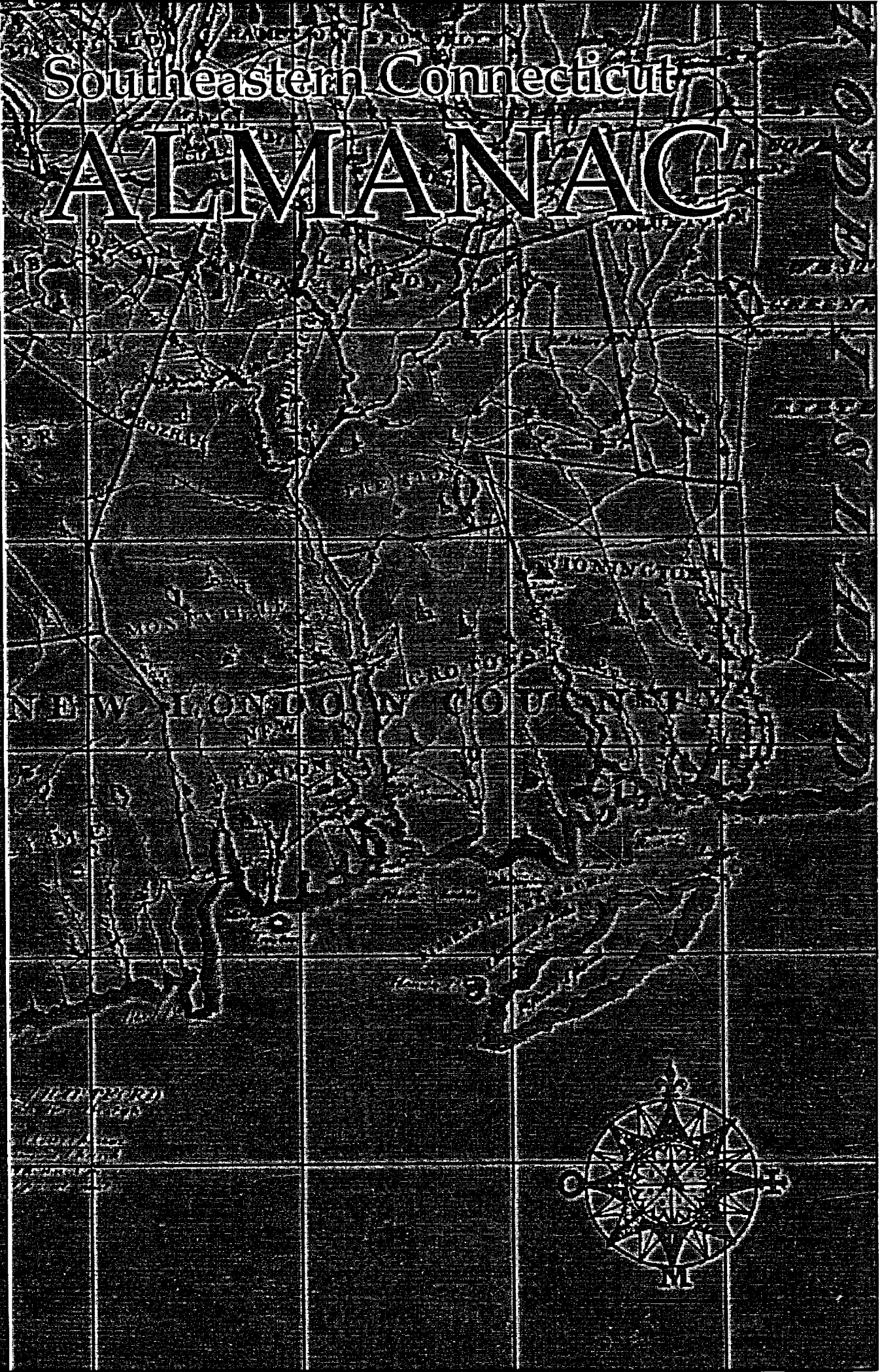


A FACTBOOK  
OF BUSINESS  
RESOURCES FOR  
NEW LONDON  
COUNTY,  
CONNECTICUT,  
AND WESTERLY,  
RHODE ISLAND.

# Southeastern Connecticut ALMANAC



*Southeastern  
Connecticut's com-  
mercial drive goes  
back to seafaring  
days when Yankee  
square riggers sailed  
out of our harbors in  
search of new trading  
opportunities.*



# Southeastern Connecticut ALMANAC

A FACTBOOK OF BUSINESS RESOURCES FOR NEW LONDON COUNTY, CONNECTICUT, AND WESTERLY,  
RHODE ISLAND, PUBLISHED BY THE SOUTHEASTERN CONNECTICUT ENTERPRISE REGION CORPORATION

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Southeastern Connecticut has provided an unmatched environment for prosperous enterprise and enjoyable living since precolonial times.

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At the leading edge of technology innovation, Southeastern Connecticut is energetically adapting to change.

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Southeastern Connecticut's labor force is the nation's greatest concentration of well educated, highly skilled scientific and technical workers.

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Targeted tax breaks and resourceful incentive programs create a favorable business climate for relocating, start-up and expanding companies.

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A heritage of local government and citizens working together to promote the greatest good lives on in Southeastern Connecticut.

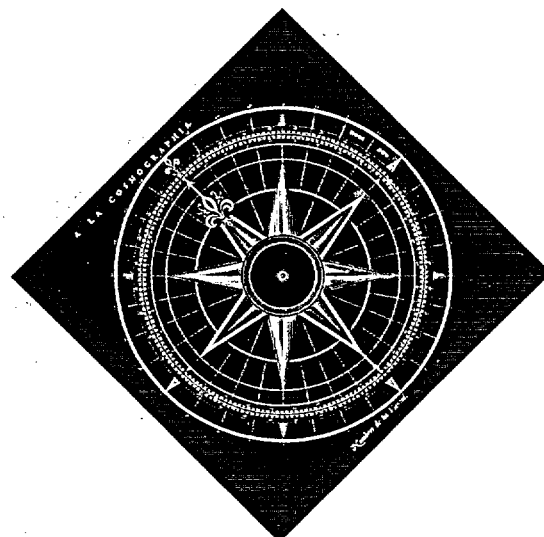
## 32 Transportation and Utilities

The region is the hub of a network of highways, railroads, sea lanes and airways and is supported by reasonably priced, reliable utilities.

## 38 Quality of Life

Affordable housing, safe neighborhoods, good schools and a wide variety of recreational possibilities create an unbeatable place to live and work.

*Southeastern Connecticut brings leading edge technology to a 150 million person market. With its strong economy and energetic labor force, this is a region where business works.*



# Executive Overview

*Southeastern Connecticut has provided an unmatched environment for prosperous enterprise and enjoyable living since precolonial times.*

