

DEVELOPMENT THEMES

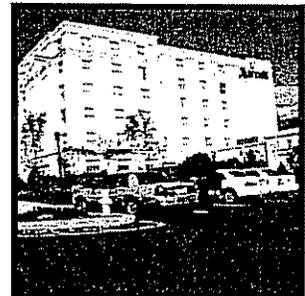
Enhance Physical Structure



Encourage Appropriate Residential Development



Encourage Appropriate Economic Development



ENHANCE PHYSICAL STRUCTURE

10

Overview

Community structure addresses the overall physical organization of Groton. Structure is an important consideration in the Plan since it addresses how people, both residents and visitors, perceive and understand the community. One only need look at communities with no discernible structure to realize that community character has been adversely affected.

Developing and enhancing a strong community structure will enhance community character and the establishment and maintenance of a meaningful community structure can be an important legacy of the planning process.

Structure is also an important guide for land use regulations and decisions. Regulations can be designed and implemented to reinforce the community structure and enhance community character.

A sense of desirable community structure will help guide local actions ...

Node At The Navy Base



What Are Nodes?

Nodes are areas of more intense activity that serve as a focal point for the surrounding areas. Nodes can be defined as including office, retail, and institutional uses at a scale appropriate for the location.

Mystic Node

In the Mystic area, the node would most likely include the areas along Route 1 from High Street to the Mystic River and extending along Water Street.

Downtown Node

At the present time, the area on Route 1 between Meridian Street Extension and Poquonnock Road appears more "strip" oriented than "node" oriented.

However, the Lane, Frenchman and Associates study of this area entitled Downtown Development Program (1984) shows how the character of this area could be configured more like a node.

Reinforce Community Structure

In Groton, residents and visitors all identify most strongly with the mixed use village pattern that exists in Mystic and Noank and, to some extent, in the City of Groton. People feel comfortable when they are in areas like these with a "sense of place".

Yet, the most prevalent form of development in Groton these days is not like this. Most current residential development in Groton is occurring in subdivisions that, when viewed in their totality, are contributing to the pattern of "suburban sprawl" that people are averse to. These development patterns are not contributing to overall community character. In addition, these subdivisions are not always occurring in ways that protect natural resources or open space in the areas where they are being developed.

Similarly, most business development in Groton is occurring in strip fashion along major roads with separate curb cuts and limited architectural character. These areas also do not contribute to meaningful community character or add to the quality of life in Groton.

What is of greatest concern is that the type of development that does not enhance community character is exactly what Groton's land use regulations require. While Groton, unlike some other areas, has a wonderful foundation of "places" to work from, recent development patterns have diluted those development patterns that contribute most to community character.

The Plan recommends that efforts be devoted in Groton to promoting development that is more in keeping with the best elements of the historical structure of the community with more "nodes" than "strips".

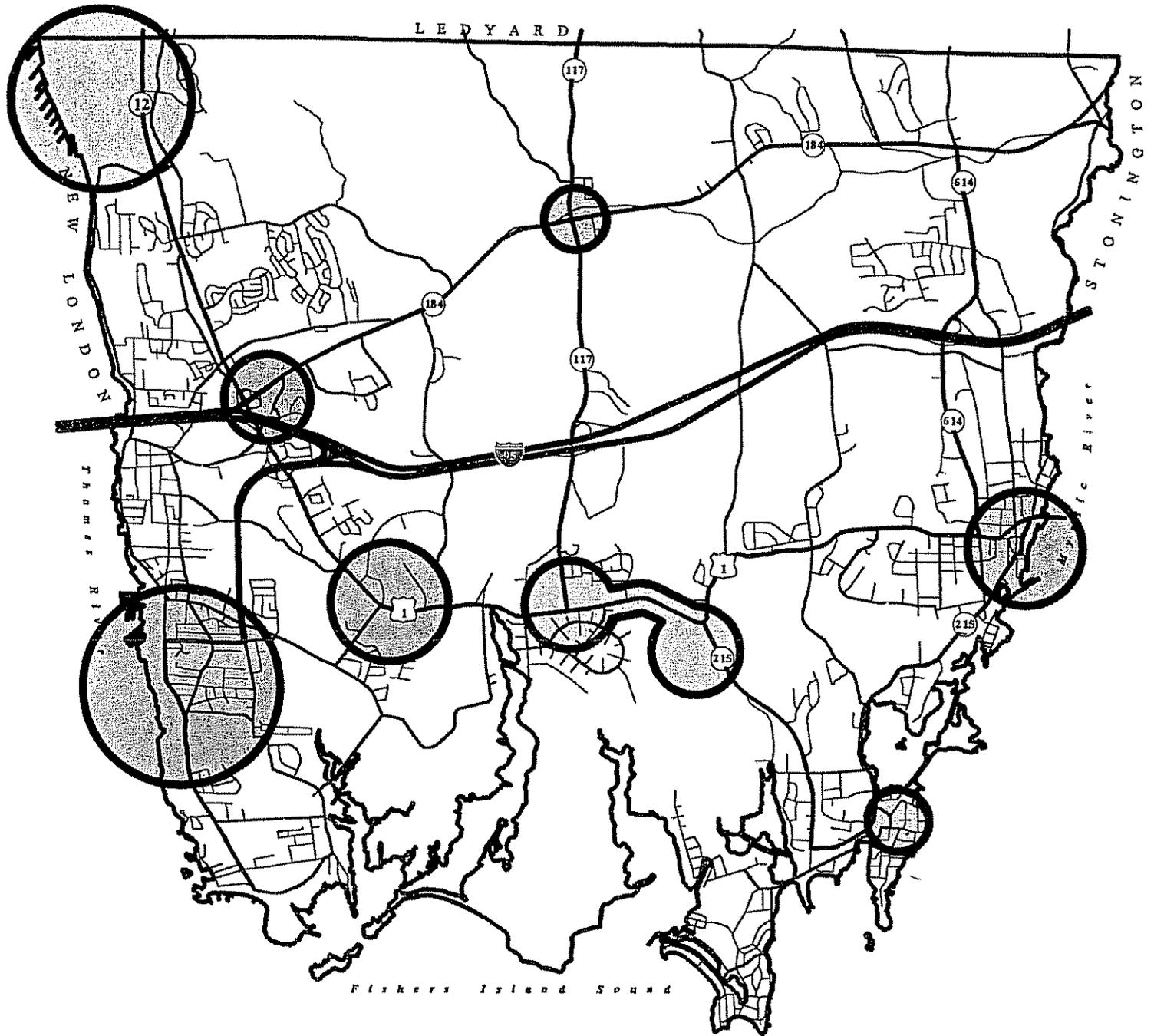
In order to address these issues and help turn the tide back to development patterns that enhance or contribute to community character, the Plan recommends encouraging the development and enhancement of mixed use nodes at appropriate places within the community. Village district zoning (as allowed by Public Acts 98-116 and 00-145) could be considered for use in each of the mixed use nodes.

Recommendations

1. Recognize that many of Groton's historic villages have a strong "sense of place" that should be enhanced in order to promote community character.
2. Recognize that these areas constitute identifiable "nodes" with diverse uses and densities that enhance community character.
3. Review and revise land use regulations to promote and enhance existing nodes and establish new nodes in appropriate areas.
4. Use mixed-use nodes as a major organizing feature in the future development of Groton.
5. Educate Groton residents about "nodes" to overcome possible resistance.

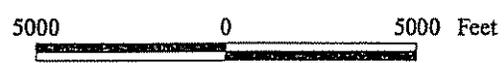
Community Structure Plan

Town of Groton, CT



LEGEND

-  Mixed use node / concentration
-  Institutional node / concentration
-  Commercial node / concentration



Connecting Centers

While one central focal point will help further community identity and cohesiveness, such goals may also be accomplished through the establishment of more than one major focal point.

Resolution of the number and location of focal points will need to evolve over time.

Efforts should be made to provide thematic connections between nodes that could include the following components:

- Transportation / transit system links
- Bikepaths and sidewalks
- Urban design consistency
- Streetscape amenities
- Signage
- "Gateway" identification
- Public art

Seek A Central Focal Point For Groton

Since Groton developed from the outsides in (due to the early maritime focus), it has no real town center. In recent years, whatever town center may have evolved has been diluted with the dispersion of community and other facilities to diverse locations that do not support an overall focal point.

Groton should strive to develop a community focal point in the future that will serve as a gathering place for the community and a node for a variety of uses and activities. The areas that seems to present the best opportunities for development of a community focal point are along Route 1 near:

- Meridian Street Extension and Drozdyk Drive
- Route 117
- Groton Long Point Road

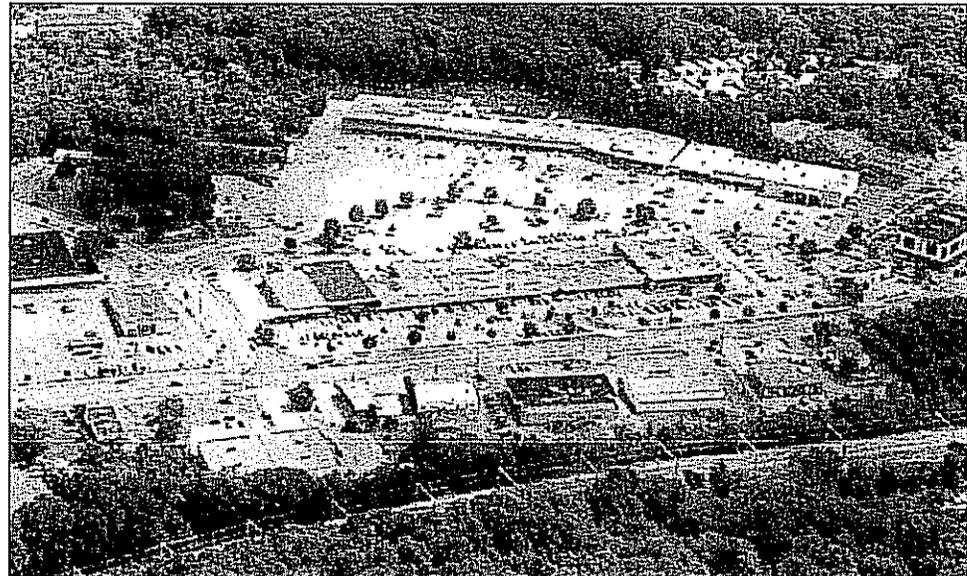
Each of these locations already contains some commercial or institutional uses that might provide a foundation for a community focal point.

Groton should work towards establishing and nurturing a central focal point in these general areas. These locations should be explored before any other location is selected.

