

Chapter 2: Montville Profile and Market Assessment

Montville is entering an important period of transition. While the town has historically played a more modest role than some neighboring communities in capturing new housing and commercial growth, it is increasingly well-positioned to benefit from economic forces reshaping southeastern Connecticut, including the continued expansion of Electric Boat in Groton and New London, the regional draw of the Mohegan Sun, and rising demand for housing and services within commuting distance of the area's major employment centers.

Against this backdrop, the Route 32 and Route 163 corridors represent more than transportation spines; they are Montville's primary opportunity to channel growth into places that can strengthen the Town's tax base, expand housing choice, support local businesses, and create more identifiable centers of community activity. The market analysis shows that Montville's housing and retail market are relatively constrained today, but also that the Town has a meaningful opportunity to capture a larger share of regional demand if it invests in placemaking, public realm improvements, corridor functionality, and mixed-use activity hubs or nodes, particularly along Route 32.

This chapter summarizes the demographic, economic, and market conditions that shape this opportunity. It draws from the full Market Analysis Report, included as Exhibit 20b, and highlights the trends that matter most for the Investment Plan: who lives in Montville today, how the local and regional economy is changing, where market demand is strengthening and how corridor improvements can help position Montville to compete more effectively for new housing, businesses, and investment.

For the purposes of this analysis, the Consultant Team identified a Study Area, a broader market geography used for comparison as part of the market analysis. The Study Area includes Montville and the surrounding municipalities that are most connected to the town through commuting patterns, housing demand, shopping activity, and shared economic relationships, providing a regional context for evaluating demographic and market conditions. The Study Area and its population trends are shown in Figures 1 and 2.

Figure 1
Montville Market Study Area

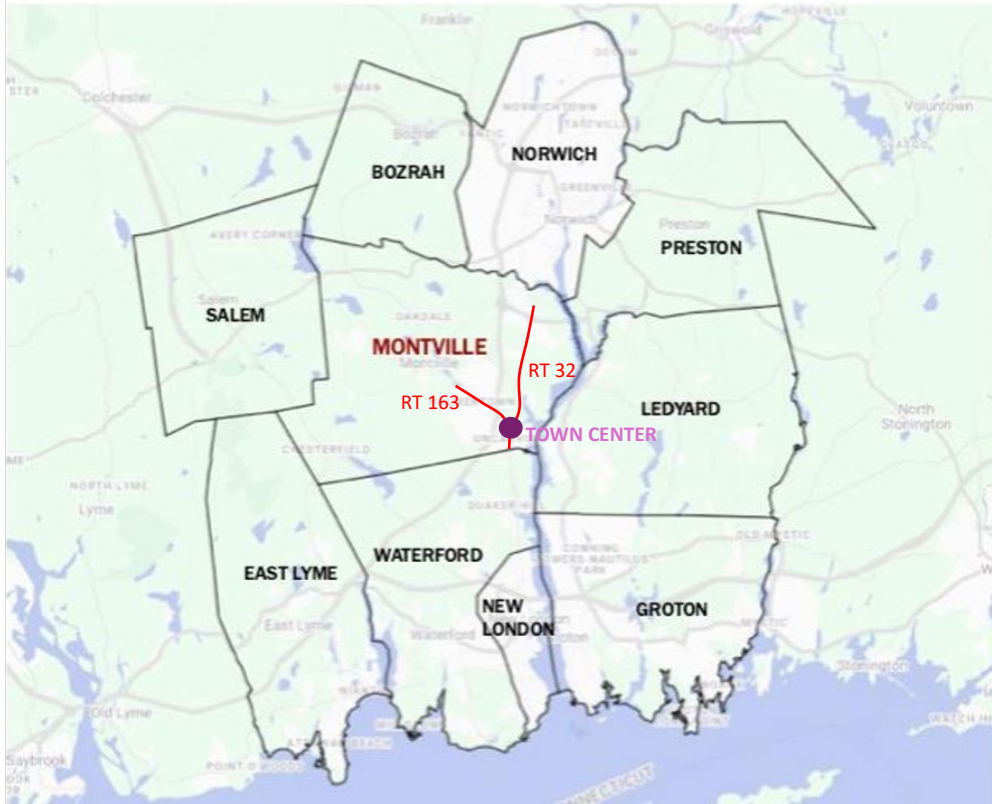


Figure 2
Population Trends for Towns in Study Area (2014 – 2024)

Town	2014	2024	% Change
Salem	4,176	4,282	+2.5%
Ledyard	15,073	15,433	+2.4%
Preston	4,735	4,821	+1.8%
Waterford	19,499	19,673	+0.9%
New London	27,536	27,625	+0.3%
Norwich	40,378	39,973	-1.0%
East Lyme	19,118	18,721	-2.1%
Groton	40,153	38,130	-5.0%
Montville	19,649	17,950	-8.6%
Bozrah	2,631	2,296	-12.8%
Total	192,948	188,901	-2.1%

