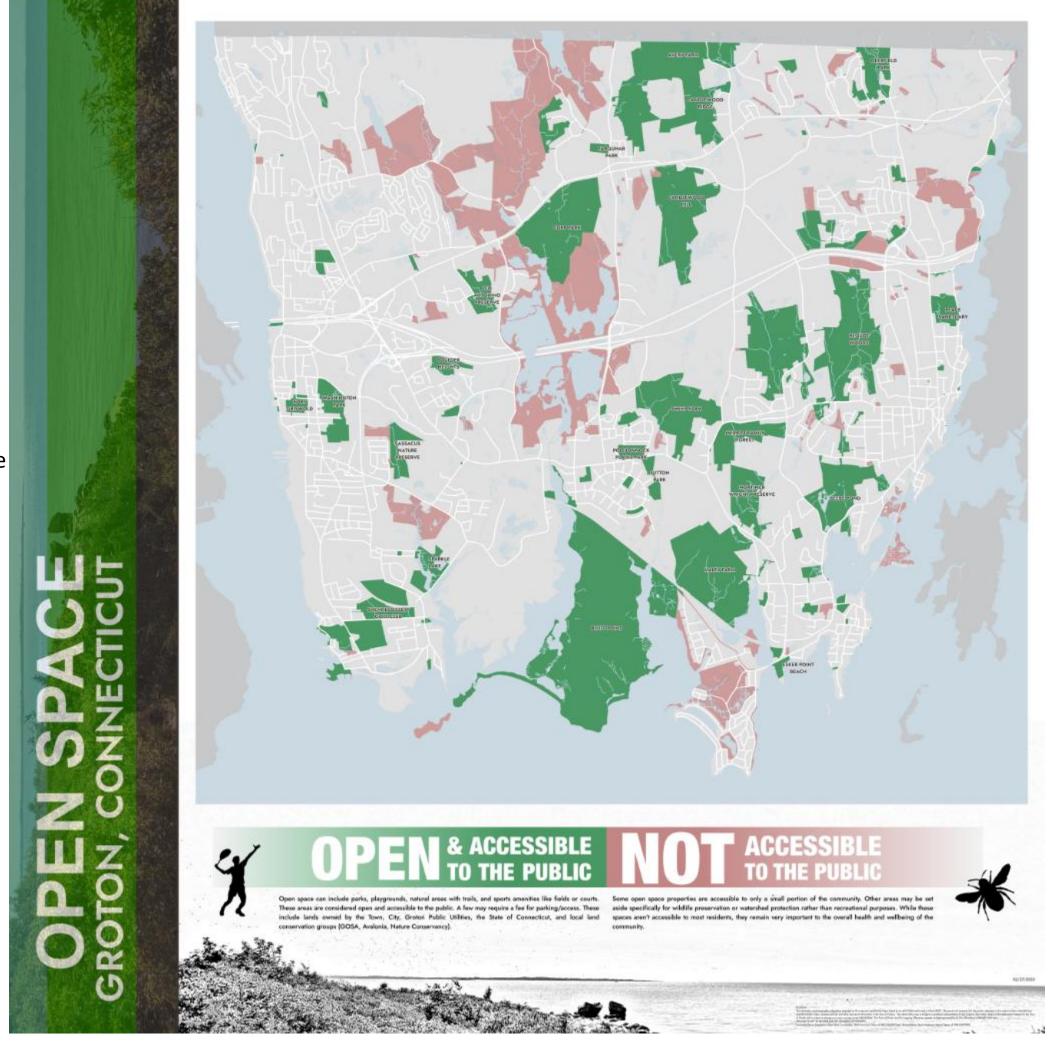




Groton Conservation Map

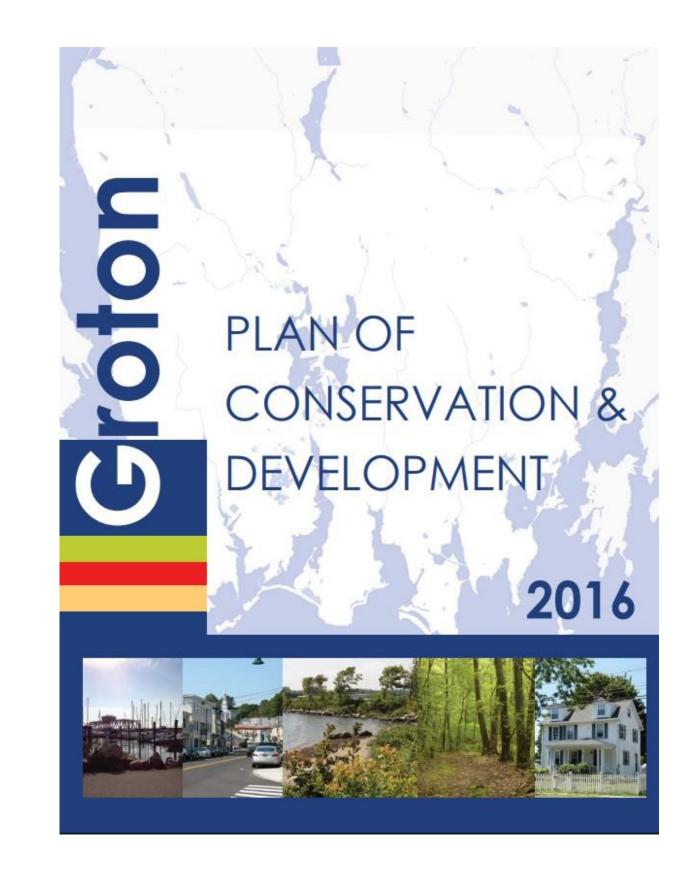
Approximately 30% of Groton is considered Open Space

- Achieving this level of open space is commendable, but it has also elicited difficult conversations regarding how much more open space acquisition should be pursued.
- The Town needs to strike that delicate balance of conservation and development, especially in light of extensive demonstrated housing needs.
- Stewardship of existing open space has become a larger priority than in the past
- Strategic locations for open space/parks has also become a priority to ensure equitable access to outdoor amenities.



Conservation & Development

- Often pitted one against the other
- May be used as guise to not allow housing / more people
- Consideration of not just conserving, but plans
 & resources to manage correctly
 - Accessibility