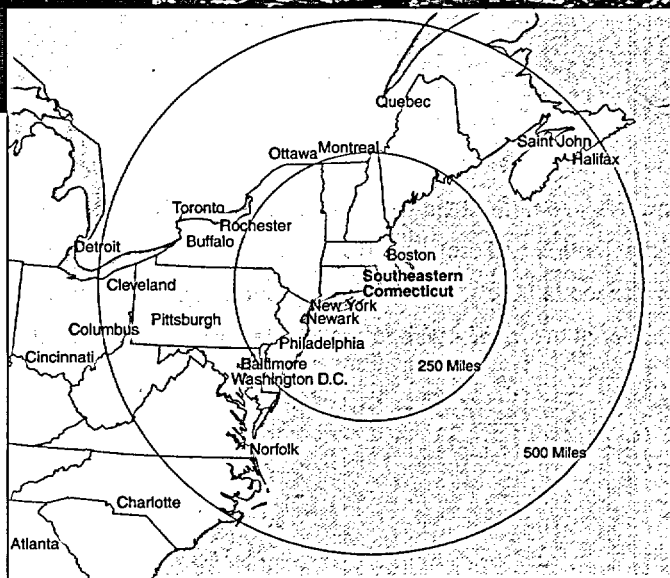
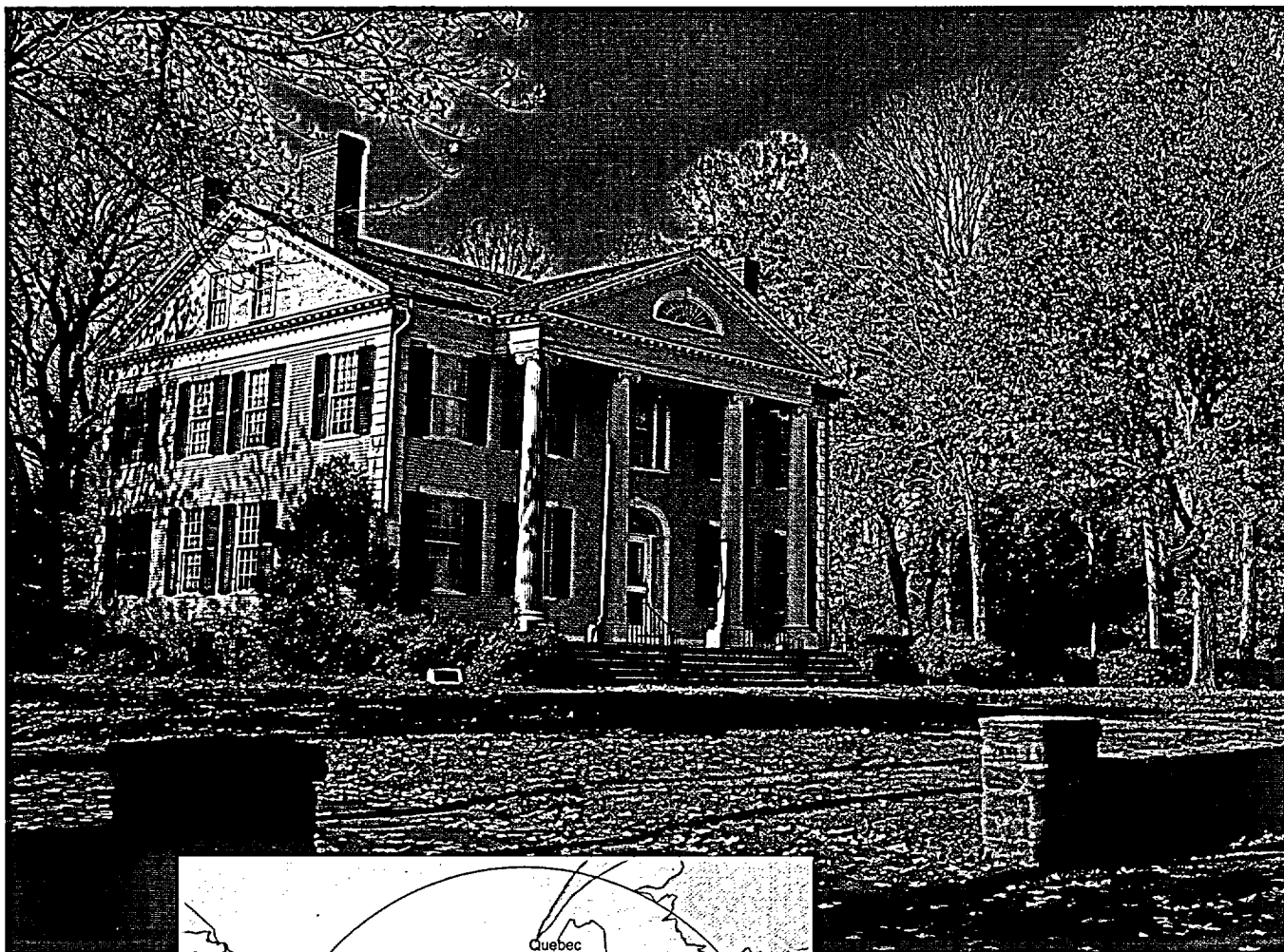


SOUTHEASTERN CONNECTICUT—WHERE 21ST CENTURY YANKEE INGENUITY AND Native American pride combine with a centuries-old tradition of industry, productivity, and just plain hard work—provides a unique setting in which to work, live and prosper.

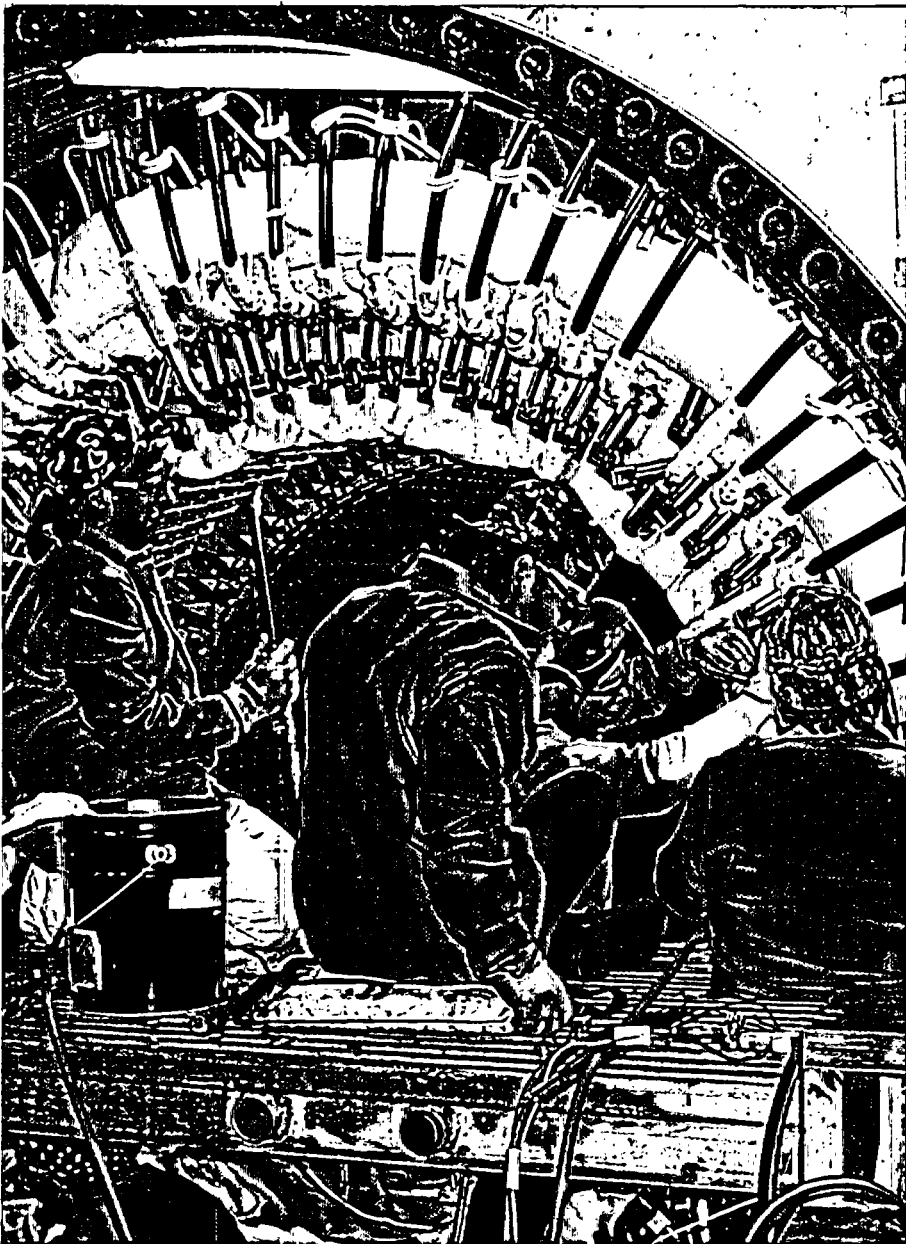
Located on Long Island Sound, two hours equidistant from New York City and Boston, the region is the natural strategic gateway to a market of 150 million people, one-third of U.S. manufacturers, and two-thirds of Canadian manufacturers—all within a 500-mile radius.

Commerce in Southeastern Connecticut has flourished since precolonial days. We became a manufacturing center during the Industrial Revolution. Today, we are home to Fortune 500 companies, spin-off and start-up small businesses, and a world recognized hi-tech proving ground where leading edge ideas are incubated, then quickly turned into practical, profitable applications.