Source: U.S. Census: American Community Survey 5-year Estimate, 2024 & 2014

2.1 Demographic Profile

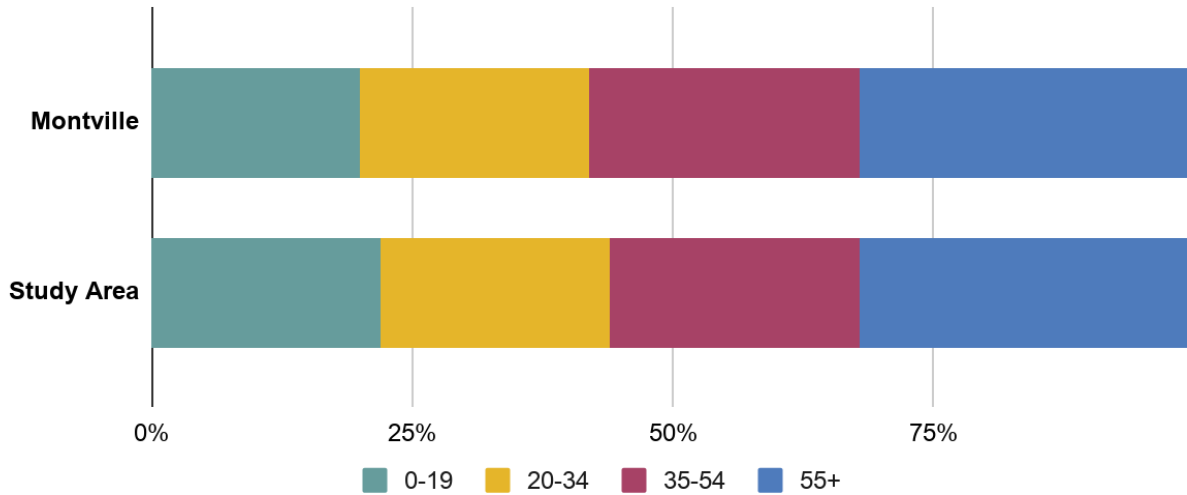
Montville's demographic profile reflects a mature, largely built-out community with modest recent growth pressures, an aging population, and a housing stock dominated by owner-occupied single-family homes. At the same time, Montville is well-positioned within a broader regional economy that is expected to generate increased housing and service demand over the coming years, particularly as employment growth in southeastern Connecticut continues to spill across municipal boundaries.

Between 2014 and 2024, Montville's population declined by 6.8 percent, one of the larger population declines in the Study Area, even as Connecticut as a whole recorded modest growth. However, it should be noted that Montville's recent population figures are influenced by the inclusion of the Corrigan-Radgowski correctional population in U.S. Census American Community Survey estimates and that the closure of the Radgowski correctional facility at the end of 2021 complicates direct comparisons over time.

Age trends indicate both challenges and opportunities for future investment in the Routes 32 and 163 corridors. U.S. Census data show continued growth in older age cohorts, especially residents age 55 and over, alongside declines in school-age children and many prime earning-age households. At the same time, Montville has seen notable growth in the 20-to-34 age cohort, suggesting potential to attract younger workers and households in the town can offer a wider range of housing choices, services, and amenities.

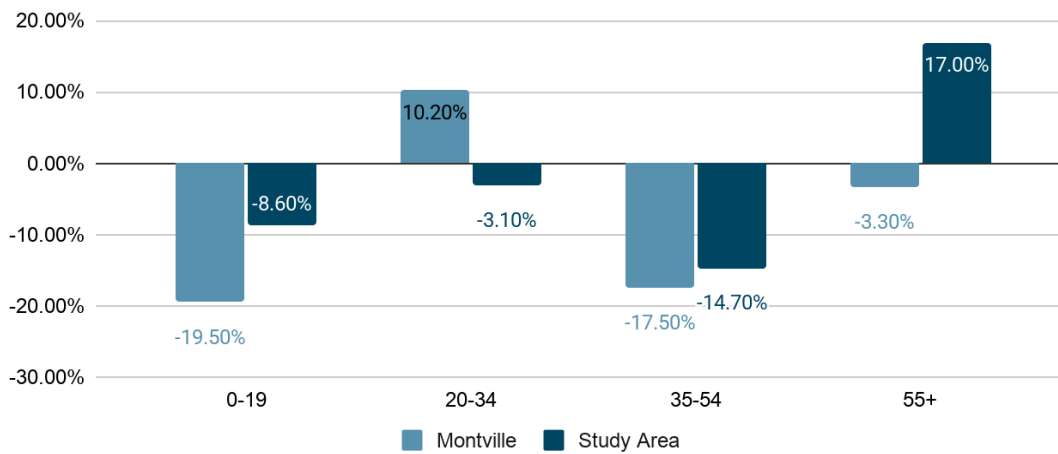
Age groups and percent change in population by age in Montville are shown in Figures 3 and 4.