 - Maintenance, Invasive SpeciesManagement
- Groton team is working to unify both important efforts
 - How development can help offset costs
 - Housing near conserved land for increased access



Connecticut housing crisis persists as Governor Lamont vetoes reform bill



Oct. 10, 2025 Updated Oct. 20, 2025, 1:25 p.m. ET

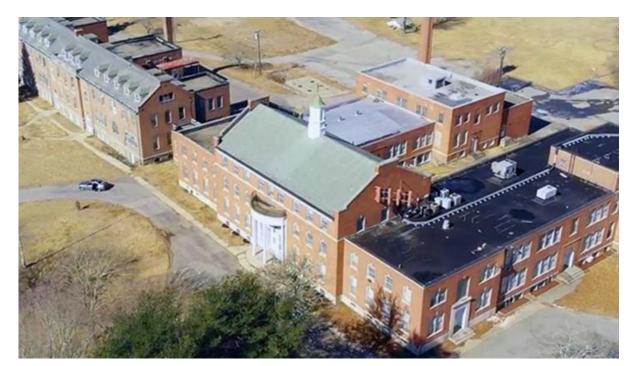
A political stalemate in Connecticut is a stark reminder that the housing crisis engulfing the country is a local issue that leaves some policy proposals at the mercy of community residents who may have little incentive to change their own neighborhoods.

Connecticut lawmakers spent months working on House Bill 5002, along with the office of Gov. Ned Lamont, a Democrat, and housing advocates from across the state. Among other things, it would have encouraged towns to rework their zoning laws to accommodate development for more-affordable housing.