We are capitalizing on changing times to evolve a next generation economy. Four major industry clusters—Defense Technology, Engineering and Advanced Manufacturing; Tourism and Entertainment; Healthcare and Biotechnology; and Education and Marine Research—form the core portfolio for building a strong, diversified economic base.



*Major North  
American markets  
lie within 500 miles  
of your doorstep  
in Southeastern  
Connecticut.*



New England leads the U.S. in emerging technology manufacturers, and Southeastern Connecticut is participating in this growth as a significant employer. We are also New England's 13th largest banking and financial center and have over 4 million square feet of industrial and/or office space available for lease.

**Business Incentives.** We want your business. To enhance Connecticut's pro business climate, the state has cut its corporation income tax nearly in half and has reduced the cost of workers' compensation by over 25%.

In addition, the state offers a wide variety of tax advantages and preferences to businesses. For example, qualified companies locating in an Urban Enterprise Zone, or Eastern Connecticut Enterprise Corridor, or a Targeted Investment Community are eligible for generous tax credits.

**LABOR** — Southeastern Connecticut's labor force is well trained, hardworking and productive. We offer the nation's greatest concentration of highly educated and skilled scientific and technical workers. • Our workers rank among the most productive in the United States. Their dollar output exceeds U.S. and New England averages. For over 20 years, their value-added productivity has been higher than the national average. • Wages are stable and competitive. Unemployment is in the 3% range.

Economic development organizations stand ready to offer support to relocating or expanding businesses, large or small. These resources include a multi-million-dollar Regional Revolving Loan Fund, a business incubator offering a full range of business services and facilities, and small business assistance.

**Transportation/Utilities.** Our modern deep water pier facility in a Foreign Trade Zone and strategic East Coast location provide easy access to major domestic and foreign markets. We are linked to these markets by a modern transportation network of I-95 and I-395 interstate highways, a first class state road system including Routes 2 and 11 expressways, sea-lanes, airports and high-speed rail service.

Electric and gas utilities provide reliable service, technical know-how and work with existing and new companies to develop competitive-edge rate and service programs. Standard and industrial tariffs are among the lowest in the Northeast.

Regional water supply planning assures ample and safe water supplies, defines future service areas, and identifies future supply needs and resources. Central sewage systems are in place.

#### **Southeastern Connecticut Population**

	<b>1998 Population</b>	<b>Area (sq.mi.)</b>	<b>Population Density</b>
Connecticut	3,271,239	4,845	653
New London County	251,177	666.1	377
<b>Towns:</b>			
Bozrah	2,380	20.0	119
Colchester	13,336	49.1	272
East Lyme	16,198	34.0	476
Franklin	1,827	19.5	94
Griswold	10,786	35.0	308
Groton	41,570	38.3	1,328
Lebanon	6,491	54.1	120
Ledyard	14,819	38.2	388
Lisbon	3,981	16.3	245
Lyme	2,040	31.9	64
Montville	17,256	42.0	411
New London	23,860	5.6	4,307
North Stonington	5,042	54.3	93
Norwich	35,777	28.3	1,262
Old Lyme	6,629	23.1	287
Preston	5,025	30.9	163
Salem	3,666	29.0	127
Sprague	2,949	13.2	223
Stonington	17,088	38.7	442
Voluntown	2,291	39.0	59
Waterford	18,166	32.8	555
Westerly, RI (1990)	21,605	30.1	718
<b>TOTAL REGION</b>	<b>272,782</b>	<b>696.4</b>	<b>392</b>

Sources: Connecticut Town Profiles 1998-1999; Rhode Island City and Town Monographs



*Public and private schools provide exceptional primary and secondary education to over 40,000 students.*

Southern New England Telephone (SNET) and Transsend Communications supply state of the art telecommunication services. Southeastern Connecticut businesses and residents are tied to the information highway with voice, image and data services.

**Quality of Life.** We offer an excellent environment for living, with safe neighborhoods and excellent schools and healthcare facilities.

Housing prices are reasonable—in fact, we are the most affordable area of Connecticut. Style varies to meet every taste—from classic colonials and ornate Victorians to rural farms and gracious suburbs.

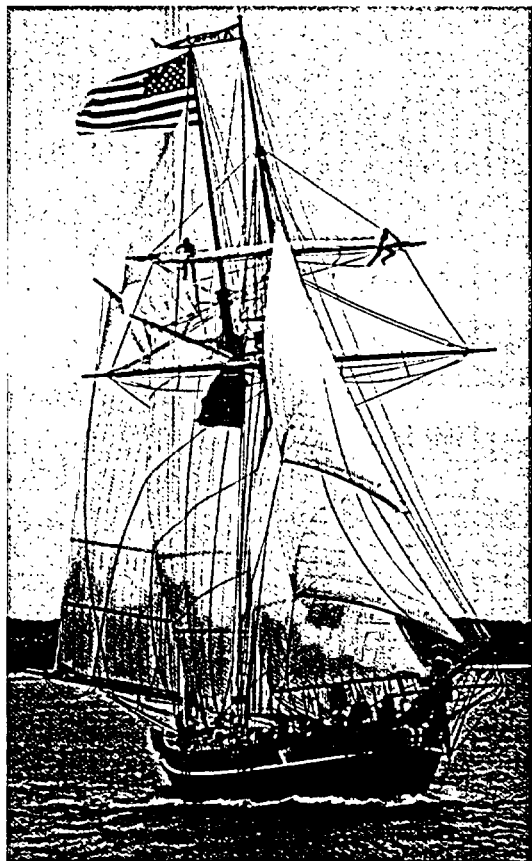
Public and private schools provide exceptional primary and secondary education to over 40,000 students, many of whom go on to attend one of our seven two- or four-year colleges.

#### **Southeastern Connecticut at a Glance**

	<b>New London County</b>	<b>Connecticut</b>
<b>Economy</b>		
Households (1998)	93,856	1,229,087
Income (1998)		
Per Capita	\$23,627	\$27,078
Median Household	\$47,262	\$49,176
<b>Education</b>		
Persons 25 years & over (1990)		
High School Graduates	80.9%	79.2%
Bachelor's degree or better	21.8%	27.2%
<b>Housing</b>		
Total Units (1997)	109,981	1,374,566
Percentage single family	66.5%	62.9%
Median Sales Price (1996)	\$114,000	\$138,000
<b>Civilian Labor Force</b> (April 2000)		
Total civilian labor force	151,000	1,691,600
Total employed	146,173	1,638,000
Unemployment Rate	3.3%	3.2%

Sources: Connecticut Town Profiles 1998-1999; Connecticut Economic Monitor; Connecticut Labor Market Review

*Recreated by master shipbuilders at Mystic Seaport, the Amistad set sail again in the summer of 2000.*