Figure 3
Age Groups (2024)



Source: U.S. Census: American Community Survey 5-year Estimate, 2024 & 2014

Figure 4
Percent Change in Population by Age (2014 – 2024)



Source: U.S. Census: American Community Survey 5-year Estimate, 2024 & 2014

Household and income data present a picture of a working- and middle-income community with relatively small household sizes and improving economic conditions. As shown in Figure 5, median household income in Montville is approximately \$95,950, up 42 percent from 2014, while average household size is 2.6 persons. The poverty rate is 7.8 percent, below the Study Area’s average of 11.3 percent, indicating that although affordability pressures exist, Montville compares favorably to the broader regional context on several economic indicators.

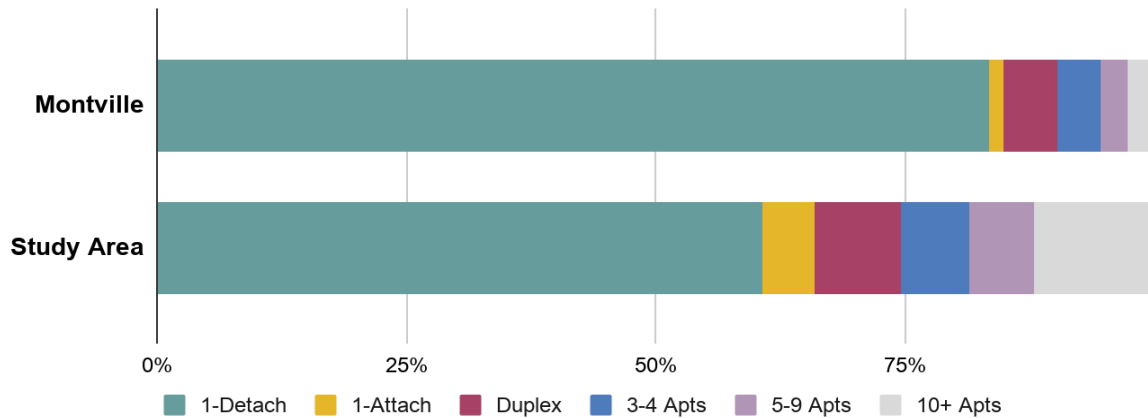
Figure 5
Median Household Income and Average Household Size in Montville and Study Area

Median Household Income (2024)		Avg Household Size (2024)	
Montville	\$95,950 <i>(+42.3% since 2014)</i>	2.6 <i>(-0.2% since 2014)</i>	
Study Area	\$89,647 <i>(+39.9% since 2014)</i>	2.3 <i>(-3.8% since 2014)</i>	
Total Housing Stock (2024)		Home Value (2024)	
Montville	6,722 <i>(-9.9% since 2014)</i>	\$298,420 <i>(+42.1% since 2014)</i>	
Study Area	85,667 <i>(+2.2% since 2014)</i>	\$328,006 <i>(+34.7% since 2014)</i>	
Poverty Rate			
Montville	7.8% <i>(+2.4% since 2014)</i>		
Study Area	11.3% <i>(+0.5% since 2014)</i>		

Source: U.S. Census: American Community Survey 5-year Estimate, 2014 and 2024

Montville’s housing stock is overwhelmingly owner occupied and predominantly single-family in character. As shown in Figure 6, approximately 78 percent of homes in Montville are owner-occupied, compared with just under 57 percent in the Study Area, and multifamily housing remains a small portion of the local inventory. This limited range of housing types constrains options for young adults, smaller households, workforce renters, and older residents seeking to downsize without leaving the community.

Figure 6
Housing Stock in Montville (2024)



Source: U.S. Census: American Community Survey 5-year Estimate, 2024

Housing affordability remains a concern, particularly for renters. Of Montville’s 1,166 renter households, 475, or just under 41 percent, are cost burdened, while 352 are severely cost burdened. Although these burdens are somewhat lower than in the Study Area overall, they still point to a need for a broader supply of attainable rental housing and more varied housing formats in and around the Route 32 corridor.

Most Montville residents commute by car, nearly half work outside New London County, and average commute times exceed 26 minutes. These patterns underscore the continuing importance of Routes 32 and 163 as travel corridors, while also suggesting that investments in walkability, node-based development, and multimodal improvements could strengthen Montville’s ability to retain residents and capture more local economic activity.

Overall, Montville’s demographic profile suggests that future investment should respond to two parallel realities: an aging resident base that will require accessible services and housing options, and an emerging opportunity to attract younger households and workers seeking relatively attainable locations within southeastern Connecticut. Corridor planning should therefore support a broader mix of housing, modestly higher-intensity mixed-use development in targeted nodes, and public realm improvements that make those nodes more functional and appealing.