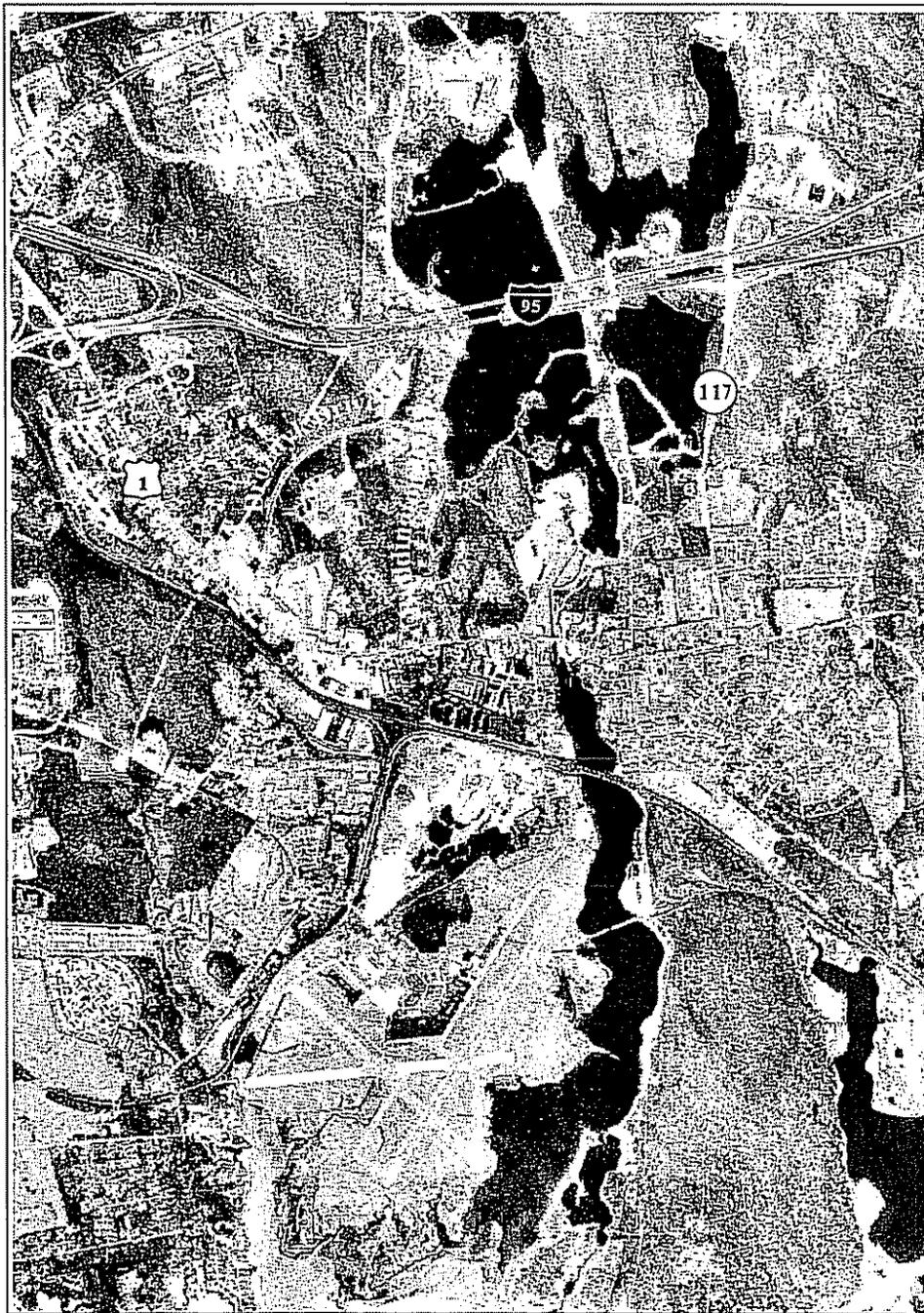
Recommendations

1. Seek to establish a central focal point for Groton.

"Downtown" Groton



Aerial Photograph of Town Center Area



Strip Development

Strip-type development typically refers to non-residential development that occurs along major roads in a linear fashion and is generally characterized as:

- having wide and shallow lots
- individual or strips of stores that orient towards parking areas between the building(s) and the street
- having one-story buildings with very simple architectural features
- multiple curb cuts
- limited pedestrian interconnections between sites
- uncoordinated signage
- sparse landscaping

Nurture Each Node

During the planning period, detailed study of each node and the surrounding areas should be undertaken in order to:

- identify and reinforce the important characteristics of each area
- encourage appropriate mixed uses and maintain an appropriate balance among different uses
- promote the compatible development of these areas, and
- avoid “strip” type development, enhance overall pedestrian and vehicular circulation, and address parking and circulation issues

The studies should consider how Groton could:

- enhance each existing and proposed node and preserve the character of each area.
- improve the appearance and function of each node by better integrating parking and developing a streetscape plan.
- provide incentives for property owners to preserve and maintain their properties (such as tax, loan/grant, and code incentives).
- increase marketing and tourism for nodes through public awareness, education, and the creation of tourism amenities.
- balance tourism with residential needs.
- connect nodes with pedestrian walks, trails, and transit.

One way to encourage mixed uses where appropriate in each node would be to adopt a regulation that requires that a certain percentage of each development within a defined area (the center of the node) be devoted to business and residential uses. By collecting information on the existing mix of residential and business uses, an appropriate percentage for each area could be determined. Alternatively, a range of desirable percentages could be established for each area and development that did not upset these parameters could be allowed.

The studies should evaluate the residential and business zoning and consider alternative zoning patterns. Certain areas might be considered for rezoning based on the prevailing lot sizes and adjustments to some zoning designations and/or boundaries could be considered so that zoning boundaries follow property lines wherever possible. A detailed sidewalk inventory and Plan should be included. The studies should also review and take appropriate advantage of P.A. 98-116 authorizing the creation of village districts.

Recommendations

1. Undertake detailed study of each node and the surrounding areas during the planning period as outlined above.
2. Promote the uniqueness of each node individually and as an important component of the entire community.
3. Consider adopting regulations to encourage mixed uses when and where appropriate within each node.

ENCOURAGE APPROPRIATE RESIDENTIAL DEVELOPMENT



Overview

While the previous discussion of nodes is important to the overall form and function of Groton, it only addresses some limited land areas in the community. This raises the question as to how Groton should address future growth and change in these other areas. Most of these other areas are zoned residentially.

Groton should continue to carefully guide residential development ...

Residential Development



1990 Percent Single-Family

No. Stonington	91%
County	65%
State.	62%
Groton	57%
New London	31%

1990 Renter Occupied

New London	57%
Groton	55%
County	35%
State.	34%
No. Stonington	12%

1990 Seasonal Occupancy

County	5%
Groton	3%
State	2%

Changing Household Sizes

	1980-90
	Change
1 to 2 people	+1,709
3+ people	+240
Total	1,949

The Connecticut Department of Housing estimated that the Town of Groton contained 17,057 housing units in 1998. While Groton led the region in housing growth in the 1970s and 1980s, growth has slowed significantly in the 1990s due to economic changes.

**Comparison of Housing Growth
(ranked by 1990-96 growth)**

	1970 - 80	1980 - 90	1990-96
Waterford	869	952	455
Montville	988	732	406
Stonington	859	1,177	381
Groton	2,557	2,734	334
Ledyard	1,079	835	168
N. Stonington	338	424	108
New London	863	546	-28

Groton has a diverse mix of housing types. Groton contains fewer single-family units and more multi-family units than county or state averages. In addition, Groton is unique because it contains a large number of Navy housing accommodations (about 16 percent of all housing units in Groton).

In terms of occupancy, many of the housing units in Groton are renter-occupied due to the presence of the Navy Base and the nature of employment at Electric Boat Corporation. In addition, some units in Groton are used only for seasonal occupancy.

More than half of all housing units in Groton in 1990 were occupied by one or two people. In fact, the number of one- and two-person households surpassed the number of three- or more person households for the first time in 1990.

In terms of future development potential, it is estimated that Groton could eventually be a community of about 60,000 people and about 23,000 housing units. This is an increase of about 18,000 people and 6,000 housing units from what currently exists in Groton. This portion of the Plan looks at how to manage this future growth to encourage the most appropriate residential development.

Promote Open Space Development Patterns

Groton's current zoning and subdivision regulations promote a pattern of residential development that, in the long run, will likely detract from the character that residents of the community have indicated is important to them. For example, many subdivisions result in homes strung out along roads with little sensitivity to the character of each parcel of land and its natural resources and with little preserved open space.

There are several reasons for this. While current regulations are designed to ensure that building lots contain usable areas for home sites, the dimensional and other requirements in some zoning regulations result in a mechanical approach to subdivision design. This results in a "cookie cutter" approach to subdivision design rather than in response to the natural capabilities of the parcel.

Open Space Development Pattern in Groton



The Plan recommends that Groton consider modifying local regulations to encourage what are known as open space development patterns. The graphics on the following pages illustrate the difference between "conventional" development patterns and "open space" development patterns.

The recommended program includes:

- adopting a definition of buildable land
- using a density regulation to regulate development yield
- requiring a specific percentage of a parcel be preserved as open space
- providing flexibility in minimum lot size requirements within acceptable Health Code standards

Single Family Development Patterns

Conventional

A parcel of land is divided into residential lots with little or no dedicated open space.

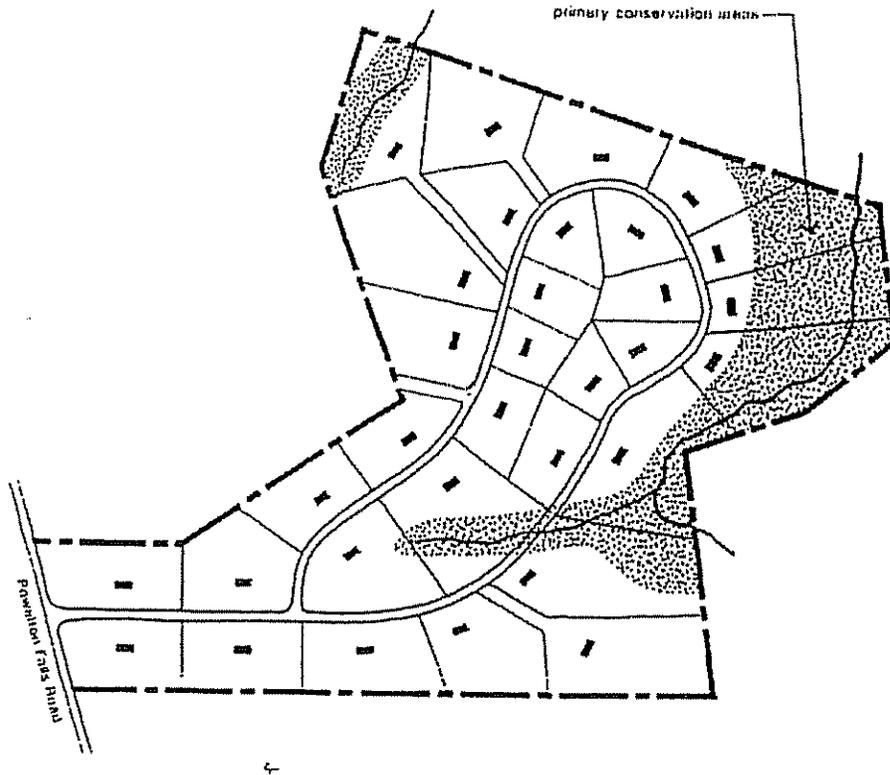
Open Space

A parcel of land is divided into roughly the same number of residential lots that are smaller in area than in a conventional development and the remaining area is preserved or dedicated as open space.