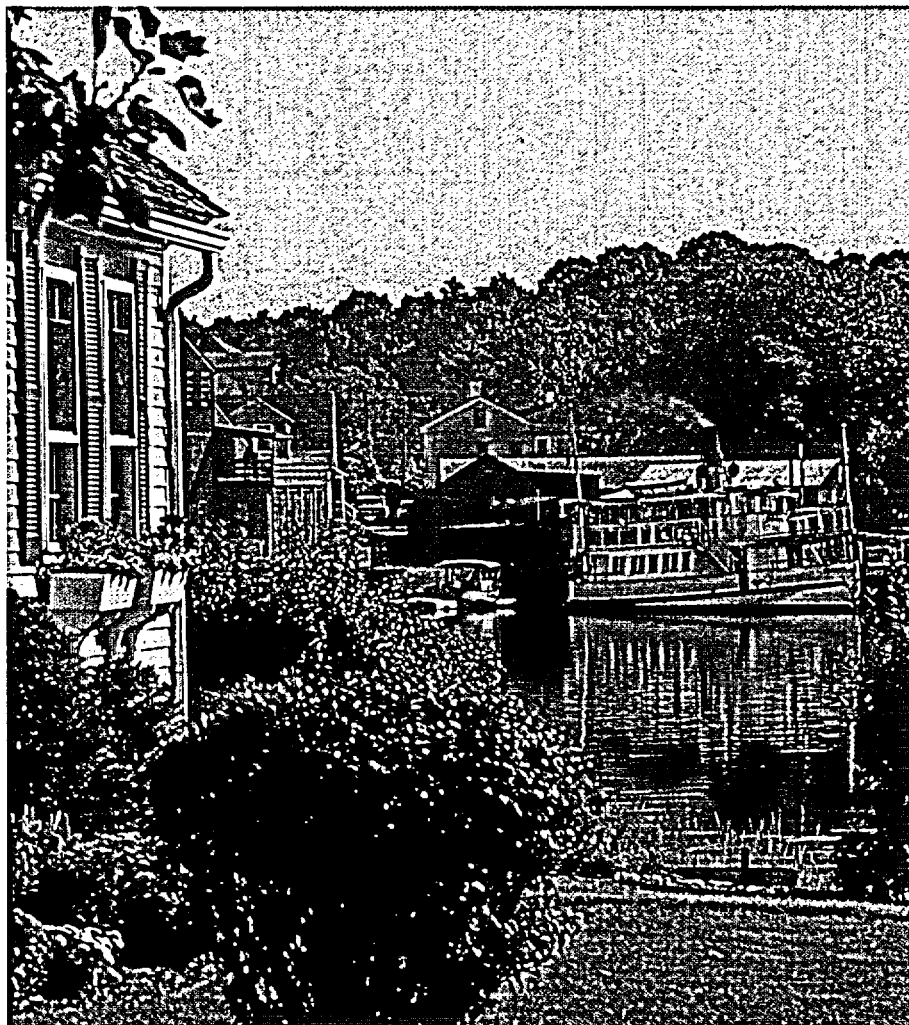


More than 285 public recreation sites on over 30 miles of coastline and 30,000 acres of public parks and forests make Southeastern Connecticut and Westerly, Rhode Island a leisure time paradise.

Residents and visitors are never more than a few minutes from outdoor and indoor activities, family recreation and cultural enjoyment.

We are also a top New England tourist destination for entertainment, culture and history. Two-thirds of all visitors to Connecticut spend time and money here.

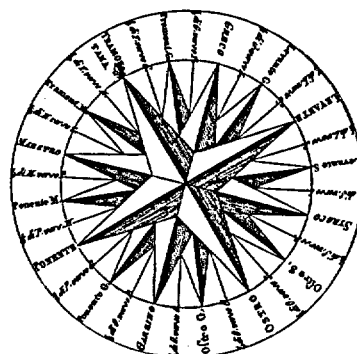
They come for New London's Ocean Beach Park, Westerly's Misquamicut State Beach, Niantic's Rocky Neck State Park, Mystic Seaport, Mystic Marineline Aquarium, the Nautilus Museum, Foxwoods Resort Casino, the Mohegan Sun Resort, and theater and music at the Garde Arts Center, Eugene O'Neill Theater Center and Summer Music at Harkness Park.



#### **SOUTHEASTERN CONNECTICUT: WHERE BUSINESS WORKS**

Southeastern Connecticut offers a shared vision of prosperity—with the business climate ... growth opportunities ... and enterprise support resources you seek. Our energetic economy ... productive workforce ... technology leadership ... accessible financing ... modern transportation/utility infrastructure...and unbeatable life-style... provide all you need to compete ... grow ... and prosper.

*Tourists come from  
around the world to  
enjoy our region's  
unique attractions.*



# Economy

*At the leading edge of technology innovation,  
Southeastern Connecticut is energetically  
adapting to change.*



STRATEGICALLY LOCATED ON THE EASTERN SEABOARD—TWO HOURS EQUIDISTANT from Boston and New York City—Southeastern Connecticut has been a flourishing commercial center since precolonial days.

Whaling and shipbuilding prospered along our shores. During the Industrial Revolution, textile mills, linked by new railways, thrived along our rivers.

Today, as always, we're on the leading edge of technology innovation—as the birthplace, for example, of the U.S. nuclear navy. Southeastern Connecticut's strong economic base of defense technology and advanced manufacturing, healthcare and biotechnology, marine research and tourism is being dynamically transformed into the region's next generation economy.

Fortune 500 companies (Dow Chemical, U. S. Foodservice, Pfizer, Stone Container, Phelps Dodge, and General Dynamics' Electric Boat) and small spin-off and start-up firms find that Southeastern Connecticut provides the resources and advantages they need to compete successfully in the global marketplace.

*Working Toward Regional Solutions  
Southeastern Connecticut Council of Governments*



We welcome change as an opportunity to build our next generation economy. We were first in the state to identify leading core industry clusters and craft a coherent strategy to grow them into a new, stronger, more diversified economic base. Manufacturing and maritime activities traditionally supported Southeastern Connecticut's economy, but today's portfolio of industry clusters is much broader and promotes a wide range of business development.

*Partners in Economic Development*

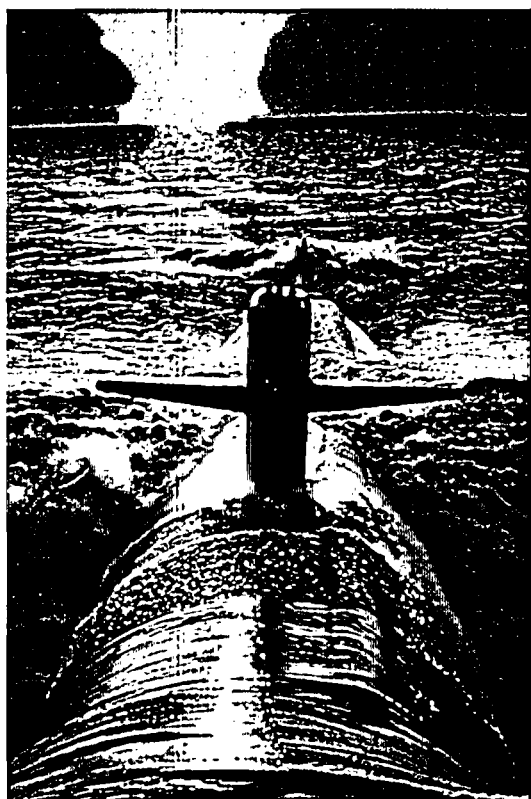
*Pfizer*

### Employment by Industry in New London County

Industry	Employers as of 9/99		Employees as of 9/99	
		Percent		Percent
<b>Goods Producing:</b>				
Agriculture	187	3%	2,004	2%
Construction	641	10%	3,886	3%
Manufacturing	250	4%	19,617	16%
<b>Service Producing:</b>				
Transportation, Communications, and Utilities	247	4%	6,312	5%
Trade	1,855	29%	22,841	19%
Finance, Insurance and Real Estate	457	7%	3,072	2%
Services	2,334	36%	48,282	39%
Government	457	7%	16,685	14%
<b>Total</b>	<b>6,428</b>	<b>100%</b>	<b>122,699</b>	<b>100%</b>

Source: Connecticut Department of Labor

*A fast attack submarine enters New London harbor, birthplace and home of the nation's nuclear navy.*



### Core Industry Clusters

**Defense Technology, Engineering and Advanced Manufacturing.** This cluster is represented by both large and small employers including Electric Boat, Wyman-Gordon, Analysis & Technology, Inc., and Machine Works at Essex.

Defense has been one of the largest components of this industry cluster, employing approximately 12,000 people (not including active duty military personnel) in shipbuilding, transportation equipment, machinery, electronics, instruments, engineering services and metal products.

As larger firms hone their core business competitiveness, smaller businesses are being spun off and new ventures are being formed. Sonalysts, Inc., for example, has applied its acoustic analysis and military training expertise into commercial ventures, including New England's best film and audio studio.

**Tourism and Entertainment.** Long one of New England's most popular tourist destinations, Southeastern Connecticut's attractions center around shoreline and heritage sites. Visitors to Connecticut spend time and money here.

Tourism is our fastest growing industry, already employing more than 20,000 people and expanding rapidly. Foxwoods Resort Casino is our largest employer and the Mohegan Sun Resort's Sunburst expansion will add an estimated 3,000 new jobs.

Traditional tourist attractions, like Mystic Seaport, are growing too. Mystic Marinelife Aquarium is the headquarters for the deep-sea research Institute for Exploration (formerly at Woods Hole, MA).