2.2 Market and Economic Context

Montville’s market and economic context is shaped by its position between large employment centers, entertainment destinations, and regional retail hubs. The town benefits from proximity to Mohegan Sun and Electric Boat in Groton, and employment centers in Norwich and New London, in addition to its access to Interstate 395, but it has historically captured only a limited share of regional growth in housing and commercial development. The market analysis nevertheless finds that Montville is well-positioned to absorb a larger share of future demand if the Route 32 / Route 163 corridors are upgraded to support more attractive and better organized activity hubs.

2.2.1 Local Housing Market

The multifamily housing market in Montville is small but tightening. As of 2025, Montville had 29 multifamily buildings containing 813 units, with an average asking rent of \$1,213 per unit and a vacancy rate of 2.5 percent, compared with \$1,724 and 4.1 percent, respectively, in the Study Area. As shown in Figure 8, over the past decade, rents in both Montville and the Study Area have remained relatively stable over the past decade, though with a slight upward trend since 2020. Rents in Montville are lower than in the Study Area as a whole. Vacancies have fluctuated, though they are at a ten-year low with vacancies in Montville lower than in the Study Area as a whole. This points to a relatively limited but competitive local rental market, with lower rents than nearby communities and little excess supply.

Figure 7
Inventory of Multifamily Buildings, Rents, and Vacancy (2025)

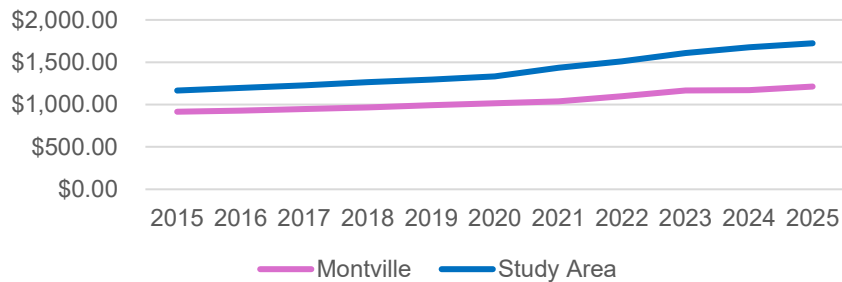
	Inventory Buildings (2025)	Inventory Units (2025)	Asking Rent Per Unit (2025)	Vacancy Rate (2025)
Montville	29	813	\$1,213	2.5%
Study Area	497	20,132	\$1,724	4.1%

Source: CoStar 2026

Over the past decade, rents in Montville have risen steadily while vacancy has generally trended downward. The town added no new multifamily supply for many years until the opening of Oxoboxo Lofts in 2025, a 72-unit adaptive reuse project that was fully leased

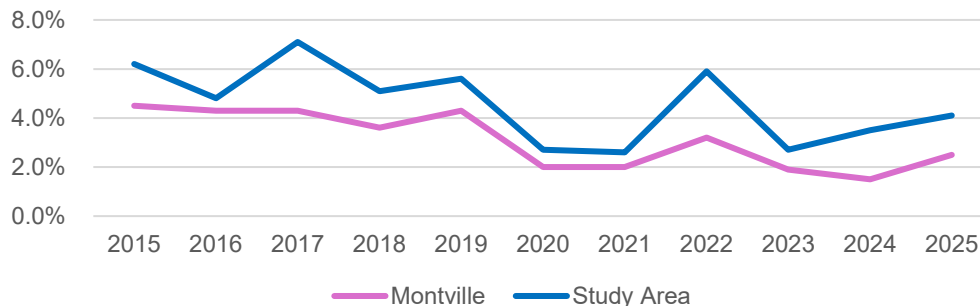
before opening. This quick lease-up is evidence of latent demand for newer multifamily product in Montville, although it should be noted that Oxoboxo Lofts also relied on public subsidy and is therefore not directly representative of purely market-rate development economics in Montville.

Figure 8
Multifamily Rent (2015 – 2025)



Source: CoStar 2026

Multifamily Vacancy (2015 – 2025)



Source: CoStar 2026

Recent absorption trends across the broader market area have been positive. Between 2015 and 2025, the ten-town Study Area recorded net absorption of 2,990 apartment units, while Montville recorded positive absorption of 88 units.

Based on a set of recent benchmark developments across Montville, Groton, New London, Norwich, and Waterford, shown in Figure 9, the study estimates a weighted annual absorption rate of roughly 126 units for recent projects overall (including income-restricted projects) and approximately 139 units annually for market-rate product.