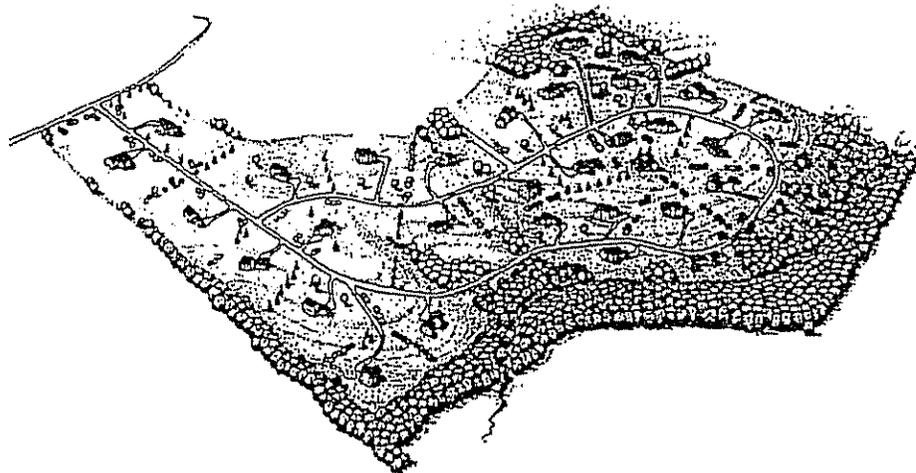
Conventional Subdivision Design

Plan View

32 lots on 41 acres with 10% preserved open space



Oblique Aerial View

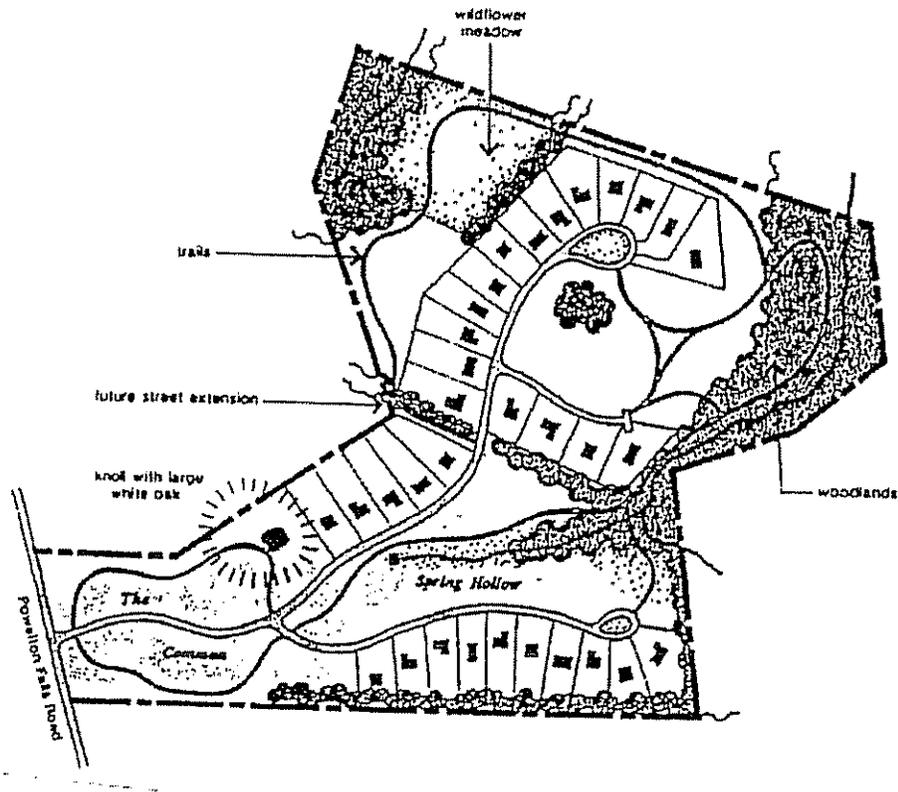


Source: *Conservation Design For Subdivisions*. Randall G. Arendt. Published by Island Press, Washington, DC.

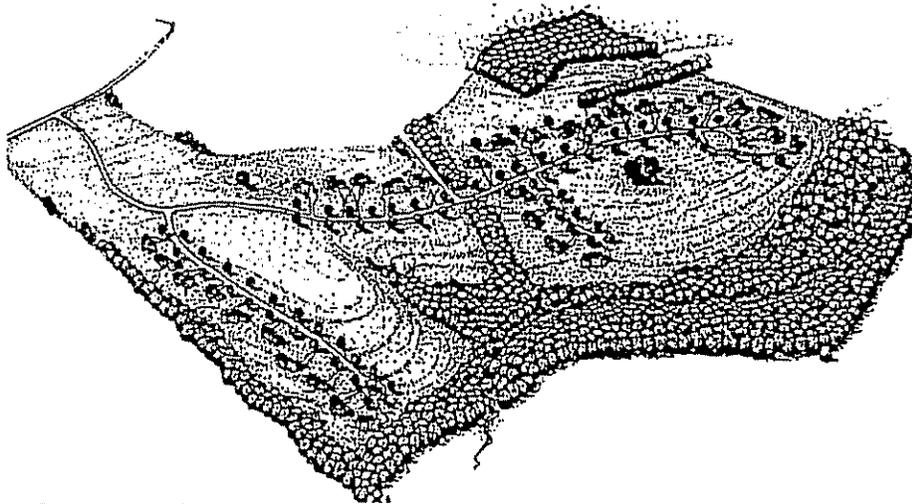
Open Space Subdivision Design

Plan View

32 lots on 15 acres with 65% preserved open space



Oblique Aerial View



Source: *Conservation Design For Subdivisions*. Randall G. Arendt. Published by Island Press. Washington, DC.

Buildable Land

A buildable land regulation excludes or discounts areas that contain serious constraints to development (such as wetland, watercourse, floodplain, and steep slope areas) when determining the number of units that can be built. For example, a 25 acre parcel with 5 acres of wetlands and steep slopes may have a total of 20 buildable acres.

This definition would apply to any land proposed for subdivision or multi-family development.

Density Definition

A residential density regulation (units per acre) regulates the number of homes that can be created in a development based on the amount of buildable land. For example, a parcel with 20 buildable acres at a density factor of 0.70 units per acre would result in a maximum of 14 units that could be built on that property.

Density is used to regulate development yield from a piece of property.

Density Standards

Prior to adoption, density standards should be compared to actual development experience in Groton, and be reviewed to ensure design flexibility.

It will be important to place a note on approved subdivisions that oversized lots cannot be further subdivided, and preserve a set of assessor maps that show the configuration of property at the time the residential density regulation was adopted.

Since the maximum yield (number of lots) is determined by the density regulation, the regulatory review process then focuses on determining the *best overall plan* for the development and conservation of the parcel. The resulting development pattern will help preserve natural resources, be compatible with the neighborhood, promote an open space system, and protect the character of the community.

By using residential density to regulate the number of lots and by allowing smaller lot sizes, more of a parcel can be preserved as open space. This open space can be located on a parcel to conserve sensitive natural resources, buffer adjacent uses, protect scenic views, and contribute to the overall open space pattern in Groton.

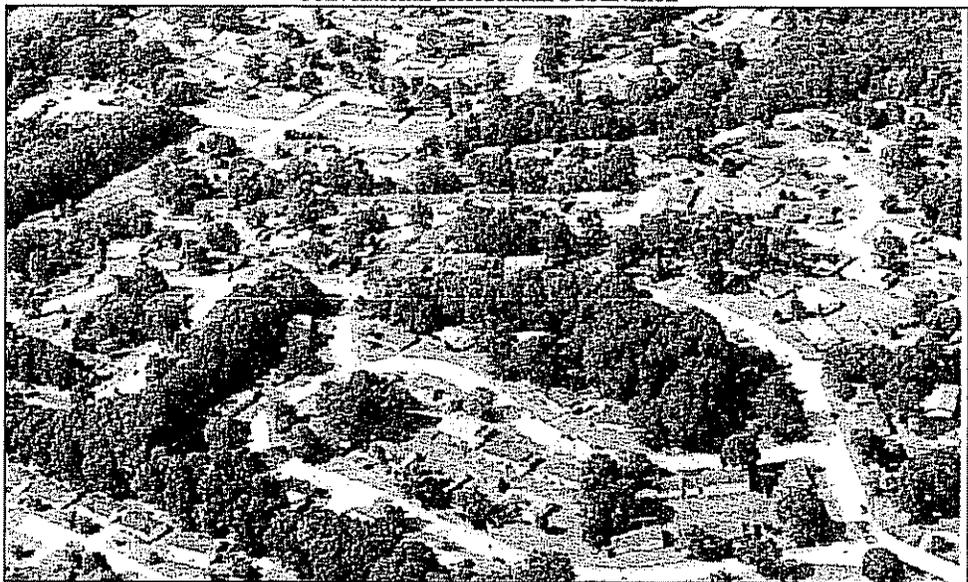
An open space development program will not result in any additional lots being built on a particular parcel, but it will encourage development patterns that are more in keeping with people's perception of, and desires for, Groton.

The Commission should also consider allowing other flexible development types that preserve meaningful open space.

Recommendations

1. Modify local regulations to encourage open space development patterns.
2. Adopt a definition of buildable land and a density regulation that is applied to the amount of buildable land on a site.
3. Require a specific percentage of land area be preserved as open space.
4. Provide flexibility in minimum lot size requirements within acceptable Health Code standards.
5. Consider allowing other flexible development types that preserve meaningful open space.

Conventional Residential Subdivision



Guide Multi-Family Development

In terms of multi-family development, the Plan suggests that sites in and near the “nodes” that are serviced by public water and public sewer system are the best sites for multi-family development. Location of multi-family uses in these areas will help to promote development of active and vibrant nodes with a variety of land uses.

Groton has already established a multi-family node near the intersection of Route 1, Route 12, and Interstate 95. This is a convenient location for residents to access local employers and the highway system and helps meet local housing needs. For these reasons, this “node” should be maintained. Multi-family (and/or higher density) developments should be discouraged in other areas unless there is some significant community benefit that will result.

In addition, the Plan suggests that the most appropriate types of multi-family units for Groton are moderate density developments in smaller scale projects. Such developments can:

- help maintain Groton’s appearance and character
- blend more effectively with nearby residential areas
- be more consistent with the level of services available in town
- be preferred by those seeking multi-family housing in the area

Overall, it will be in Groton’s best interests to strongly guide multi-family developments to appropriate sites where they can serve as a transition between business and industrial uses (or major travel routes) and adjacent residential neighborhoods. As listed below, various provisions of the RMF zones should be re-evaluated.

Recommendations

1. Guide multi-family development to sites in and near “nodes” that are serviced by public water, public sewer, and transportation systems.
2. Guide multi-family developments to sites where they can provide a transition from activity centers to adjacent residential neighborhoods.
3. Discourage multi-family (and/or higher density) developments in other areas unless there is some significant community benefit that will result.
4. Discourage multi-family developments that are not moderate density developments in smaller scale projects.
5. Reevaluate multi-family (RMF) zones to consider whether the:
 - permitted uses should continue to include single-family, duplex, and multi-family uses
 - design standards in the RMF zones are appropriate
 - zone locations are appropriate
 - standards should provide for special permit review and approval

Multi-Family Locational Criteria

1. Multi-family developments should:
 - be located in or near “nodes”
 - be served by public water and public sewer
 - be served by local transit facilities
 - be located to provide a gradual transition in density or use to adjoining areas
 - be designed to be compatible with the area proposed
 - use appropriate topographic, vegetative, or other transitions to provide a buffer to adjacent uses and streets
2. Roadways serving the site should be capable of safely and conveniently handling traffic generated by the development as well as provide easy and direct access to major thoroughfares serving Groton.
3. The site should be of adequate size and suitable terrain to establish an attractive and functional layout of buildings and site improvements.

To ensure compatibility of location and design before significant funds are expended, a two stage approval process is recommended:

- conceptual design where the location, density, and design is addressed
- final plan approval

A design review process could be involved in both stages.

Limit Two Family Development

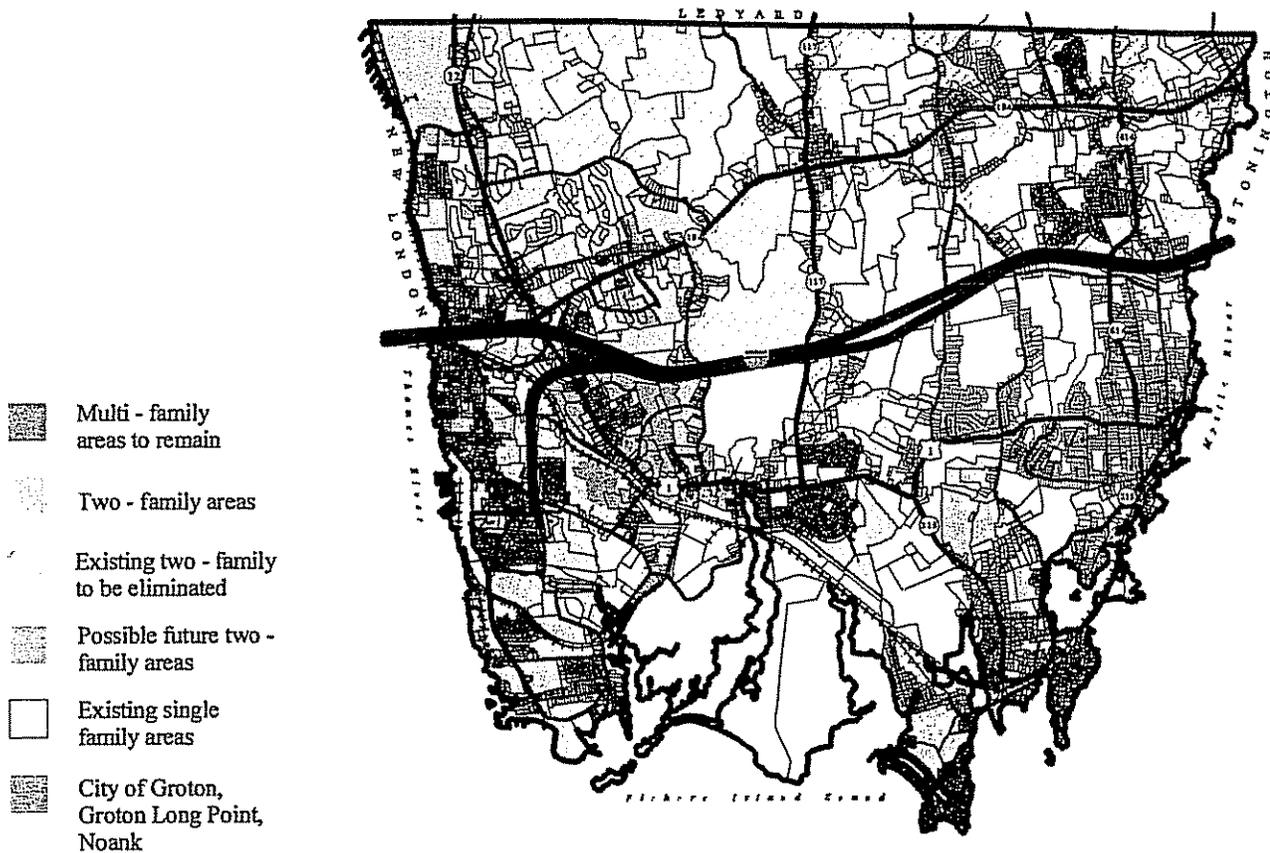
Five of the residential zones that are presently contained in Groton's zoning regulations (R-12, R-20, RU-20, RU-40, and RU-80) allow for both single-family and two-family (or duplex) development. These zones comprise about 65 percent of all residentially zoned land in Groton and about 53 percent of all land within the zoning purview of the Town.