### Corporate Employers in the New London Labor Market Area

Employer	Location	Product/Service	Employees
Foxwoods Resort Casino	Ledyard	Gaming/Entertainment	11,500
U.S. Naval Submarine Base	Groton	Submarine Base	10,119
Electric Boat	Groton	Submarine Design/Const	9,000
Pfizer	SE CT	Pharmaceuticals	6,200
Mohegan Sun Resort	Uncasville	Gaming/Entertainment	5,500 <i>10,000</i>
Lawrence & Memorial Hosp.	New London	Hospital Care	2,000
Millstone Nuclear Power	Waterford	Electric Power Generation	1,880
Backus Hospital	Norwich	Hospital Care	1,500
U.S. Coast Guard Academy	New London	U.S. Service Academy	1,342
Connecticut College	New London	Private Liberal Arts College	900
Davis Standard	Pawcatuck	Plastic Extrusion Equipment	650
Westerly Hospital	Westerly, RI	Hospital Care	634
Computer Sciences Corp.	SE CT	Computer Services	600
Franklin Mushroom Farms	Franklin	Mushrooms	595
So. New England Telephone	SE CT	Telecommunications	528
Bess Eaton Donut Flour Co.	SE CT & RI	Food Service	405
S&S Worldwide	Colchester	Crafts/Games/Elderly Aids	400
The Day Publishing Co.	New London	Newspaper	395
Washington Trust Co.	SE CT	Banking Services	340
Mystic Seaport	Mystic	Living History Museum	330
Analysis & Technology	SE CT	Engineering/Technical Svs	325
Wyman-Gordon	Groton	Investment Castings	315
Ortronics	New London	Telecommunications	310
The Moore Company	Westerly, RI	Fabrics	300
Sonalysts	Waterford	Sonar/Film-Audio Studios	275

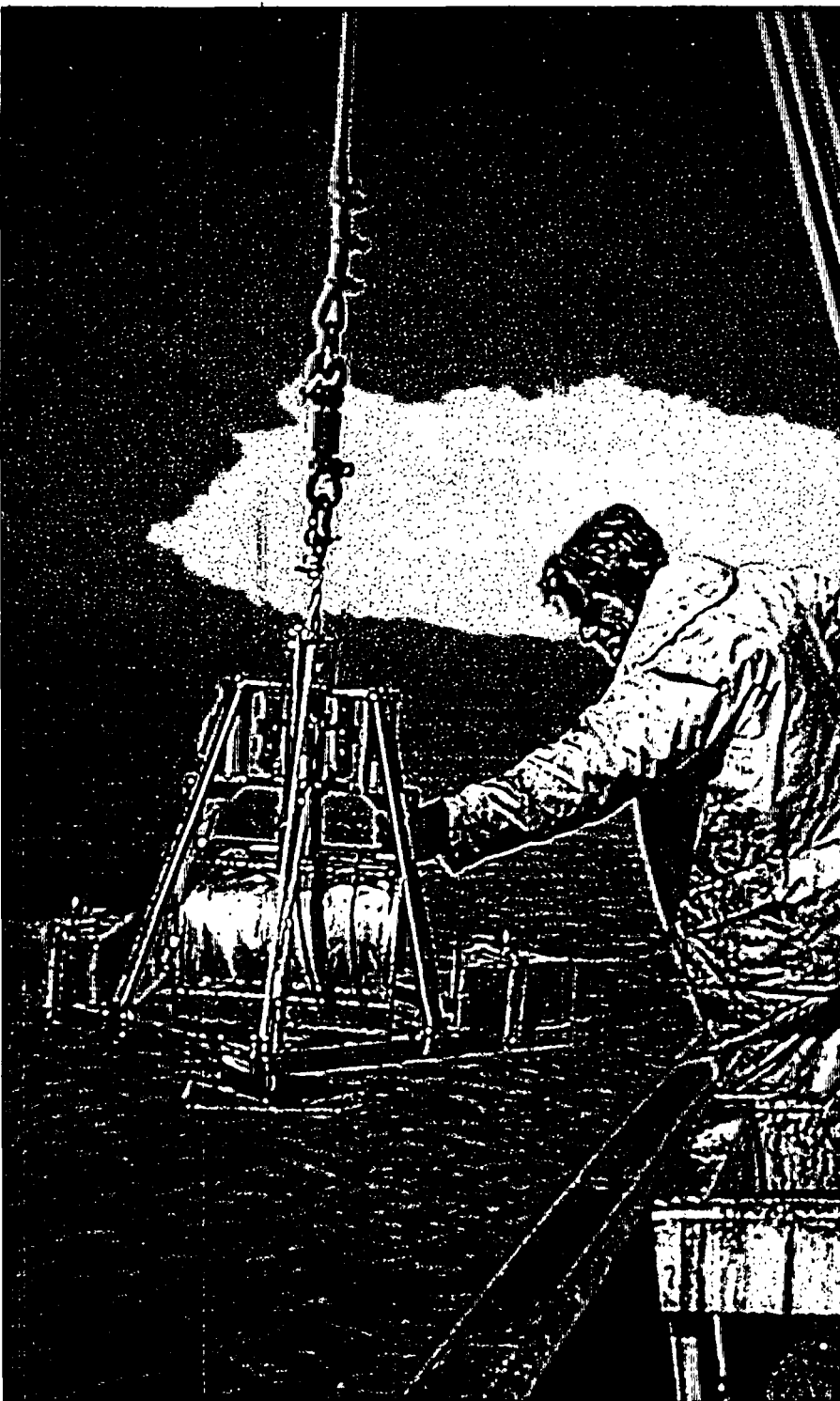
Source: Area Survey of Employers (April 2000)



*Southeastern*

*Connecticut is one of  
the nation's leading  
regions for the devel-  
opment of emerging  
technologies.*

*Partners in Economic Development  
Citizen's Bank*



*Ocean research is a  
growth industry in  
Southeastern  
Connecticut.*

**Healthcare and Biotechnology.** This cluster is represented by Pfizer, Inc. (U.S. Pharmaceuticals Group manufacturing plant and Research & Development's world headquarters), three major hospitals (Lawrence & Memorial, New London; Backus, Norwich; Westerly Hospital in Westerly, RI) and other healthcare manufacturers and providers such as Medtronic Merocel, AGA Gas, Kendle Corporation and MediChem Research, Inc.

This cluster currently employs nearly 13,000 people and is continuing to grow rapidly as new opportunities emerge. Our defense cluster, for example, offers technologies with potential healthcare applications—precision metals for medical instruments, software for medical management, and acoustic technologies for diagnostic imaging and treatment.

**Marine Education and Research.** This cluster is represented by one of the greatest concentrations of marine education and research institutions in the world.

Within a 10-mile radius are Project Oceanology, the University of Connecticut at Avery Point, UCONN's Marine Sciences & Technology Center, the U.S. Coast Guard's Research & Development Center, Mystic Marinelife Aquarium, Mystic Seaport, and Survival Systems. These organizations employ

*Partners in Economic Development*  
*Fleet Bank*

5,000 people and serve as important skill trainers and retrainers for the regional labor force.