Figure 9

Weighted Monthly Average Absorption at Recent Developments in Montville Region

Property Address	Town	Property Name	Number of Units	Absorption / Month	Product
42 Pink Row	Montville	Oxoboxo Lofts	72	6	432.0
1 Triton Sq	Groton	Triton Square	304	19.3	5,867.2
22 Georgetown Rd	New London	60 Mansfield Road Phase II	89	5.8	516.2
99 Gold Star Hwy	Groton	GoodHomes Groton	112	5.3	593.6
85 Main St	Norwich	Walter Street Lofts	41	1.8	73.8
908 Hartford Tpke	Waterford	Brookside Commons	41	1.9	76.4
394 Willets Ave	Waterford	Waterford Woods	204	13.5	2,754.0
174 Bank St	New London	Vessel	30	2.3	69.0
221 Howard St	New London	The Beam	203	5.3	1,075.9

Total Number of Units	1,096	11,458.1
		Month 10.5
		Year 125.5

Income Restricted Development
Mixed Use Market-Rate/Affordable Development

Sources: CoStar; Individual Calls with Leasing Agents, Apartments.com; Zillow.com, Q1 2026

The market study also identifies a substantial pipeline of multifamily developments in the region. As shown in Figure 10, across the Study Area, over 2,650 units are expected over the next five to eight years, including over 550 units in Montville’s own development pipeline. While this represents a large volume relative to the current absorption, the local market is not at immediate risk of oversupply because many projects remain speculative, timing is likely to be staggered, and demand growth tied to regional job expansion is expected to continue.

Figure 10

Pipeline of Multifamily Development in the Study Area (2026)

Address	City	Property Type	Projected Year Built	Rentable Built Area (SF)	Unit Number
344 Main St	East Lyme	Multi-Family	2027	13,947	18
120 Broad St	New London	Multi-Family	2025	59,629	49
90-100 Garfield Ave	New London	Multi-Family	2027	95,708	90
66 Union St	New London	Multi-Family	2028	46,000	46
Fort Trumbull (28 Walbach St)	New London	Multi-Family	N/A	251,600 (total)	250
194 Bank St	New London	Multi-Family	N/A	N/A	37
345 Main St	Norwich	Multi-Family	N/A	5,600	8
23 Thermos Ave	Norwich	Multi-Family	N/A	98,600	57
394 Willetts Ave (Waterford Central)	Waterford	Multi-Family	2026	100,000	216
334 Long Hill Rd*	Groton	Multi-Family	N/A	N/A	18
1154 Poquonnock Rd*	Groton	Multi-Family	N/A	N/A	20
375 Drozdyk Dr*	Groton	Multi-Family	N/A	N/A	195
12 Governors Cir*	Groton	Senior Housing	N/A	N/A	20 additional
0 Fort Hill Rd	Groton	Multi-Family	N/A	N/A	138
517, 529, 553, 571 Gold Star Hwy	Groton	Multi-Family	N/A	N/A	395
1002 Rt 12	Groton	Multi-Family	2026	N/A	58
0 Crystal Lake Rd	Groton	Multi-Family	N/A	N/A	92
244 Monument St	Groton	Multi-Family	2029	24,801	17

Source: CoStar 2026 and Towns of Groton and New London

Montville PZC Multifamily Application Pipeline (2026)

Address	Unit Number	Construction Status
82 Jerome Rd	160	Not under construction
90 Maple Ave	87	Not under construction
245 Rt 32	22	6 completed, other phases not under construction
303 Rt 32	16	10 completed, 6 under construction
1758-1790 Rt 32	200	Not under construction
2268-2284 Rt 32	57	Obtained zoning permit to begin construction
145 Rt 32	11	Not under construction

Source: Town of Montville, 2026

From an economic development standpoint, housing is one of Montville’s clearest opportunities. The town is more affordable than nearby employment centers and is located within commuting distance of Electric Boat, Mohegan Sun, Backus Hospital, and other major employers. The market study concluded that the Montville could capture approximately 15 percent of current multifamily demand in the Study Area under baseline conditions, equivalent to roughly 105 new units over five years, and potentially 25 to 33 percent of demand with corridor improvements, stronger activity nodes, and supportive land use policies.

2.2.2 Local Retail Market

Montville’s retail market is underbuilt but stable, with moderate pricing power and room for selective expansion. Retail inventory total approximately 843,400 square feet in 96 buildings, which equates to roughly 47 square feet per capita compared with 74 feet per capita in the broader Study Area, This suggests Montville has less retail space than comparable communities relative to its population and exposure to traffic along heavily traveled corridors.

Figure 11
Montville Retail Demand Outlook (2026)

Retail Demand Outlook	2025 Consumer Spending	2025 Consumer Spending per Household	Percentage of Total Spending	2030 Forecasted Demand	2030 Forecasted Demand per Household
Food	\$75,898,540	\$10,800	33%	\$82,375,188	\$11,900
Transportation	\$52,141,533	\$7,400	23%	\$56,579,775	\$8,200
Entertainment & Recreation	\$28,058,645	\$4,000	12%	\$30,456,323	\$4,400
Travel	\$20,077,496	\$2,900	9%	\$21,799,553	\$3,200
Apparel and Services	\$16,126,673	\$2,300	7%	\$17,503,493	\$2,600
Household Operations	\$15,520,455	\$2,200	7%	\$16,846,998	\$2,500
Household Furnishings and Equipment	\$12,507,013	\$1,800	5%	\$13,574,476	\$2,000
Health	\$5,402,334	\$800	2%	\$5,861,639	\$900
Computer	\$1,766,270	\$300	1%	\$1,917,119	\$300
Total	\$227,498,959	\$32,500	100%	\$246,914,564	\$35,500