The bill was approved by the Legislature in June but when it landed on Lamont's desk, several groups organized in opposition. At issue was the question of how much say each municipality would have in allowing that new development, with

Underperforming Publicly-Owned Property

- Potential to build housing with balance of other needs
- Generate significant tax revenue for town
- Not a silver bullet but can contribute to solutions
- Often bogged down in inefficient process, putting Town at disadvantage and allowing vocal minority to stymie



Mystic Oral School, Vacant Campus in Groton, CT (State-Owned Property)

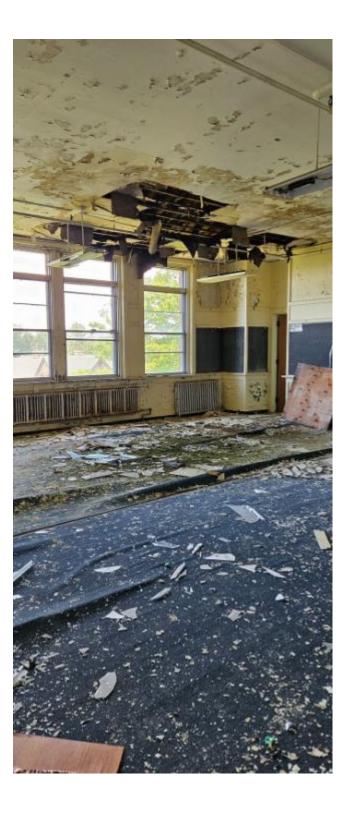


Neighborhood Campaign Launched *Prior* to Redevelopment Process for Town-Owned Vacant School

Housing as an Economic Driver





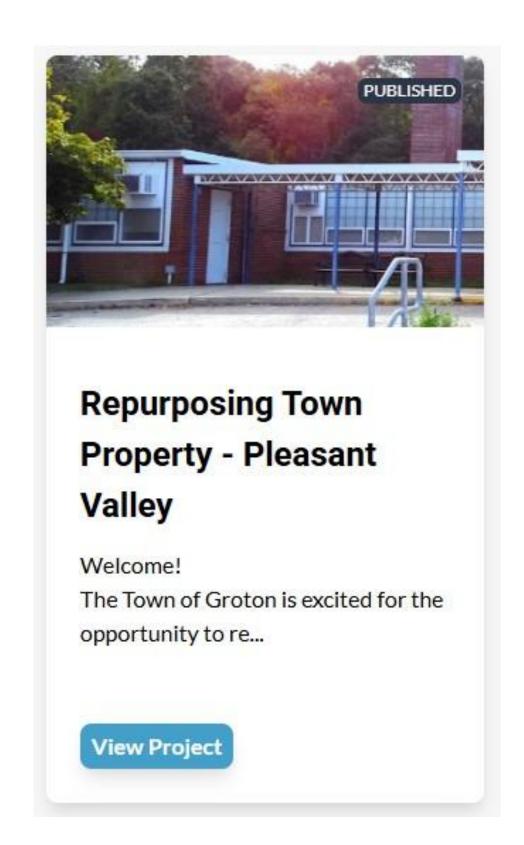






Town-Owned Excess Property Development

- Groton Team working to educate
 - How it works –website, policy graphic
 - How private and public can work together to accomplish goals Town can't afford on its own
 - Utilize tools Town has (land write down, subsidy)
 - Help inform public participation
- Pleasant Valley: Utilizing Market Rate units to offset public park constructed/maintained in perpetuity
- Still extensive challenges