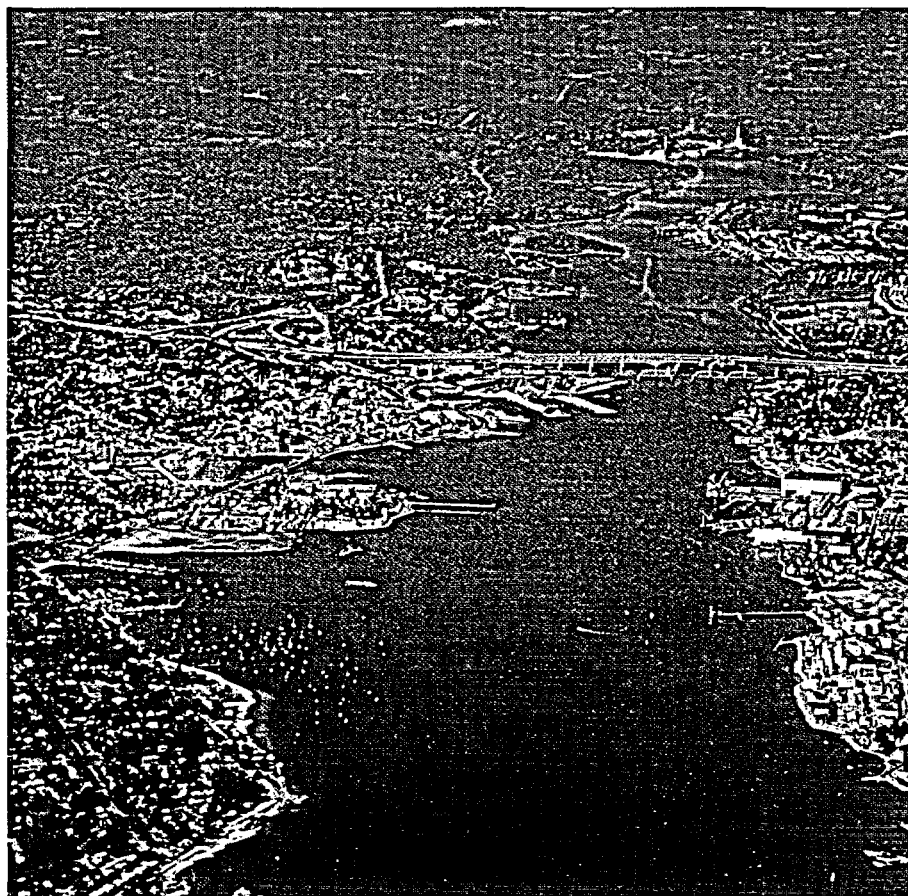
This cluster focuses on our natural orientation to the sea, reflecting our historic maritime tradition while offering great opportunities for innovative high technology business ventures.

### A Financial Center

Southeastern Connecticut is New England's 13th largest financial center. The seven largest regional banks maintain more than 75% of the region's total deposits.

### Commercial Real Estate

Existing office and industrial space for new and expanding businesses is readily available. Commercial development is located primarily along I-95 on the shoreline, around New



### Top New England Banking Markets

Market	Total Deposits (in Millions)
1. Boston, MA	\$93,493
2. Hartford, CT	\$21,522
3. Providence, RI	\$13,363
4. New Haven, CT	\$7,771
5. Stamford, CT	\$7,711
6. Springfield, MA	\$7,110
7. Bridgeport, CT	\$6,880
8. Worcester, MA	\$5,098
9. Lawrence, MA	\$4,382
10. Waterbury, CT	\$3,587
11. Portland, ME	\$3,410
12. Danbury, CT	\$3,214
13. NEW LONDON, CT	\$3,020

Source: FDIC Metropolitan Statistical Area  
Totals as of June 30, 1999

### Largest Regional Banks

Bank	Total Deposits (in Thousands)	Branches
1. Citizen's Bank of Connecticut	\$683,239	14
2. People's Bank	\$566,117	16
3. Chelsea Groton Savings Bank	\$437,419	13
4. Fleet National Bank	\$421,339	15
5. Liberty Bank	\$305,531	8
6. Dime Savings Bank of Norwich	\$220,938	6
7. Eastern Savings and Loan Assoc.	\$102,993	4

Sources: FDIC Market Share Report  
as of June 30, 1999

*Southeastern*

*Connecticut is home  
to Pfizer's R&D*

*world headquarters*

*and one of its U.S.*

*Pharmaceuticals*

*Group manufactur-  
ing plants.*



*Southeastern Connecticut offers a variety of organized, fully serviced industrial parks, ranging up to 500 acres in size.*

London Harbor, and inland along the Thames River and I-395 corridor through Norwich.

**Industrial Space.** The Groton-New London and Norwich markets each contain approximately one-third of the region's more than 11 million sq. ft. of industrial space (nearly 90% corporate owned and occupied by companies such as Davis Standard, Dow Chemical, Electric Boat, Federal Paperboard, Pfizer and Phelps Dodge).

Approximately 1.8 million sq. ft. of industrial space—modern buildings, older properties, historic brick mills—is available for lease.

Southeastern Connecticut offers a variety of organized, fully serviced industrial parks, ranging up to 500 acres in size. In addition, numerous individual industrial sites are available for development. Many have rail access and are fully serviced with all utilities. Incentive utility rates are available to new and

expanding companies. Our region maintains an inventory of available commercial buildings and sites in cooperation with the Connecticut Economic Resource Center.

**Office Space.** Southeastern Connecticut has 3.5 million sq. ft. of office space, with 65% (2.3 million sq. ft.) suitable for multi-tenant

#### Real Estate Lease Rates and Land Cost

Property Type	Net Lease Rates Per sq. ft./Year
Manufacturing	\$7.50—\$8.50
Warehouse	\$5.50—\$6.00
Mill Space	\$2.50—\$3.50
Office	\$8.00—\$17.00

Land (Zoned)	Price Per Acre
Commercial	\$160,000 average
Industrial	\$85,000 average

Source: Southeastern Connecticut Regional Commercial Industrial Division President

*Since 1989, Effective Buying Income in New London County has increased faster than in many comparable counties.*

#### Median Household Effective Buying Income for Comparable Counties

County	1989 EBI	1998 EBI
Duchess (Poughkeepsie), NY	\$42,250	\$44,520
Hartford (Aberdeen), MD	\$41,680	\$44,531
Plymouth, MA	\$40,905	\$45,970
NEW LONDON, CT	\$37,488	\$46,618
WASHINGTON (Westerly), RI	\$36,948	\$44,136
Santa Barbara, CA	\$35,677	\$36,400
Atlantic (Atlantic City), NJ	\$33,716	\$34,424
Kalamazoo, MI	\$31,060	\$36,882
Forsyth (Winston-Salem), NC	\$30,449	\$33,831
Niagara, NY	\$28,408	\$32,260
Richmond (Augusta), GA	\$25,265	\$27,159
Erie, PA	\$24,866	\$33,609

Source: U.S. Dept. of Commerce, Bureau of the Census and Sales & Marketing Management (9/99)

#### 1998 Retail Sales — Southeastern Connecticut

Food	\$509 million
Automobiles	\$658 million
Restaurants	\$234 million
General Merchandise	\$338 million
Furniture/Furnishings/Appliances	\$97 million

Source: Sales & Marketing Management (9/99)

use. Over 1 million sq. ft. has been built since 1982. Significant office space users include: Analysis & Technology, Inc., Computer Sciences Corp., Electric Boat, Foxwoods Resort Casino, Mohegan Sun Casino, Pfizer and Sonalysts, Inc.

Over half of this space is in the Groton-New London market and is mostly Class A office buildings and high quality corporate offices. New London offers nearly 450,000 sq. ft. of Class A and B multi-tenant office space, with 27% available for lease.

Southeastern Connecticut boasts world class conference space at Foxwoods Resort Casino. The Mohegan Sun Casino's \$800 million Sunburst expansion and a Marriott Conference Center and hotel are currently under construction. The region also offers a wide array of venues, including historic sites, for meetings and events.



**Regional Purchasing Power** — The 1999 median household effective buying income (EBI, or disposable income) for the New London-Norwich metropolitan area was up 9.3% from 1994 to \$46,618.

- Our regional purchasing power is very strong, surpassing the New England median EBI of \$42,203 and the national median EBI of \$35,377.

• **Retail Sales** — The one million sq. ft. Crystal Mall (within the I-95, I-395 and Route 85 triangle in Waterford) is anchored by Filene's, Macy's, JC Penney and Sears. Other significant retail locations include Groton, New London, Norwich, Mystic and Westerly, RI. Retail sales in 1998 for Southeastern Connecticut exceeded \$2.7 billion.