Source: ESRI Business Analyst, Retail Demand Outlook, 2026

Consumer spending patterns support a measured expansion strategy rather than large-scale new retail center. As shown in Figure 11, ESRI Business Analyst projects that household consumer spending in Montville will increase from about \$227.5 million in

2025 to about \$246.9 million in 2030, an increase of roughly \$19.4 million. The largest spending categories are food, transportation, and entertainment, and the market study translated this growth into support for about 48,500 to 129,300 square feet of additional retail space if demand is captured locally. This projected growth in retail spending and demand is shown in Figure 12.

Figure 12
Montville Retail Demand Outlook (2026)

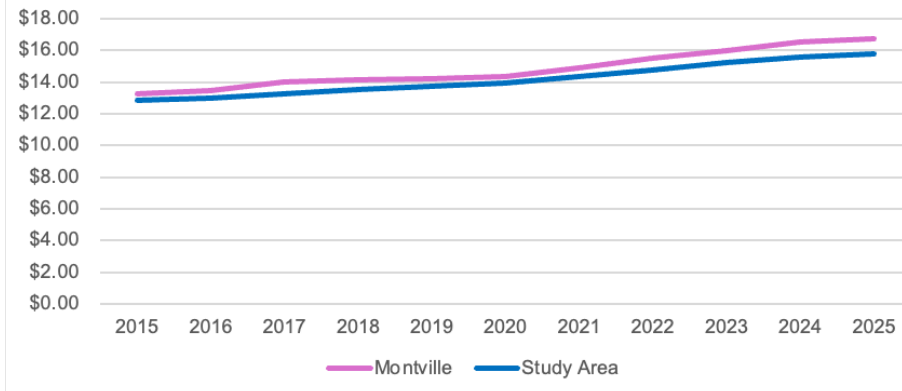
Category	Est. Spending Growth 2025-2030 (\$M)	Est. Montville Demand 2030 (SF)
Total Retail	\$19.4	48,500 – 129,300
Food & Beverage	\$6.5	16,300 – 43,300
GAFO (General Merchandise, Apparel, Furniture & Other)	\$2.6	6,500 – 17,300
Neighborhood Goods & Services	\$10.3	25,800 – 68,700

Source: ESRI Business Analyst, Retail Demand Outlook, 2026

The market analysis emphasized that this potential is best suited to incremental, corridor-oriented formats. The Route 32 corridor functions as Montville’s primary commercial spine and already contains many convenience, service, and food uses. Route 163 is less intensely developed but may offer opportunities for smaller scale neighborhood-serving retail, especially in proximity to new residential development. The market analysis does not support pursuing new large-format shopping centers; rather, it points toward infill, redevelopment, and targeted additions such as neighborhood retail, food service, health and wellness, and selected experiential concepts.

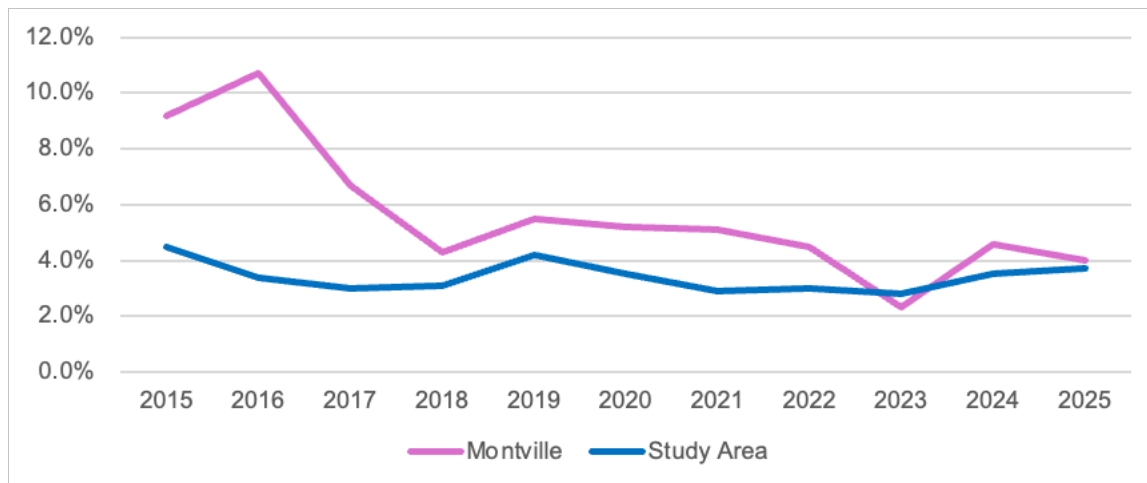
Retail rents and vacancy also suggest a reasonably healthy market. As shown in Figure 13, asking rents in Montville are \$16.51 per square foot, slightly above the Study Area average of \$15.66, while vacancy is 4.6 percent compared with 3.4 percent in the Study Area. In the decade between 2015 and 2025, retail rents have remained relatively stable with a pronounced upward trend since 2020. Retail vacancies are now at a ten-year low while, during this period, Montville recorded net retail absorption of about 135,000 square feet, indicating modest but positive long-term demand despite periodic volatility.