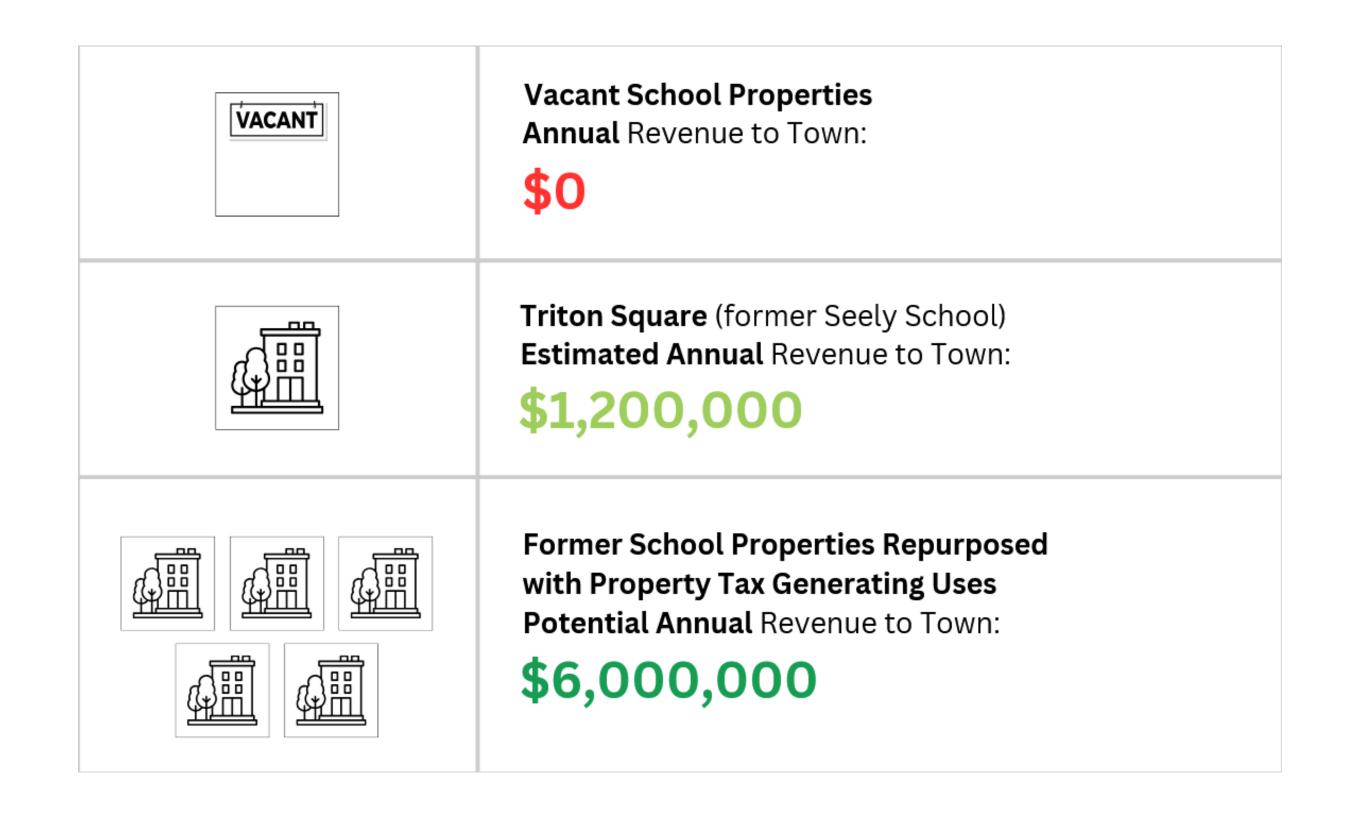
Housing as an Economic Driver

- Direct and indirect economic driver
- Groton's top 10 tax payers, mostly all older multi-family housing developments
- Secondary impacts to new investment and driver of new economic stimulus
- Fiscal impact analysis
- Utilizing municipally owned properties



Triton Square, the former Seely School Town of Groton, CT

Housing as an Economic Driver



Community Conversations

- Face to face staff and residents
- Include new people, better representation of Groton residents
- Boards & Commissions often not representative
- Help educate better informed participation