*The Energy of Connecticut*  
*Connecticut Light & Power*

# Labor

*Southeastern Connecticut's labor force  
is the nation's greatest concentration of well educated,  
highly skilled scientific and technical workers.*

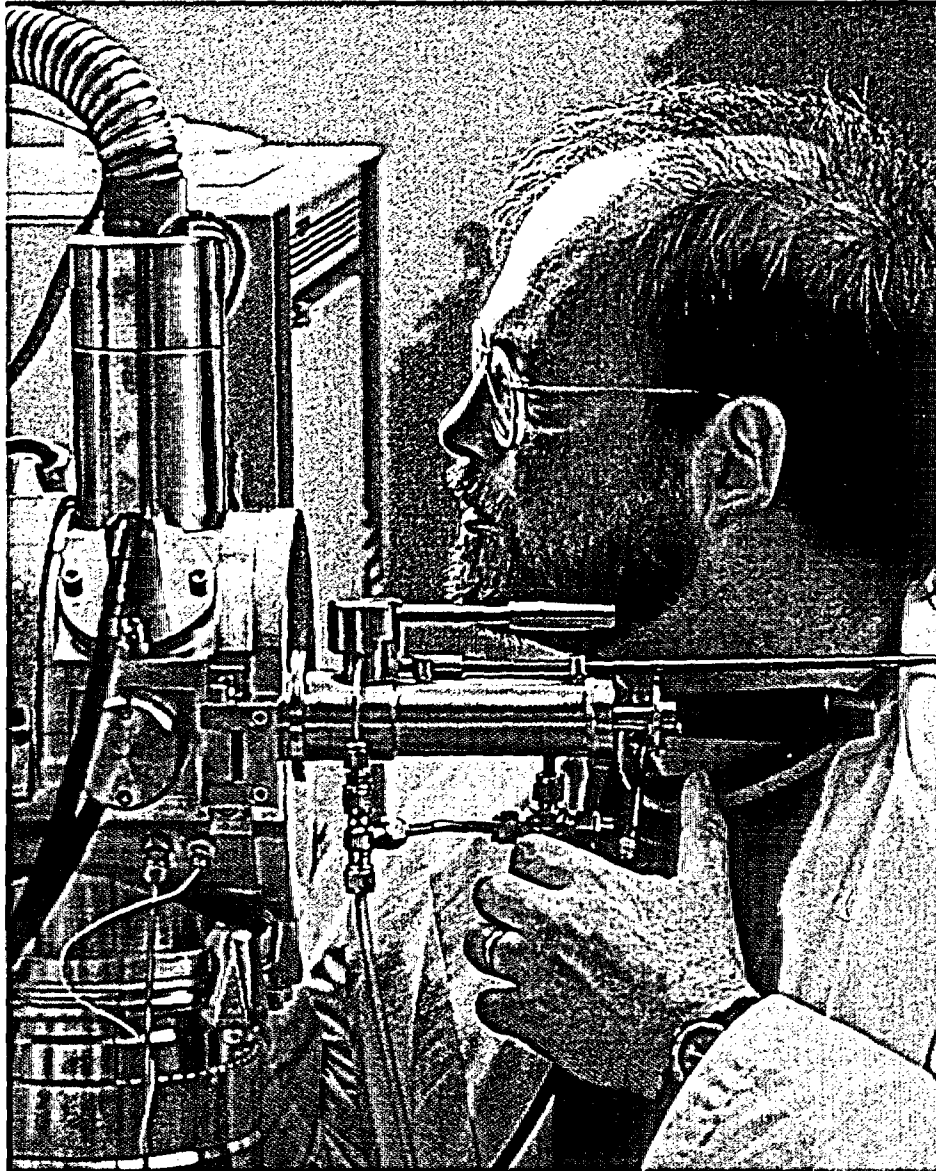


SOUTHEASTERN CONNECTICUT'S LABOR FORCE IS WELL TRAINED, HARDWORKING and productive. It is the nation's greatest concentration of well educated, highly skilled scientific and technical workers in fields as varied as biotechnology and marine research.

Service industries—fueled by burgeoning health care, tourism and gaming sectors—are staffed by motivated and responsive workers. Our vigorous wholesale and retail trade, in both its urban and suburban centers, is an important employer. Major federal installations—the U.S. Naval Submarine Base and U.S. Coast Guard Academy and R&D Center—will continue to support a significant number of small high technology businesses. The region has recently experienced significant employment growth in the bioscience and pharmaceutical sector with Pfizer's major expansions of their facilities in southeastern Connecticut.

A Workforce Investment Board of Southeastern Connecticut study found that the majority of local downsized defense workers stayed in the region and either retrained for new positions or became entrepreneurs and embarked on new business ventures.

*Partners in Economic Development*  
*Pfizer*



Ours is a workforce that successfully transitioned from defense to tourism, entertainment, pharmaceutical and emerging high-technology industries. The present composition of our restructured workforce is expected to reflect further diversification into those sectors.

*Helping to Build our Community*  
*The Mohegan Tribe*



*The output of Southeastern Connecticut workers exceeds U.S. and New England productivity averages.*

This resiliency is not surprising. More than 80% of our population over 24 years old are high school graduates—a higher percentage than in 40 of our 50 states. Nearly 22% possess a bachelor degree (Connecticut ranks first in the U.S. in percentage of population with a bachelor degree or higher).

With unemployment consistently in the 3% range, Southeastern Connecticut has ably adjusted to changing economic conditions while maintaining one of the highest national percentages of residents 16 years of age and older in the labor force.

#### A Stable and Productive Workforce

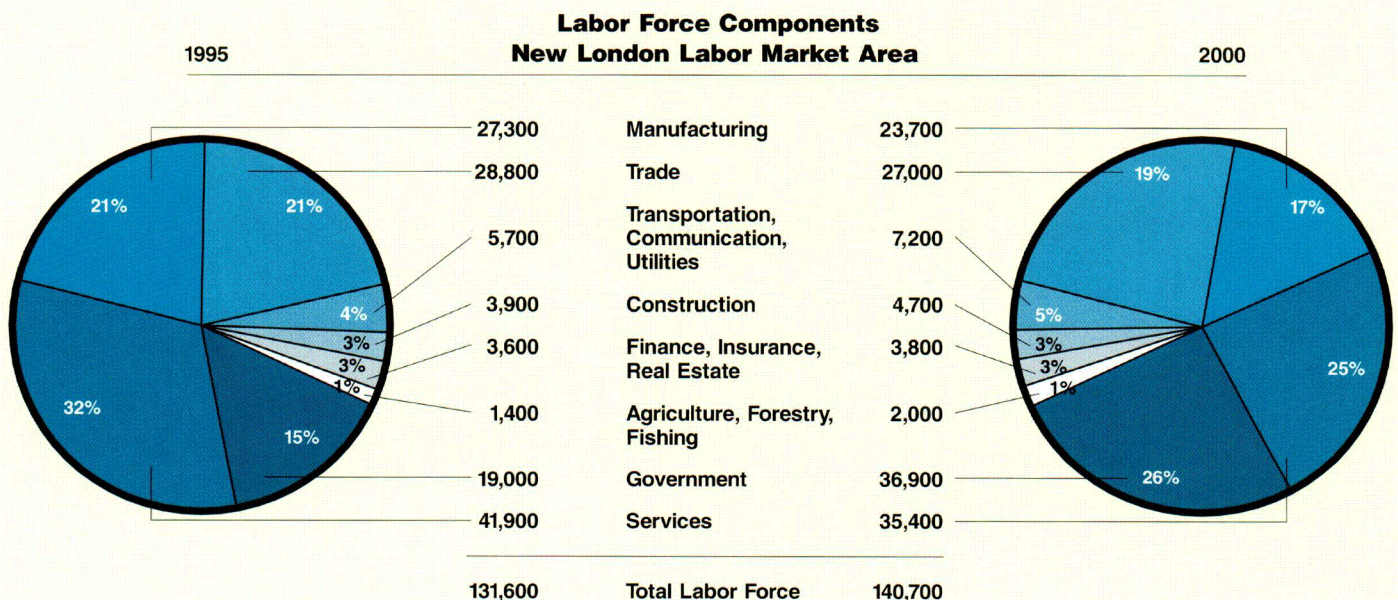
Connecticut workers are one of the nation's most productive labor forces. Our output exceeds both national and New England averages.

In fact, for the past two decades, Connecticut workers have consistently yielded higher productivity value than the national average.