Figure 13
Retail Rents (2015 - 2025)



Source: CoStar 2026

Retail Vacancy (2015 - 2025)



Source: CoStar 2026

The market study also cautions that future retail growth may be constrained by corridor design, parcel configuration, and competition from larger retail nodes elsewhere in the region. Additionally, many traditional GAFO (General Merchandise, Apparel, Furniture, and Other) retail categories face structural pressure from e-commerce, suggesting that Montville should focus on convenience, food, service, and experiential retail formats that are less vulnerable to online substitution. In this regard, Montville’s success with Supercharged (Indoor Karting and Axe Throwing) and the presence of the Mohegan

Sun reinforce the town's broader entertainment identity, although any new experiential retail should complement, rather than directly compete with, those destinations.

2.2.3 Local Office Market

Montville's office market is small, functional, and largely oriented toward local-serving uses rather than regional office demand. The market study reports roughly 126,000 square feet of office inventory across 24 buildings, with asking rents of \$22.51 per square foot and effectively no vacancy, compared with five percent vacancy in the Study Area overall. This indicates a healthy but very limited office market in which small medical, professional, and service tenants account for most demand.

The strongest office opportunities in Montville are not in large speculative office buildings, but in smaller-scale flexible space, medical office, and adaptive reuse. The market study identified potential demand for 5,000- to 15,000-square-foot office or coworking formats near corridor nodes, especially where they could be paired with housing, neighborhood retail, or civic uses. In practice, this suggests that office should be viewed as a supporting use within mixed-use nodes rather than a primary driver of transformation in the Route 32 and Route 163 corridors.

2.2.4 Local and Regional Labor Market and Commuting Patterns

As noted above, Montville's regional labor market is heavily shaped by the Mohegan Sun, public-sector employment, and major nearby employers such as Electric Boat. In 2023, Montville supported approximately 10,165 jobs, with the Arts and Entertainment, Accommodation and Food Services category accounting for nearly 60 percent of employment, followed by Education and Health Care and Public Administration. This employment structure highlights both Montville's regional role and the importance of diversifying the economy over time.

Only six percent of working age residents in Montville work from home and most workers who live in town commute by car. Montville both sends workers to other communities and attracts a large in-commuting workforce. As shown in Figure 14, Eighty-five percent of workers in Montville commute into town for work from elsewhere and only 15 percent of jobs are filled by local residents, illustrating Montville's strong integration with the wider regional economy.

Figure 14
Montville Workers by Place of Residence (2023)

	Count	Share
Norwich, CT	2,268	22.3%
Montville, CT	1,475	14.5%
New London, CT	542	5.3%
Groton, CT	522	5.1%
Waterford, CT	436	4.3%
All Other	4,922	48.4%

Source: U.S. Census Bureau in collaboration with Local Employment Dynamics, a federal-state partnership, 2023

2.2.5 Recent Investments

Recent investment activity demonstrates that Montville can attract and support new development, but that such investment has generally been incremental and sensitive to product type and site conditions. In housing, the opening and immediate lease-up of Oxoboxo Lofts in 2025 provides the clearest recent evidence of pent-up demand for multifamily living in Montville, particularly where product quality and location align with regional workforce needs. However, as noted, Oxoboxo Lofts financial viability as a development project was dependent on the State public subsidies that it received.

In retail, the study points to recent projects and upgrades along Route 32, including properties such as Dollar General, TotalVision, and Oriental Bar & Grill, as evidence that the corridor can accommodate newer retail and service investment. However, recent and prospective retail growth is likely to occur through small- and mid-scale additions, tenant turnover, and the repositioning of existing properties rather than major ground-up shopping center development.

The market study also identified a respectable multifamily development pipeline within Montville, including proposed projects on Jerome Road, Maple Avenue, and multiple sites along Route 32, along with smaller infill projects. Although many of these proposals remain in preliminary stages, they indicate growing market interest in Montville and suggest that public improvements to the corridor could help convert entitlements and interest into delivered projects.

In late 2025, construction began on Horizon View, a 57-unit, mixed-income apartment development at 2268-2284 Route 32, north of Route 2A. The building is expected to be

finished in February 2027 and will include 25 one-bedroom units and 32 two-bedroom units, with 80 percent of the units affordable to households earning 60 percent of the area median income or below and 20 percent at market rate.