Groton Community Conversations

Hot Topics, Real Answers: Groton's Development Explained



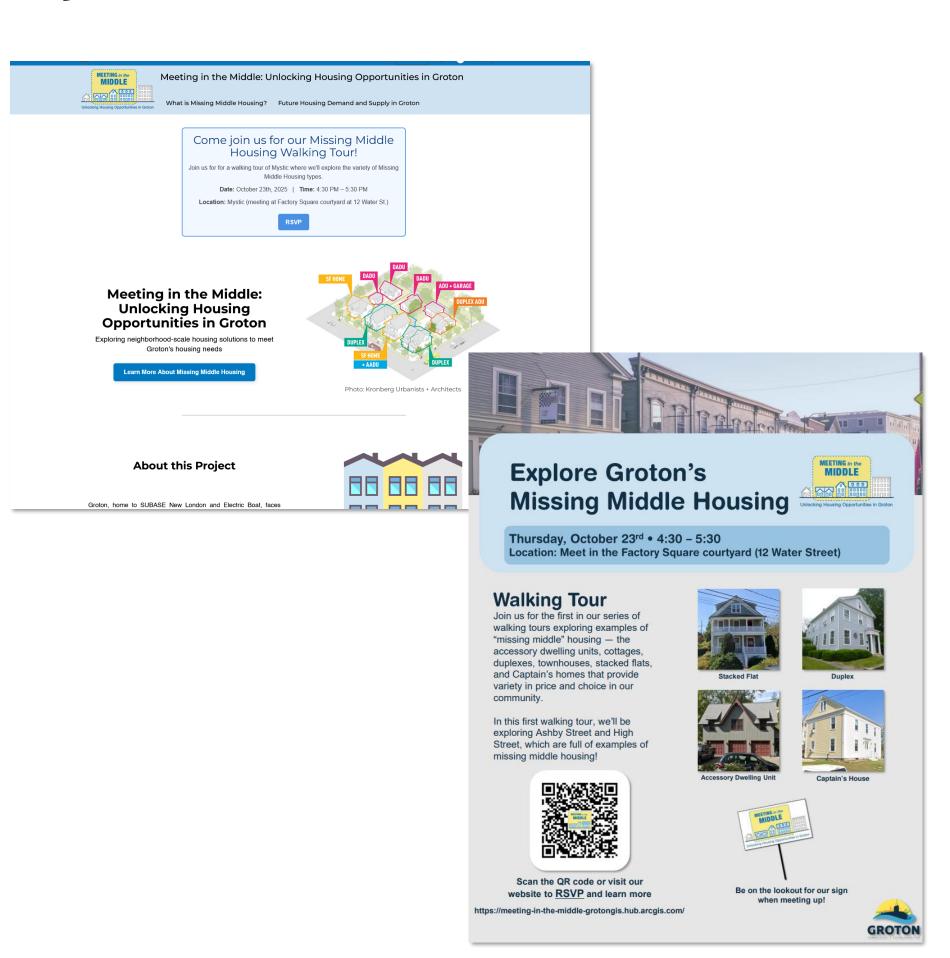
So how can the town provide stable services without increasing taxes if new households are difficult to come by?

Require more taxable property - higher density, but in a way that fits local neighborhoods

Missing Middle Housing Solutions Project



This study was prepared under contract with the Southeastern Connecticut Council of Governments (SECCOG), with financial support from the Office of Local Defense Community Cooperation, Department of Defense, and an inter-governmental agreement between SECOG and the Town of Groton. The content herein reflects the views of the Town of Groton and does not necessarily reflect the views of the Office of Local Defense Community Cooperation or the Department of Defense.



Town of Groton Missing Middle Housing Inventory

OCTOBER 2025 DRAFT







Stacked Flats

A stacked flat is a first floor flat with a single story flat or two story townhouse

- Observed Density: 2 to 3 units per building / 4 to







Stacked Flat



12. 39 Pearl Street

Units: 2

Acreage: 0.3

Density: 6.7 units per acre

Notes: Stacked Flat with two and a half stories and attached front porch. Access to upper-story units provide by rear stair.





♦ Accessory Dwelling Unit (ADU)

An Accessory Dwelling Unit (ADU) is a secondary unit on a shared lot with a primary structure/home.

















Density: 6.7 units per acre



What's Next

- 8–30g is not the ceiling, it's the floor
- With all of Groton's work, making little progress
- Efforts to change NIMBY mindsets through humanizing the need for housing, and benefits for all of housing
- Addressing entitlement & fear through education: the idea that the clock stops after you buy a house / existing residents get to lock the doors of a neighborhood

- Re-inspiring All Boats Rise: How housing helps locally & regionally
- Reaching new audiences (vocal minority, silent majority)
- More commensurate representation on decision making boards & commissions
- No silver bullet
- Comprehensive approach

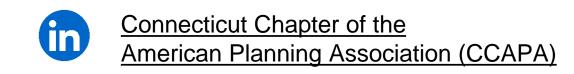


Thank You

Jonathan Reiner, AICP

APA President-Elect, American Planning Association - Connecticut Chapter Director of the Office of Planning and Development Services / Town of Groton, Connecticut







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