Most people who buy a lot or a single-family home in the above zones probably do not anticipate that a two-family home could be built adjacent to them. While allowing duplex homes may be appropriate in some areas of Groton, it is not necessary in 65 percent of all residential zones.

During the planning period, Groton should review all residential zones with a view towards redefining permitted uses in the zoning districts or the zone locations to limit where two family homes could be located.

Recommendations

1. During the planning period, review all residential zones to limit where two family homes could be located.



Review Bulk and Dimensional Standards

The Zoning Commission should review residential zones to ensure that the dimensional or bulk standards (setbacks, areas, height) are appropriate given the prevailing development patterns in each area. For example, it may make sense in some of the historic neighborhoods to provide some flexibility of these standards to reduce the number of variance applications that result.

In some areas of Connecticut, houses are being built that are much larger compared to their site area than is found on surrounding properties. In other words, the floor area (or bulk) of the house is much higher in relation to the lot area than other properties. These houses look out of scale and may negatively affect neighboring properties and community character. This trend has the ability to occur in Groton and should also be considered when reviewing bulk and dimensional standards in the zoning regulations.

Recommendations

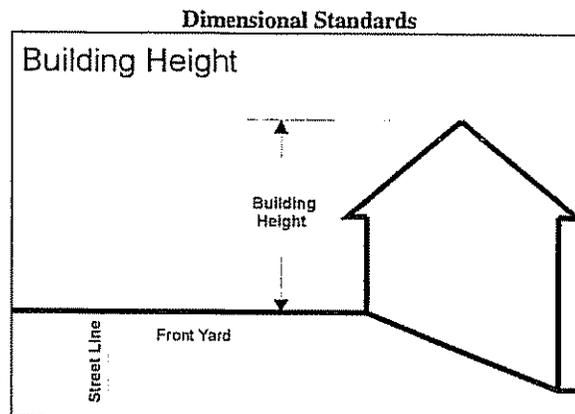
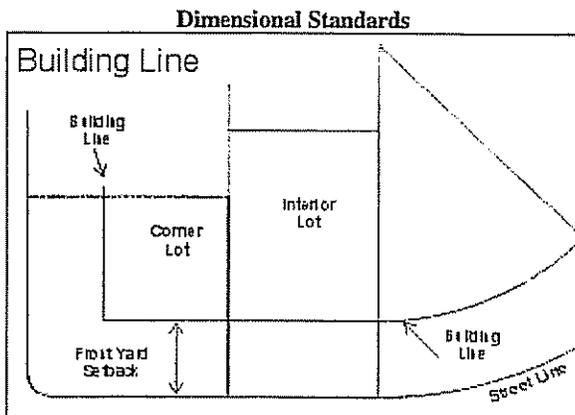
1. Review residential zones to ensure that the dimensional or bulk standards are appropriate given the prevailing development patterns in each area.
2. Consider the need for adopting a maximum floor area ratio (floor area divided by lot area) regulation in Groton.

Energy Considerations

In updating the zoning and subdivision regulations and reviewing bulk and dimensional standards, the Commission should consider the objectives of energy efficient patterns of development, the use of solar and other renewable forms of energy, and energy conservation.

These types of considerations can include road orientation, house orientation, solar access, and wind breaks.

Other energy conservation measures might best be addressed at the building permit level.



Conditional Uses

Conditional uses are uses, such as churches or day care centers, which may be permitted in residential zones provided that they comply with specific conditions.

In Groton, the criteria that are used to review these uses are contained in Section 8.3-8 of the Zoning Regulations. However, these criteria provide little guidance as to which locations might be acceptable.

Some of the most unfortunate zoning issues occur because an applicant has invested a lot of time and money in a proposal to develop a site that is not compatible with what the neighbors and/or the Zoning Commission believe is appropriate.

Guide Conditional Uses (Special Permit)

During the process of preparing the Plan, Groton residents commented about applications for certain activities that residents felt were inappropriate in residential zones and/or the selected location.

To help address these concerns, some conditional uses in residential zones should be restricted to locations on arterial or collector roads where:

- traffic characteristics may make them less suitable for single-family residential development or
- the proposed use would serve as a transition between more intensive development (such as commercial or industrial) and less intensive development (such as single-family residential development)

In the overall context of community structure, it makes little sense to allow a non-residential use in the middle of a residential neighborhood when there is not some major justification for the proposed location other than the fact that the site was available.

Groton should review the conditional uses in the various residential zones and classify them as to what sorts of locational criteria might be appropriate for each use. These criteria should then be placed in the regulations in order to guide applicants and property owners. While these criteria could be placed within the text allowing each type of conditional use, the Plan recommends that additional Special Permit Objectives be included in Section 8.3-8 of the Zoning Regulations as well.

Recommendations

1. Review the conditional uses allowed in residential zones and classify them as to what sorts of locational criteria might be appropriate for each use.
2. Adopt additional Special Permit Objectives in Section 8.3-8 of the Zoning Regulations to guide applicants and property owners.

POTENTIAL CONDITIONAL USE CRITERIA

Suitable Location for Use

The Commission shall determine that the location and size of the proposed use and the nature and intensity of use in relation to the size of the lot will be in harmony with the orderly development of the area and compatible with other existing uses.

Suitable Structures for Use

The Commission shall determine that the kind, size, location and height of structure and the nature and extent of landscaping on the lot are appropriate for the use and will not hinder or discourage the appropriate use of adjoining property nor diminish the value thereof.

Neighborhood Compatibility

The Commission shall determine that the design elements of the proposed development are attractive and suitable in relation to the site characteristics and style of other buildings in the immediate area, and that the proposed use will not alter the essential characteristics of the area or adversely affect property value in the neighborhood.

Adequate Parking And Access

The Commission shall determine that the parking and loading facilities are adequate and properly located and the entrance and exit driveways are laid out to achieve maximum safety.

Adequate Streets For Use

The Commission shall determine that streets providing access to the proposed use are adequate in width, grade, alignment and visibility, and have adequate capacity for the additional traffic generated by the proposed use.

The Commission shall determine that the proposed use will not pose undue inconvenience to pedestrian and vehicular circulation nor impede implementation of the Traffic Circulation Plan.

Adequate Emergency Access

The Commission shall determine that the proposed use shall have easy accessibility for public safety, fire apparatus and police protection, is laid out and equipped to further the provision of emergency services, and allows for flood evacuation should it be necessary.

Adequate Public Utilities

The Commission shall determine that the water supply, the sewage disposal, and the storm water drainage shall conform with accepted engineering criteria; comply with all standards of the appropriate regulatory authority; and not unduly burden the capacity of such facilities.

Environmental Protection and Conservation

The Commission shall determine that the proposed plans have provided for the conservation of natural features, drainage basins, the protection of the environment of the area, and sustained maintenance of the development.

Consistent with Purposes

The Commission shall determine that the proposed use will not have any detrimental effects upon the public health, safety, welfare, or property values, and that the proposed use will not conflict with the purposes of the Regulations.

Statutory Reference

“The Plan shall make provision for the development of housing opportunities, including opportunities for multifamily dwellings consistent with soil types, terrain and infrastructure capacity, for all residents of the municipality and the planning region.”

“The Plan shall promote housing choice and economic diversity in housing, including housing for both low and moderate income households, and encourage the development of housing which will meet the housing needs.”

CGS 8-23

Continue To Address Housing Needs

Groton is a diverse community and, as a result, needs a diverse housing stock to meet the needs of its residents. While housing opportunities are already available in the community to meet most housing needs, there are some housing needs that can be anticipated in the future.

Elderly Housing Needs

The Conditions and Trends section of the Plan indicated that an increase in the number of elderly people can be anticipated in the future as people live longer. While some people will continue to live in their current residence, other people will choose to relocate to smaller units in Groton and elsewhere for lifestyle, health, or economic reasons.

To address these needs, Groton should continue to provide for:

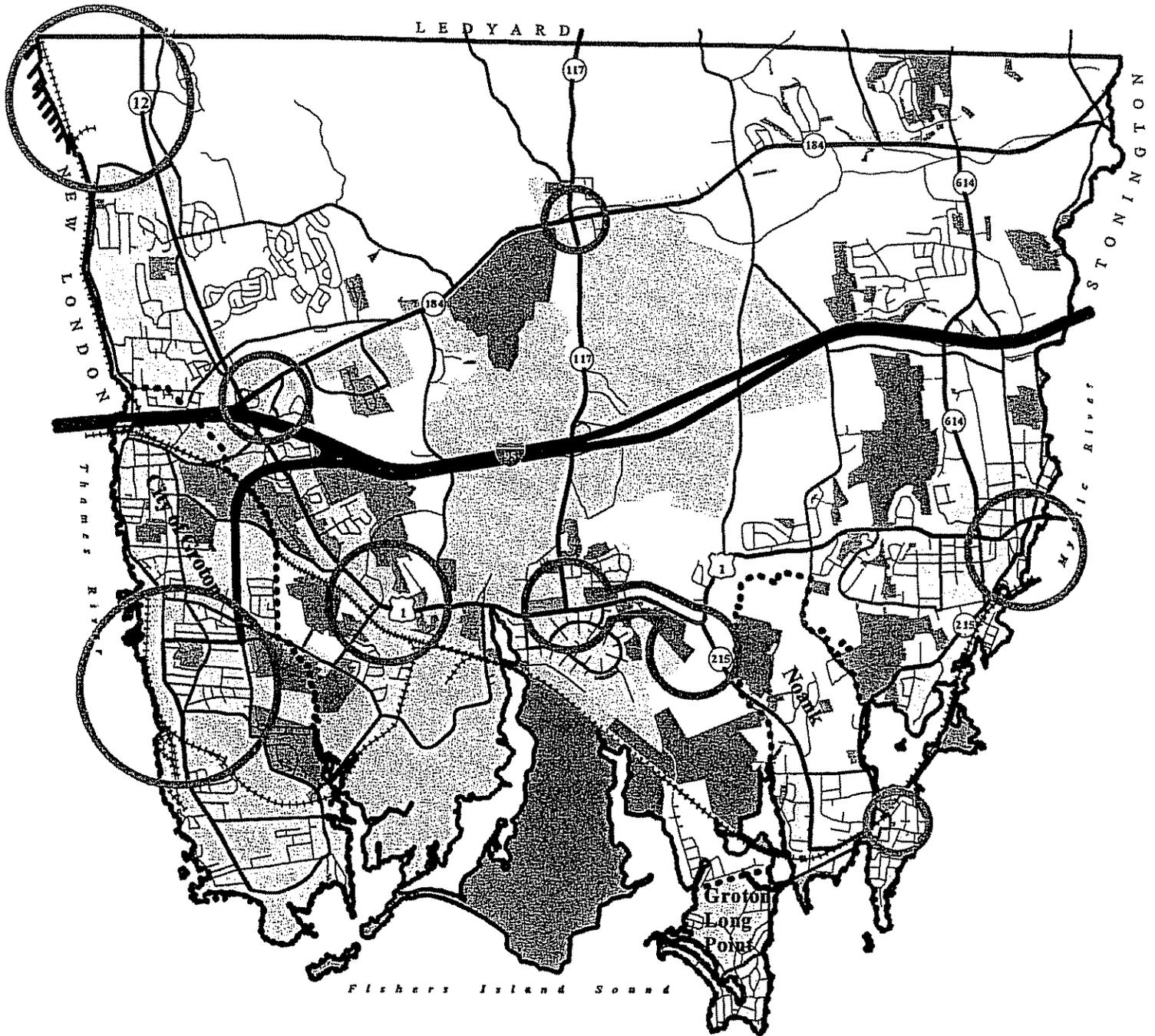
- elderly tax relief
- accessory apartments
- “empty-nester” housing
- congregate, assisted living, and nursing home facilities
- publicly assisted elderly housing