2.2.6 Zoning and Land Use

Montville's existing zoning framework provides an initial foundation for the Route 32 / Route 163 Investment plan, but it does not yet fully support the scale and form of development envisioned for the corridor's primary nodes. Along Route 32, the Town's principal regulatory tool is the Route 32 Overlay Zone, which was created to encourage a mixture of commercial and multifamily residential uses on qualifying parcels and to leverage corridor visibility and available infrastructure for economic development and housing growth. The Overlay Zone has been important because it establishes a clear policy signal that mixed-use and multifamily development are appropriate outcomes along Route 32, and it has helped facilitate recent apartment and mixed-income development proposals without requiring parcel-by-parcel rezoning.

The current Overlay Zone, however, is relatively limited in scope and does not function as a fully controlling zoning tool. In most cases, the Route 32 Overlay Zone defers to the standards of the underlying zoning districts rather than independently establishing corridor-specific rules for density, setbacks, parking, landscaping, or site design. As a result, while the Overlay expands the range of uses that may be combined on a site, it does not by itself guarantee the higher density, walkable, village-scale development pattern sought through the Investment Plan. This makes the current Overlay Zone more of a permissive mixed-use framework than a comprehensive implementation tool.

The underlying commercial districts along much of Route 32 already allow a broad range of retail, service, restaurant, office, and upper-floor residential uses. C-1 zoning is generally more neighborhood-oriented, while C-2 zoning is somewhat more oriented toward corridor and destination uses, including hotels, recreation uses, and certain larger commercial activities. Together, these zoning districts can accommodate many of the uses contemplated in the Investment Plan. However, the existing regulations are less effective at supporting more refined mixed-use nodes that combine housing, neighborhood services, and improved public realm design. In addition, aspects of the current zoning text remain ambiguous, including broad language concerning activities "carried out for profit," which can create uncertainty in interpreting which uses are actually permitted. For most of the Route 32 corridor, the larger issue is not whether development is technically allowed, but whether the zoning framework is calibrated to produce the kind of planning, building form, and public realm character that the Town desires.

Recent Connecticut State housing policy, especially HB 8002, makes this issue more urgent. HB 8002 shifts municipalities in the state toward clearer as-of-right approval

pathways for middle housing in commercial and mixed-use areas and limits the continued use of minimum parking requirements for many new developments. For Montville, this reinforces Route 32's role as the Town's most logical housing growth corridor and creates an opportunity to align local zoning with State policy by allowing smaller and mid-sized multifamily and mixed-use projects through predictable site plan review rather than discretionary special permit processes. At the same time, because HB 8002 reduces reliance on case-by-case discretion, it increases the importance of adopting more explicit design standards if the Town wants new development to contribute to a coherent corridor identity.

Summary of Takeaways

The market assessment indicates that Montville has a credible opportunity to capture a larger share of southeastern Connecticut's next wave of residential and commercial growth but doing so will require focused intervention rather than passive market evolution. The town's strongest near- and medium-term market opportunities are in multifamily and mixed-use residential development, neighborhood-serving retail, and small-scale office, medical, and flex-space that support activity nodes along the Route 32 and Route 163 corridors rather than isolated auto-oriented sites.

Several conclusions emerge from the market study:

- Montville's demographic profile points to the need for more diverse housing options, especially for younger workers, smaller households, and older residents seeking alternatives to single-family homeownership.
- The local housing market is underbuilt relative to emerging regional demand.
- Retail prospects are real but should be approached selectively, emphasizing convenience, services, food, and experiential retail formats rather than large-format retail.
- Office and industrial-supportive uses along the Route 32 and Route 163 corridors should be viewed as complementary elements within a broader mixed-use and employment strategy, not as stand-alone anchors.

Montville's current zoning framework supports the general direction of the Investment Plan, especially along Route 32, where the Overlay Zone has helped open the door to mixed-use and multifamily development. However, because the Overlay largely defers to underlying zoning and provides limited form and design guidance, additional zoning refinements will likely be needed to produce the compact, walkable development pattern envisioned for the corridor's priority nodes.

Finally, it is clear that the physical conditions along the Route 32 and Route 163 corridors matter. The ability of these corridors to attract new investment will depend not only on market fundamentals, but also on whether the Town can help create more

coherent, visible, and attractive development environments, through infrastructure upgrades, public realm improvements, zoning flexibility, and coordinated implementation.

The Opportunity

Taken together, these conditions create a clear opportunity for Montville to differentiate itself from neighboring communities by positioning the Route 32 and Route 163 corridors as compact, mixed-use hubs that offer more attainable housing, everyday services, and small-scale employment spaces within a short drive of major regional job centers. By combining public real improvements in select nodes with more directive zoning that supports village-scale hubs, Montville can market itself as a convenient, livable alternative to higher-cost communities, rather than another location filled with auto-oriented strip development. In practical terms, the Investment Plan is a chance for Montville to translate these advantages into a distinct identity and value proposition for residents, businesses, and visitors.