Grasso Gardens



Future Residential Densities Plan

Town of Groton, CT



Legend

- | | | | |
|---|-------------------------------------|---|-------------------------------|
|  | <1 Unit/Acre (R-40, R-80 Zone) |  | Existing dedicated open space |
|  | <2 Units/Acre (R-20 Zone) |  | Non - residential areas |
|  | >2 Units/Acre |  | Non - Town regulated areas |
|  | > 6 Units/Acre (Multi-Family Zones) |  | Proposed nodes (see page 73) |
|  | Residential / Mixed Use | | |

5000 0 5000 Feet



1996 Affordable Housing

	#	%
Assisted Housing	3,193	19%
CHFA Financed Deed	350	2%
Restricted	0	0
Total Affordable	3,543	21%
Total Units	16,932	100%

Affordable Comparison

Groton	21%
New London	18%
Norwich	17%
State	11%
Montville	6%
Ledyard	5%
Stonington	4%
Waterford	4%
Preston	3%
No. Stngton	1%

Affordable Housing

Housing affordability is a public policy concern since it can affect economic development potential and community diversity. Housing units in Groton are relatively affordable compared to region and state averages.

State statutes are concerned with housing units that are price-restricted to affordable levels. According to data from the Connecticut Department of Economic and Community Development, Groton had about 3,543 housing units in 1996 that were considered to be "affordable housing".

With more than ten percent of all housing units in Groton meeting these criteria, Groton has a more diverse housing stock than many other communities in Connecticut and is exempt from the Affordable Housing Appeals Procedure (Section 8-30g of the Connecticut General Statutes).

While Groton has the highest percentage of "affordable housing" units of any community in the region, opportunities to encourage the development of less expensive housing should be explored.

Recommendations

1. Continue to provide for a diversity of housing types throughout Groton.
2. Continue to address identified local needs for elderly housing and affordable housing.
3. Continue to guide such developments to areas that support and complement community structure and are adequately served by the water, sewer, and transportation infrastructure.

Pequot Village



ENCOURAGE APPROPRIATE ECONOMIC DEVELOPMENT

12

Overview

Economic development is important to most every community. Whether it is because of goods and services offered, employment provided, or net tax benefits contributed, economic development is often sought after by communities, regions, states, and countries.

Economic development is an especially important issue in Groton since the community lost about 15,000 jobs due to defense downsizing.

Well-managed communities plan and manage their economic future rather than merely take what comes by accident or happenstance. This is particularly important in Groton where a long-established economic base is being affected by a transition in the regional, national, and global economies. One only need look at the downsizing at Electric Boat Corporation and the substantial growth at Pfizer to clearly see the former economic foundation of defense manufacturing being reduced by pharmaceutical research and development.

In public meetings on the Plan, economic development was identified as one of the primary issues of concern to Groton residents. This concern was two-fold. First, there is an interest in attracting economic development in order to reduce local taxes to residents, provide funds for additional services in the community, and enhance employment opportunities. Second, there is concern over the characteristics of current types of business development and a desire to improve the aesthetics and function of these areas so that they are more compatible with community character.

This section of the Plan is directed towards accomplishing both objectives.

Economic development is a key component of Groton's past, present, and future ...

Involvement

Economic development is one topic that extends well outside of the jurisdiction of the Planning Commission and the Zoning Commission. In fact, making economic development happen involves a wide variety of boards, agencies, and staff within the town.

It is important to note that the Town of Groton benefits from economic development that occurs within the City of Groton since the Town still receives tax revenue from that development.

Groton can also benefit, although to a lesser degree, from economic development that occurs in the region.

1997 Region Employment

Groton	28,060
Norwich	16,860
New London	16,590
Ledyard	16,420
Waterford	13,440
Montville	9,250
Other Towns	32,740
Total	133,360

1997 Composition

	Groton	State
Manufactur'g	49%	18%
Trade	17%	22%
Services	16%	30%
Government	12%	14%
Other	5%	13%
Construction	1%	3%

1990 Occupations

Armed Forces	%
Groton	34%
County	10%
State	1%

Context

The major economic "clusters" in southeastern Connecticut include:

- defense-related businesses (such as Electric Boat Corporation and the US Navy)
- pharmaceuticals (such as Pfizer)
- tourism and leisure (including the attractions in Mystic and the nearby casinos)

Groton is a major employment center. In fact, more people are employed in Groton than in any other community in southeastern Connecticut. Groton is ranked 13th out of 169 Connecticut communities for the amount of employment.

Groton also has a strong manufacturing focus and a strong Navy presence. In 1990, about half of all jobs were in manufacturing businesses, a level significantly higher than that for the region or the state. In 1990, the Navy Base employed about one-third of all Groton residents in the labor force.

However, after growing significantly for some time, employment in Groton peaked around 1990. Overall, the 1997 employment (28,060 jobs) represents a decrease of 5,980 jobs over the amount of employment reported for 1990 (34,040 jobs). In addition, from 1980 to 1997, the local economy also changed from primarily producing goods to also providing services. Much of this can be attributed to "downsizing" at Electric Boat Corporation (builders of submarines) due to defense cutbacks.

Fortunately, this employment loss has occurred during a time of major job growth in the region, particularly due to employment at the two major casinos. Overall the region experienced net job growth of 20 percent from 1990 to 1997. However, many of these new jobs are less skilled and pay lower wages than the former skilled manufacturing positions.

Of all of the land area in Groton, only about six percent is used for business and industrial purposes. Yet, these uses comprised about 38 percent of the Grand List in Groton. This business component of the tax base is among the highest in southeastern Connecticut.

Groton residents have indicated that they want more economic development to provide employment, goods and services, and tax revenue.

Develop A Strategic Economic Development Plan

Economic development will not happen just by wishing it so. Economic development is very competitive because every community wants uses that provide employment or enhance the tax base.

To succeed at economic development, a community has to adopt an economic development mindset and conscientiously address the following key issues:

- what are Groton's strengths and weaknesses?
- what kind of economic development does Groton want?
- where should this development be located in Groton?

To answer the first two questions, a full economic development strategic plan is necessary. Groton must critically appraise its existing attributes, maximize potential strengths, reduce potential weaknesses, and address the issues of what, where and how economic development should happen.

Strengths	Weaknesses
<ul style="list-style-type: none"> • central location in the Boston to New York corridor • good transportation network (road, rail, air) • strong business heritage and tourism industry • large and skilled regional labor force • good business concentration • one of Connecticut's Enterprise Zones • highly desirable quality of life 	<ul style="list-style-type: none"> • perceptions of a difficult, time consuming approval process • lack of use flexibility in business zoning districts • few zoned, fully serviced, accessible lots and buildings for business uses • retail vacancy and appearance • high cost of doing business compared to some other parts of the country. • weak transit system to support economic development • labor supply

In terms of economic development, a critical part of implementing this Plan of Conservation and Development is preparation and maintenance of an economic development strategic plan. That plan can address these issues and formulate ways to maximize local strengths and minimize weaknesses.

Recommendations

1. Prepare an economic development strategic plan to guide future activities.
2. Update such strategic plan on a regular basis.

Critical Attributes

Attributes critical to attracting economic development include:

- timing (the ability to produce decisions and supporting materials quickly, expedited permit and approval procedures)
- locational advantages (adequate labor supplies and skills, good transportation availability)
- site/building availability (an inventory of available, fully serviced sites and buildings)
- documentation (data on the community)
- incentives (tax abatement and business assistance programs)
- a positive business climate that shows the community is seriously interested in the project

Current Provisions

At the time the Plan was being prepared, the Town had thirteen different zoning districts that allowed commercial and/or industrial development.

In addition, the zoning regulations contained 12 pages of detailed use descriptions identifying where and how certain uses might be permitted in different zones. Some of the distinctions between these uses are so fine that it can be difficult to rationalize:

- why certain uses are permitted in one zone but not another zone, and
- why some uses are permitted in certain zones but other similar uses are not permitted in the same zone

Simplify Business Zoning And Procedures

An important economic development issue that came out of the planning process was the complicated business zoning in Groton.

The Town of Groton currently has 13 different business or industrial zones with very fine detail for the uses permitted in each zone and some of these zones have subtle distinctions between the uses permitted in them. Overall, it seems that Groton would be better served by simplifying:

- the number and variety of business zones in the community and
- the description of uses permitted in each zone

A review of Zoning Regulations should be undertaken to reduce the number of business districts, assure flexibility of uses, and facilitate understanding of permitted uses. To avoid any negative repercussions, a section on Performance Standards should be added to Groton's Zoning Regulations.

The key issue is not how many (or few) zones that there are, but the types of uses permitted in each. A separate zone should only be created when there are meaningful physical or other distinctions between it and another zone that would preclude some sort of land use. Even then, a special permit process may be a preferable way to proceed. In this way, a property might have more permitted uses and the permitting requirements could be reduced. This could help simplify some of the permitting issues that currently arise.

All business and industrial zones should then be evaluated as to location and requirements. This will help promote compatible development.

Finally, opportunities to streamline or improve land use procedures would also pay dividends with regard to economic development. While there are many decisions that will require Commission review, the timeframe for acting on these issues could be reduced and other issues could be deferred to staff.

Recommendations

1. Simplify the list of uses permitted in each zone by using broad classes rather than detailed descriptions.
2. Establish a new hierarchy of business zones in Groton to simplify the business structure of the community.
3. Review all business and industrial zones and areas as to location and requirements.
4. Investigate ways to streamline or improve land use procedures to reduce timeframes and uncertainty.
5. Empower staff to make more permit and approval decisions.

Continue Economic Development Efforts

The best way to expand economic development involves efforts to:

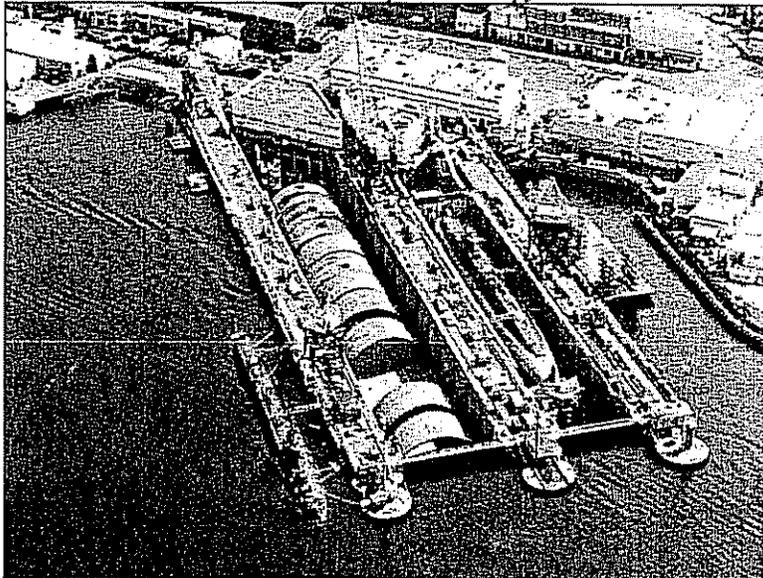
- nurture existing businesses in Groton
- enhance use of existing business sites
- recruit clean business and industry

Groton already has a highly qualified economic development staff that works to retain existing businesses and attract new businesses to the community. With completion of the strategic economic development plan and an overall review of local zoning regulations and procedures, such efforts can be targeted in ways that will reinforce the overall community structure and encourage economic development activity consistent with the intent of the Plan

Recommendations

1. Continue efforts to expand the tax base by using Groton's highly qualified economic development staff to retain existing businesses and attract new businesses to the community.
2. Continue to ensure that business development supports the overall community structure and complements the character and quality of life in Groton.
3. Continue to work with existing organizations (such as the Chamber of Commerce) in order to help create a business-friendly environment.
4. Reactivate joint meetings between the Planning Commission, Zoning Commission, Economic Development Commission, and other Town commissions, as appropriate, to enhance economic development activities.
5. Continue to work with neighboring municipalities and regional agencies in order to promote economic development in the region.

Electric Boat Corporation Shipyard



Future Directions

Future economic development efforts should be directed towards the economic clusters that are important to southeastern Connecticut. This would include the medical / pharmaceutical field (such as Pfizer) and other high technology businesses.

It is no secret that, while Groton has a highly skilled manufacturing workforce, the number of manufacturing companies looking to expand in New England is not high.

This does not mean that efforts to attract manufacturing companies should cease. Rather, these efforts should and must continue. It simply means that such efforts are likely to:

- be more difficult in the emerging technology economy and
- become increasingly important

Further, in Groton's case, this effort is made more difficult by the lack of a well-planned and fully-serviced business park.

Business Park or Industrial Park?

When Groton first started considering the creation of an industrial park in the early 1970s, it was appropriate to call it that. The Connecticut and national economy has changed substantially in the nearly 30 years since then.

It may be useful to change the term used for the area, and the Zoning Regulations for it, to a business park or some other term that clearly demonstrates the mixture of uses (light manufacturing, corporate offices, research and development, distribution) intended for the area.

Not only will this be a more accurate and understandable term for marketing the area, but may also be helpful in conveying to residents that the development of the area will not be unsightly, heavy, potentially polluting industries as occurred many places in the past.

Encourage Development of Fully Serviced Sites

Even a well-executed strategy will not make economic development happen. Groton needs to have fully serviced and available sites that are ready for businesses to utilize.

While there are areas zoned for business park development, some of these areas are not "ready" for development since they are not serviced by roads and utilities. Companies looking for a location in a business park typically want to buy an existing lot, on an existing street, with existing utilities. While there are some companies that have the time and budget to install their own roads and utilities, they are increasingly rare. The "business park" on Route 117 is a case in point.

Route 117 Business Park

Groton has been talking for some time about the development of a business park between Route 117 and Flanders Road, near Interstate 95. However, little progress has been made in development of this park with the exception of the recent construction of a Marriott hotel.

With regard to encouraging development of this Business Park, Groton needs to make the political and financial commitment to initiate or assist the necessary infrastructure construction. If the community waits for infrastructure to be installed by private developers, the development of this area will be delayed (due to the large scale project that would be needed to fund the infrastructure investment) and the net present value of the future tax revenue could be reduced.

By becoming an investment partner in development of the Business Park, the community could anticipate more rapid development and increased tax payments to the community in a shorter time frame.

The Town should prepare guidelines establishing the most important or useful infrastructure elements (roads, drainage, water, sewer, etc.) for the Business Park in order to guide the Town Council in future consideration of infrastructure improvements for particular areas.

The Southeastern Connecticut region has a very small inventory of top-quality business lots. Groton has the opportunity to significantly increase its desirability as a business location, by making a business park a reality.

While there is interest in expanding the tax base, this must also be balanced with the desire to enhance Groton's character and quality of life. Business development should support the overall community structure in Groton (see page 73) and complement the community character. In the long term, business development for the sake of business development has the potential to detract from Groton's character and erode the overall quality of life. Well-planned and located business development can support other desirable community services and add to an attractive environment in which to live and work.

Recommendations

1. Develop guidelines to assist the Town Council in considering whether to fund infrastructure improvements at the Business Park.
2. Change the Industrial Park District designation to Business Park.
3. Find ways to enhance the use of existing business sites.
4. Continue to ensure that business development supports the overall business structure and complements the character and quality of life in Groton.
5. Consider developing "vision" plans for potential economic development areas in order to obtain conceptual approval that will help guide potential businesses and developers.
6. Consider identifying other appropriate locations for economic development.

Marriott Hotel In Groton



William Carlsbach

Development Incentives

The move away from strip development to node development will also allow for greater flexibility in the design of business developments.

For example, reinvestment in existing business areas can be encouraged by relaxation in strict dimensional zoning standards and allowing for increased floor area in those areas.

Downtown Groton

The area on Route 1 near Drozdyk Drive and Meridian Street Extension is considered to be "downtown" Groton.

In 1984, Lane, Frenchman and Associates prepared a study addressing development patterns and potential reuse in this area.

The study is an excellent example of how development examples could be modified to support community structure and enhance community character.

This is the type of study that will help the Town encourage appropriate patterns of development in "nodes." While this study should be updated to reflect current conditions, it serves as a good model of how to guide future development in appropriate ways. Studies such as this should be continued and maintained.

Modify Commercial Development Patterns

Most of the business development that has occurred in Groton over the past 40 to 50 years has not occurred in the "nodes" discussed previously. Rather, most business development has occurred along major arterial roads in a "strip" type development pattern. This type of development pattern results in:

- linear strips of retail development with little architectural variety that detract from community character
- a large number of driveways and turning movements that cause traffic congestion
- large parking lots adjacent to the street that detract from the streetscape and pedestrian circulation
- pressures to rezone adjacent areas along the street to additional business development (thus continuing the development pattern)
- long portions of street frontage consumed by fairly sterile uses
- competition for signage so that retailers feel they can stand out in the clutter of the corridor

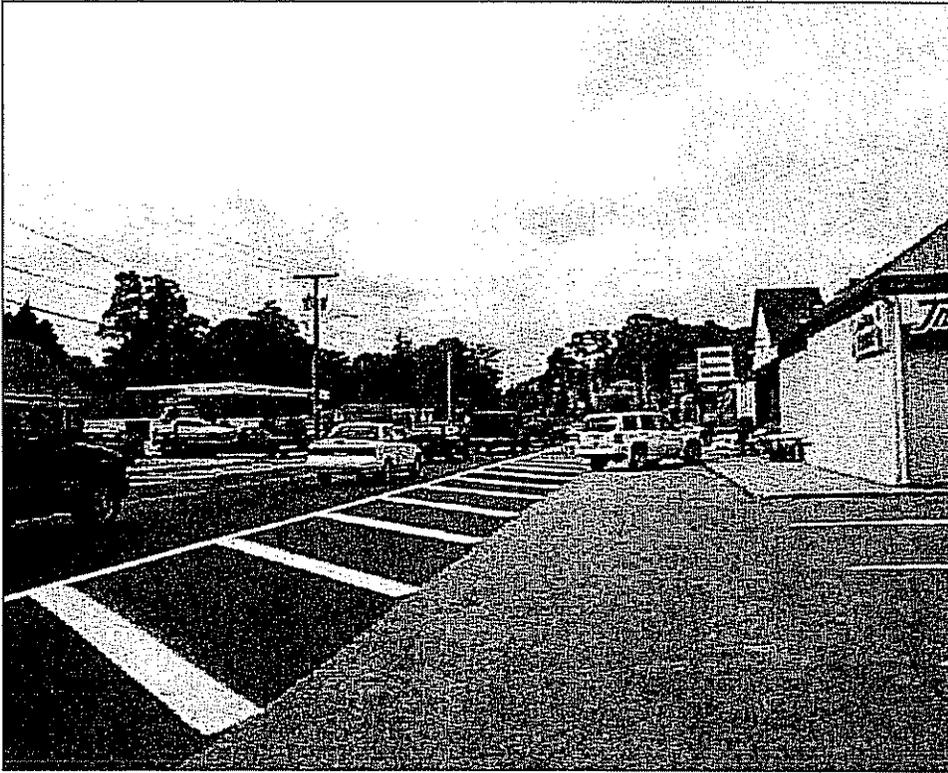
The overall pattern of mixed use nodes proposed in the Plan presents an opportunity to guide business development to the places that are most suitable for it given the prevailing traffic patterns, infrastructure availability, and community character.

This will have several important benefits for Groton. First, it will slow the pattern of "strip" development that has characterized Groton in recent decades and this will stem any new detractions from community character. Second, by confining business growth to specific areas, there will be an incentive to reinvest in existing areas rather than continue to expand to "greener pastures". Over time, this will establish meaningful business nodes that meet residents needs and enhance community character.

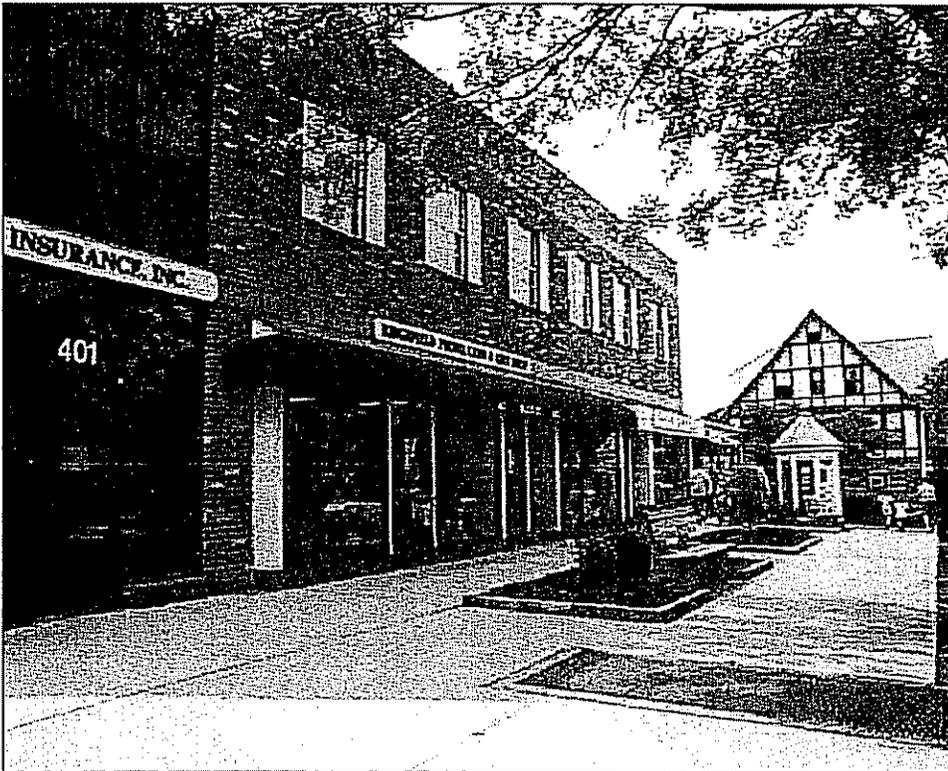
There is another important consideration. There was time in the 1950s, 1960s and 1970s when Groton was the primary regional center for retailing in southeastern Connecticut. However, with the evolution of the interstate highway system and development of regional shopping malls in other areas, Groton no longer occupies the same role in terms of regional retailing. Since there are few sites in Groton that would be considered appropriate for development of regional malls, Groton's retail future is more likely to be in the realm of neighborhood and community based retail facilities rather than regional or auto-oriented retail facilities.

These types of facilities are actually more compatible with Groton's character and will help to reinforce the overall community structure discussed previously.

"Strip" Development Patterns



"Node" Development Patterns



While the businesses in commercial areas provide goods and services, employment, and tax revenue to Groton and its residents, most of these areas lack character. This is why these business zones should be restricted to their present extent unless significant community benefits can be demonstrated.

During the planning period, the zoning designations of these areas should be reviewed in order to encourage development and land use that is most in keeping with Groton's character. Permitted uses, setbacks, lot coverage, landscaping, building design, and site design requirements should all be reviewed to ensure the most appropriate development and redevelopment of these areas. Incentives should be built into the regulations to encourage:

- mixed uses (including residential units)
- commercial uses that are consistent with the plan
- architecture that is more in keeping with Groton's character
- consolidated development where adjacent parcels integrate parking, access, and vehicular and pedestrian circulation
- enhanced landscaping

Recommendations

1. Encourage business developments in "nodes" and discourage "strip" type business development patterns.
2. Consider undertaking a special study of each commercial area in order to help guide the appropriate future development of these areas, especially the Downtown Development District.
3. Consider using design districts to encourage the development of "nodes" with the possible use of village district zoning where appropriate.
4. Evaluate current zoning designations and requirements to determine if uses, setbacks, and other requirements are appropriate.
5. Continue to encourage consolidated development with shared access, parking, and circulation.
6. Modify zoning regulations to create incentives for consolidated and compatible development and redevelopment of commercial areas.
7. Encourage architectural character as part of new business development rather than prototypical or "franchise" architecture.
8. Develop an overall traffic plan for business areas rather than rely on individual driveways serving business uses.
9. Discourage parking lots adjacent to the street that detract from the streetscape and pedestrian circulation.
10. Resist pressures to rezone additional areas along the street that would create a strip business development pattern.
11. Encourage business uses to enhance the streetscape by landscaping, pedestrian amenities, and modest signage.
12. Encourage reinvestment in existing business areas rather than allow continued expansion to "greener pastures".
13. Seek ways to encourage development of neighborhood and community based retail facilities rather than regional or auto-oriented retail facilities.

Maintain or Reduce Commercial Zoning

During the planning process, many residents commented on the proliferation of retail areas, the lack of character of existing commercial businesses, and the lack of maintenance and investment at older establishments. In addition, residents (and property owners and managers) were concerned about the vacant retail space in Groton, particularly in the downtown shopping area.

Much of this has to do with how Groton has zoned for commercial uses. By zoning more land than needed for commercial uses and by rezoning land to commercial use, the Town has hurt the market for commercial zoned land. This has negatively affected commercial development since it has:

- made it easier for new commercial businesses to expand into “greener pastures” rather than maintaining and improving existing locations
- expanded the number of businesses competing for local spending (the same number of dollars are spent in more places) which reduces the dollars available for maintenance and investment
- encouraged more establishments that are not financially prepared to deal with the economic fluctuations that come in the retail sector

While there may be increased commercial development that resulted from this zoning practice, there can come a point (as it appears to in Groton) where it is easier to vacate an existing center and build a new store. While this may work well for the retailer, it harms the local economy, community character, and quality of life.

Route 184 Commercial Uses



Retail Requirements

Retail requirements are an inexact science. However, consider the following:

The 1992 Economic Census reported that retail spending in Groton was about \$320 million per year. After deducting automobile sales, retail sales were about \$250 million. If sales averaged about \$200 per square foot (a national average for a healthy retail market), existing sales in Groton could support about 1,250,000 square feet. This works out to about 30 square feet per capita.

Information from the Town indicates that there are about 1,565,000 square feet of retail space in Groton. In other words, Groton may have about 300,000 square feet more of retail space than it can support at a healthy level.

Retail experts report that there are about 15 square feet of retail space per capita in Connecticut. Assuming that this is an average level that the state can support, the approximately 38 square feet per capita in Groton is more than double the average amount of retail space per capita in Connecticut.

Retail development typically occurs at a yield between 8,000 and 10,000 square feet per acre.

Based on all of the above, it is unlikely that Groton can support much more than 250 acres of commercial land.

The land use analysis found that Groton has over 900 acres of commercial zones and almost 500 acres of commercial uses.

Retail Planning

A comprehensive study of the local and regional retail market will help to determine whether there is a demand for more retail space in Groton or whether retail space should be converted to other uses.

It is important to consider “signals” from the marketplace. The initial inclination with higher vacancy rates is to make a maximum effort to find new retail users. However, there is a limited amount of retail spending potential and filling such vacancies is often a short-term solution. As the retail focus shifts in the community, more retailers want to be in the “hot spot” and this increases pressures to rezone new lands and increases the vacancies in existing centers.

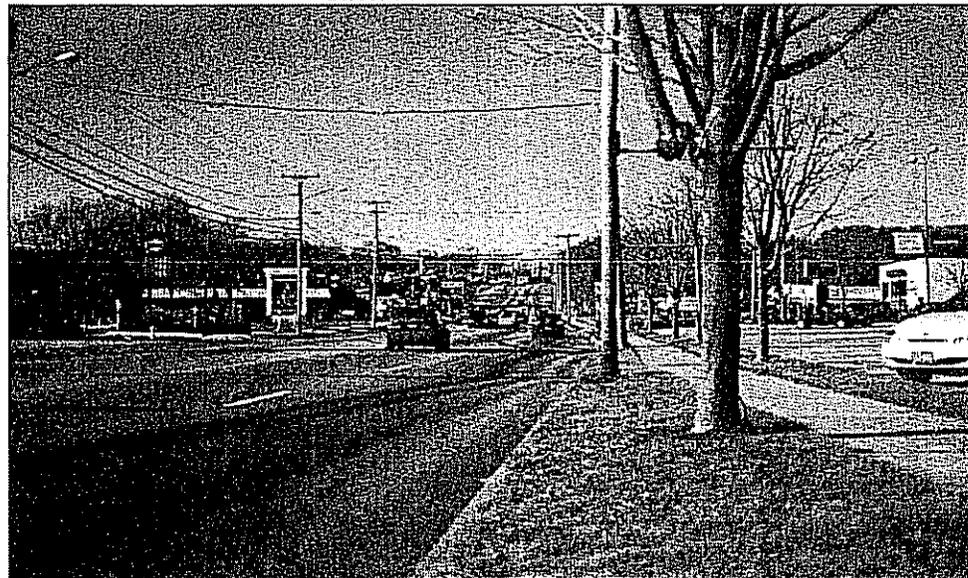
Groton should resist this trend. There is some indication that Groton may already have more retail space than its population warrants. As a result, the best option for Groton to consider may be to reduce (or maintain) the amount of commercial zoning in the community. This will help guide commercial development back to the desired “nodes” and, over time, help restore some vitality to the commercial market in Groton.

Eventually, a comprehensive inventory of existing retail space should be performed along with an analysis of local and regional retail trade areas, spending patterns and changing retail trends. Such a study will help determine whether Groton needs additional retailers, additional retail space, or should concentrate on converting vacant retail space to other uses.

Recommendations

1. Resist the desire of property owners and retailers to rezone new lands to commercial use.
2. Prevent commercial “creep” along major roads.
3. Strive to reduce (or maintain) the amount of commercial zoning in Groton.
4. Guide commercial development back to the desired “nodes” in order to, over time, help restore some vitality to the commercial market in Groton.
5. Perform a comprehensive study of the retail market to help determine whether Groton needs additional retailers, additional retail space, or should concentrate on converting vacant retail space to other uses.

Route 1 / Downtown Node Area



Address Other Economic Development Issues

As the Plan was being prepared, a number of economic development issues were identified. During the planning period, these issues should be investigated in more detail to determine how compatible economic development can be created in these areas. In addition, the Town should be ready to capitalize on other opportunities that may present themselves. Greater attention should be paid to these areas in the Town's economic development strategic plan.

Area	Considerations
1. Nautilus Memorial Design District	This District was created in the early 1980's in anticipation of the USS Nautilus/Submarine Library and Museum. Since development activity has been minimal, the purpose and requirements of the District should be re-evaluated.
2. Military Highway	Last studied as part of the 1982 coastal area management program, this area may be ripe for future planning and additional attention should be put into identifying potential future public access.
3. Dolphin Gardens Area	Developed as Navy Housing, this area has potential for redevelopment due to changes at the Navy Base. Since the current single-family residential zoning may not support desirable uses of this site, the Town should investigate available options.
4. Route 12 Commercial Area	Since redevelopment opportunities may exist in the future, special attention needs to be given traffic improvements and aesthetic improvements.
5. Western Route 184 Commercial Area	Since part of this area is located within the Town's Water Resource Protection District, a number of uses are not allowed. Future development or redevelopment must consider aesthetic and roadway improvements.
6. Winding Hollow Road Area	Given the location of this area and the availability of utilities and access, this area maybe suitable for additional development activity including commercial, office and multi-family uses.

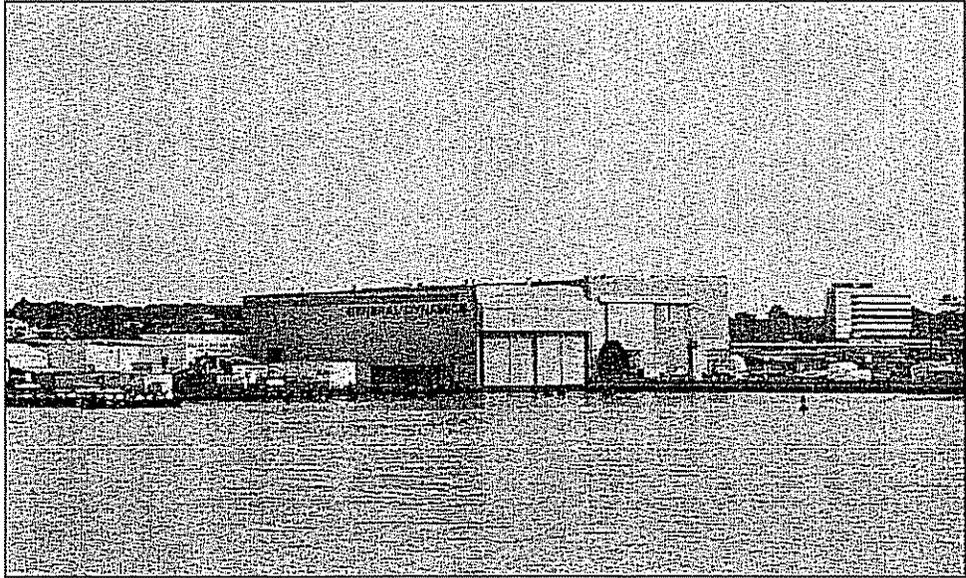
Other Issues

The opportunity areas discussed in this section of the Plan may modify the Economic Development Plan presented on page 107.

In other words, the investigation of these issues and areas may increase or decrease the areas identified on the Plan or may result in new classifications or designations.

Area	Considerations
7. Bridge Street Area	This area, one of the major gateways into Groton is zoned general commercial (GC) and restricted industrial (RI). Many of the properties are underutilized and the area provides an opportunity for renewal activity.
8. Former Caldor Site	If combined with State of Connecticut land to the west and other properties (by possible closure of a portion of Kings Highway) , approximately fifty acres of land could be assembled with utilities in place and excellent access to I-95 and Route 1. The future non-retail redevelopment of this and adjacent sites at this strategic location should be considered.
9. Thames Street And Riverfront	Build on recent development projects and streetscape improvements and encourage redevelopment of vacant or underutilized parcels for office or multi-family use at this "gateway" to the City. Continue with streetscape enhancements. Consider creating a Thames Riverfront Development Plan as a joint effort of the Town, the City, and area property owners.
10. City Industrial Area	Should opportunities arise for redevelopment of this area (on property of Electric Boat Corporation, Hess Oil, or Pfizer), the community should be prepared to support efforts to diversify and expand Groton's economic base.

City of Groton Industrial Area

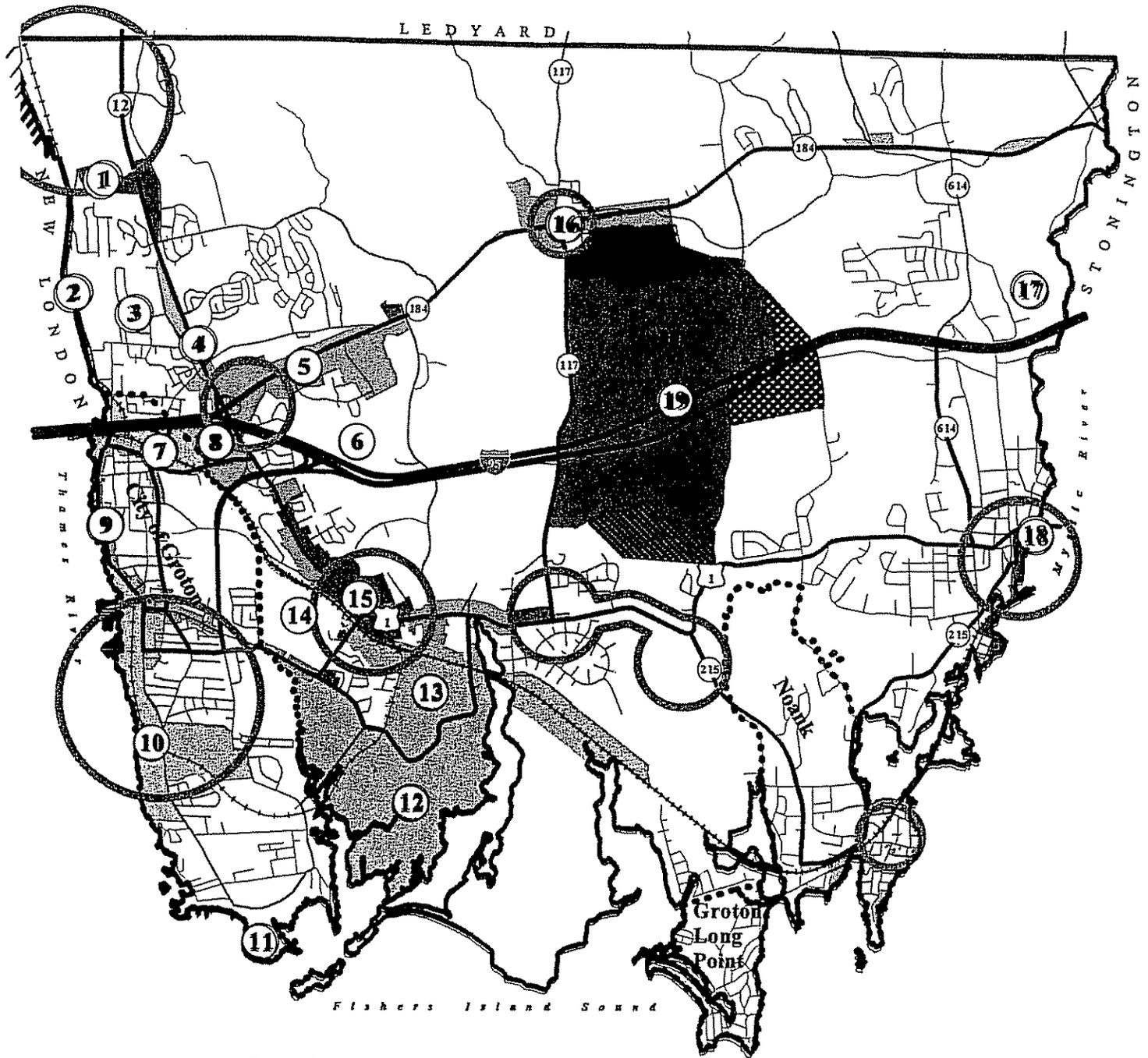


Area	Considerations
11. Avery Point / Incubator Space	With Avery Point being transformed a world class Marine Science Center., additional opportunities and spin-offs may be possible. The Town should continue working with the University to capitalize on the Marine Science initiative.
12. Groton-New London Airport	The airport is recognized as an underutilized asset and the airline operations there have not been well developed. Should this property be considered for an alternative use, the community should have considered alternative uses that might be appropriate in this location. Making this land available for economic development activities could be encouraged.
13. Tilcon / Terra Firma Properties	Continue to facilitate development of this area given its existing industrial character, availability of utilities and proximity to the airport.
14. King Property / Poquonnock Road	With good access to Route 1 and I-95, numerous uses could be considered for this 150-acre site including office/research and/or multi-family. Any future plan must provide for open space to augment the Birch Plain Creek open space area.
15. "Downtown" Route 1	A comprehensive review of the Downtown area should be undertaken with respect to the role it plays in the local and regional economy and what initiatives the Town should undertake to ensure its continued viability.
16. Route 184 / Route 117 Intersection	Given the location and traffic volume, it is envisioned that additional commercial activity will occur. Future development and redevelopment must consider the Water Resource Protection District, traffic management and improving the aesthetics of the area.
17. Mystic Education Center	This facility, owned by the State of Connecticut, is being considered for alternative use. With the area involved and the proximity of the property to I-95, the best future use may include a business incubator, small campus, open space, or residential.
18. Village of Mystic	Continue efforts to manage a successful area, capitalize on tourist traffic, better meet residents' needs, and support local merchants.

Area	Considerations
19. Business Park Area	Specific recommendations related to the Business Park are presented below:
South of I-95 Connector Road	<p>The provision of adequate infrastructure between Route 117 and Flanders Road is important to the successful development of this area. For example, water and sewer infrastructure need to be made available to support development. A potential road connection would, if placed south of I-95, ensure that the residential properties on Hazlenut Hill Road are not disturbed as a result of industrial development. In addition, providing this linkage to Flanders Road would allow additional development opportunities to occur in areas that are presently zoned IP-80.</p> <p>It should be noted that the Town owns approximately 17 acres of land immediately west of Flanders Road that could be used for development purposes.</p>
North of I-95	<p>By combining parcels on the eastern and western sides of the industrial park area, close to 500 acres of business zoned land could be made available to a single user. While the topography is dramatic, the opportunity does exist to develop a campus-like environment. Public water and sewer are available though both systems would have to be enhanced in order to support full development.</p>
Expansion	<p>Despite its difficult topography the Industrial Park area is the largest and most meaningful opportunity area that the Town of Groton presently has. Additional consideration should be given to extending the IP zone to the north and to the south since both areas are undeveloped at this time.</p>
Development Approvals	<p>Since development of a park-like Business Park could conceivably extend over a decade or more, consideration should be given to modifying the Zoning Regulations to allow large-scale, multi-year projects with some master approvals (i.e.- Planned Group Development) or other techniques that might address this issue.</p>

Economic Development Plan

of Groton, CT



Legend

-  Commercial zones
-  Industrial zones
-  Business park zones
-  Design districts (to be encouraged)
-  Non business uses
-  Non - Iowa regulated areas
-  Proposed nodes (see page 73)

Possible Zone Changes

-  Rezone areas to economic development
-  Rezone areas from economic development

Possible other Economic Development Areas

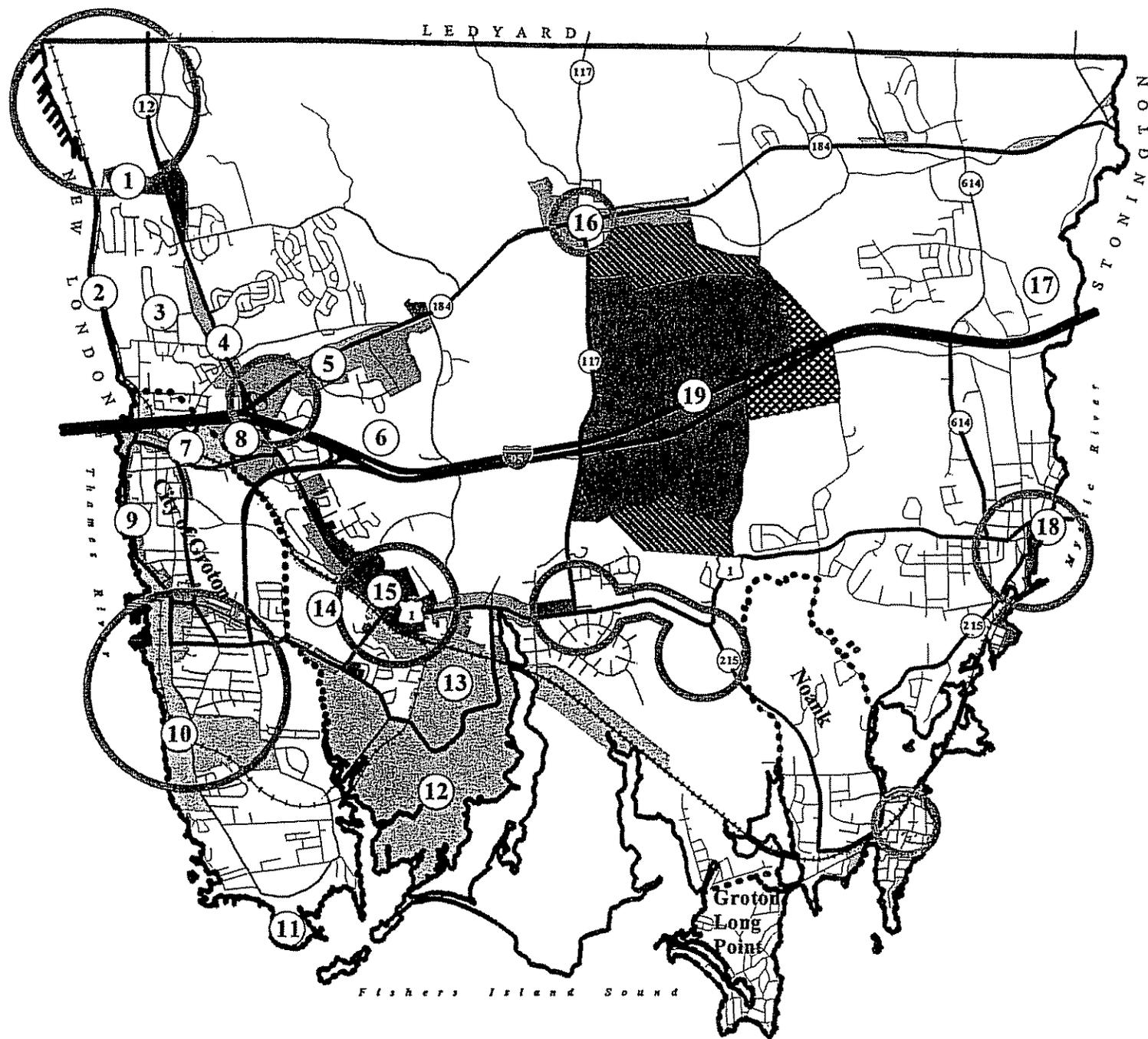
-  See text for descriptions

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Economic Development Plan

Town of Groton, CT



Legend

-  Commercial zones
-  Industrial zones
-  Business park zones
-  Design districts (to be encouraged)
-  Non business uses
-  Non - Town regulated areas
-  Proposed nodes (see page 73)

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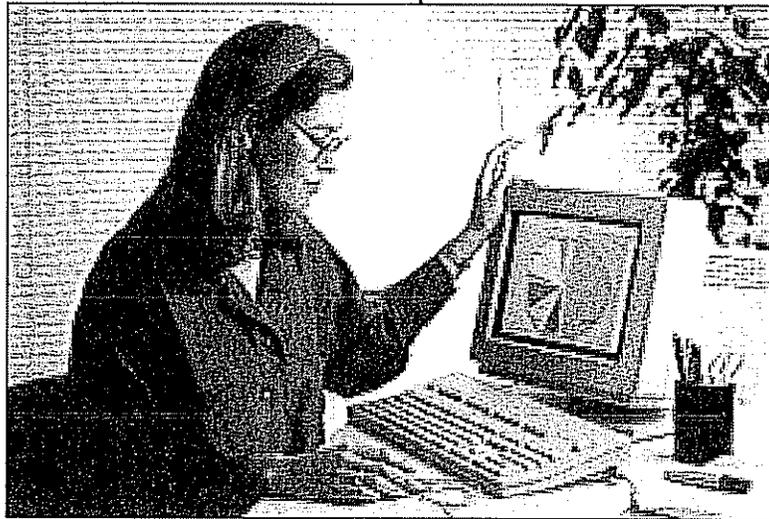
Continue to Provide For Home Occupations

For the past several years, there has been an entrepreneurial explosion occurring. In 1997, more than 1.3 million new businesses were created in the United States, and for the first time, more than half were home-based. This trend, expected to continue, makes the availability of reasonable home occupation regulations important. Regulations should consider including a registration process to assure that the host community receives applicable tax revenues.

Recommendations

1. Review home occupation regulations to ensure they provide for reasonable accessory use and protect community interests.

Home Occupation



PhotoDisc