#### Connecticut's 10 Fastest-Growing Occupations (1996-2006)

Occupations	Growth Rate
Computer Engineers	93.4%
Systems Analysts	76.5%
Securities & Financial, Sales	57.4%
Physical & Corrective Therapy Assts.	54.7%
Biological Scientists	52.9%
Amusement & Recreation Attendants	49.1%
Home Health Aides	45.5%
Physical Therapists	40.9%
Human Services Workers	40.4%
Construction Managers	39.6%

Source: Connecticut Department of Labor, Winter 1998

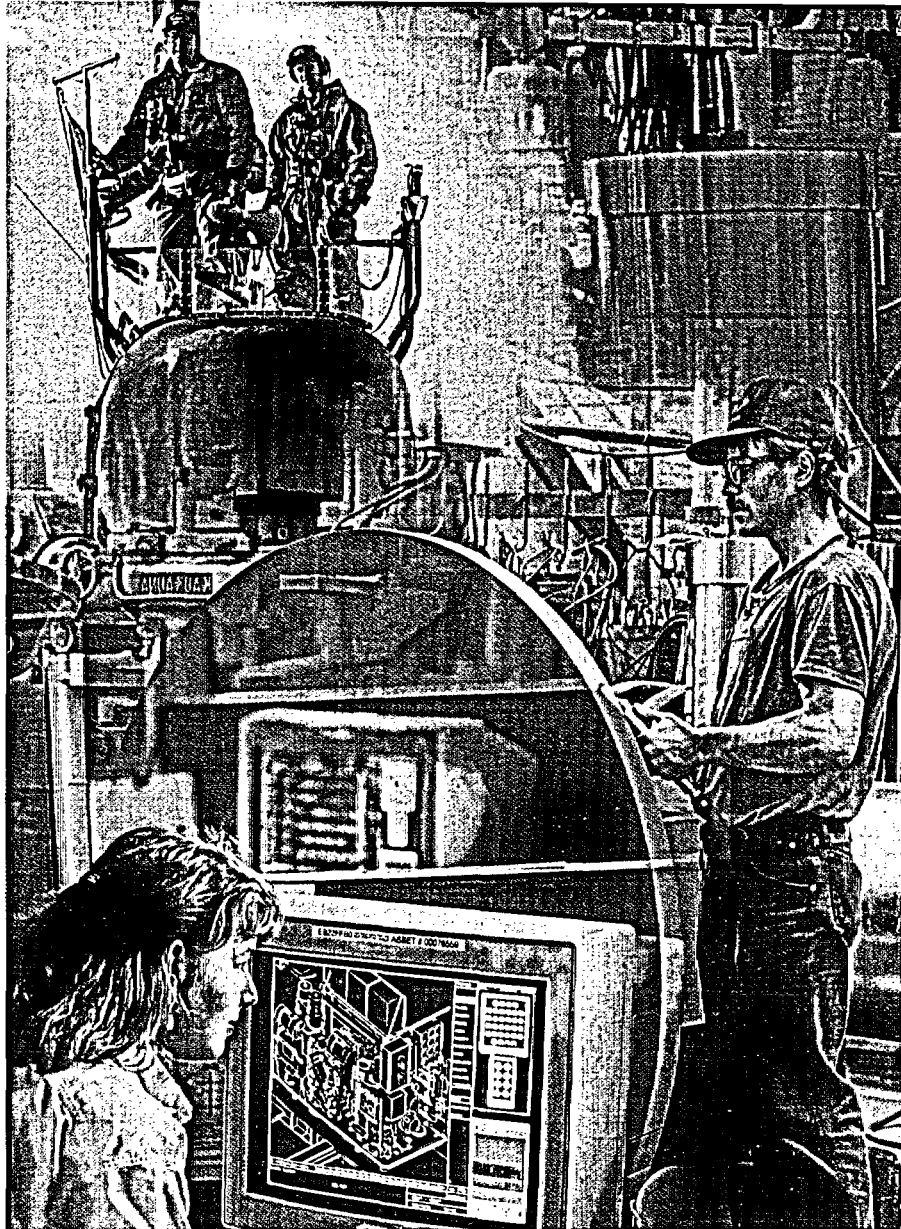


Two critical factors account for this enviable record. A heritage of individual hard work and industry, and exceptional labor/management relations.

Cooperation, communications and common sense govern Southeastern Connecticut's industrial labor relations.

### Stable and Competitive Payrolls

Stability also characterizes regional labor costs. As a result, Southeastern Connecticut is highly competitive among major Northeast labor forces. Such documented high productivity and modest labor costs make Southeastern Connecticut a uniquely attractive region in which to do business.



### 1994 Output per Worker (1992 Dollars)

Labor Force	United States	New England	Connecticut
Manufacturing	\$61,300	\$58,959	\$62,262
Services	\$28,946	\$30,744	\$33,875
Trade	\$33,638	\$34,792	\$40,389
Government	\$37,771	\$38,263	\$42,732
Transportation, Communications, Utilities	\$84,439	\$84,751	\$93,164
Construction	\$34,170	\$32,925	\$39,215
Finance, Insurance, Real Estate	\$105,998	\$134,314	\$147,680

Source: Connecticut Market Data 1998

### Productivity Value Added per Production Worker

Year	Connecticut	United States
1995	\$158,756	\$154,449
1994	\$151,100	\$146,709
1993	\$143,940	\$140,499
1992	\$142,994	\$122,356
1991	\$135,563	\$114,113
1990	\$129,561	\$109,359

Source: Annual Survey of Manufacturers,  
U.S. Bureau of Census

*Working Toward Regional Solutions*  
*Southeastern Connecticut Council of Governments*

*Cooperation, communications, and common sense govern Southeastern Connecticut's industrial labor relations.*

#### **Worker Education and Training**

Our nationally recognized Workforce Investment Board of Southeastern Connecticut supports and sponsors the one-stop Career Center that is operated by the Employment and Training Institute (ETI). The centers, (located in New London and Norwich), utilize state-of-the-art technology to provide centralized access for the following comprehensive services:

**One-Stop Apply.** A unique web-based service for job seekers to complete customized computer employment applications to local employers including screening and testing options.

**Enhanced Resource Room.** Staff support and computer workstations configured with phone access, software for self-assessment, career exploration, ESL instruction and tutorials. Also provided are: job postings, on-site job fairs, resume critique and interviewing skills training.

#### **Apartment Rental and Home Sale Prices**

	<b>New York City</b>	<b>Boston</b>	<b>South-eastern Conn.</b>
<b>Apt. Rental</b> (900 sq ft)	\$2,035/mo	\$1,638/mo	\$755/mo
<b>Median Home Sale Price</b> (2,200 sq ft)	\$933,079	\$616,486	\$171,824

Source: The 1999 Geographic Reference Report

#### **1999 Salaries—Northeast United States**

<b>White Collar</b>	<b>Median Weekly Earnings</b>		
	<b>New York City</b>	<b>Boston</b>	<b>Southeastern Connecticut</b>
Chemical Engineer	\$1,347	\$1,283	\$1,258
Electrical Engineer	\$1,256	\$1,193	\$1,170
Mechanical Engineer	\$1,214	\$1,151	\$1,130
Systems Analyst	\$1,201	\$1,139	\$1,118
Computer Programmer	\$956	\$902	\$885
Biologist	\$843	\$794	\$783
Registered Nurse	\$963	\$908	\$892
Technical Drafter	\$741	\$698	\$682
Computer Operator	\$625	\$587	\$573
Bookkeeper	\$587	\$551	\$537
Shipping Clerk	\$514	\$481	\$469
Word Processor	\$569	\$534	\$520
Data Entry Operator	\$444	\$411	\$403
Receptionist	\$453	\$420	\$411
File Clerk	\$369	\$338	\$334

#### **Blue Collar**

<b>Median Hourly Earnings</b>			
Electrician (Certified)	\$22.54	\$21.26	\$20.85
Tool-and-Die Maker	\$22.10	\$20.83	\$20.43
Carpenter	\$18.28	\$17.21	\$16.82
Machinist	\$21.86	\$20.61	\$20.20
Machine Tool Operator	\$16.07	\$15.10	\$14.73
Forklift Operator	\$14.84	\$13.93	\$13.57
Security Guard	\$13.80	\$12.94	\$12.58
Light Truck Driver	\$11.08	\$10.28	\$10.06
Electronic Assembler	\$13.97	\$13.11	\$12.77

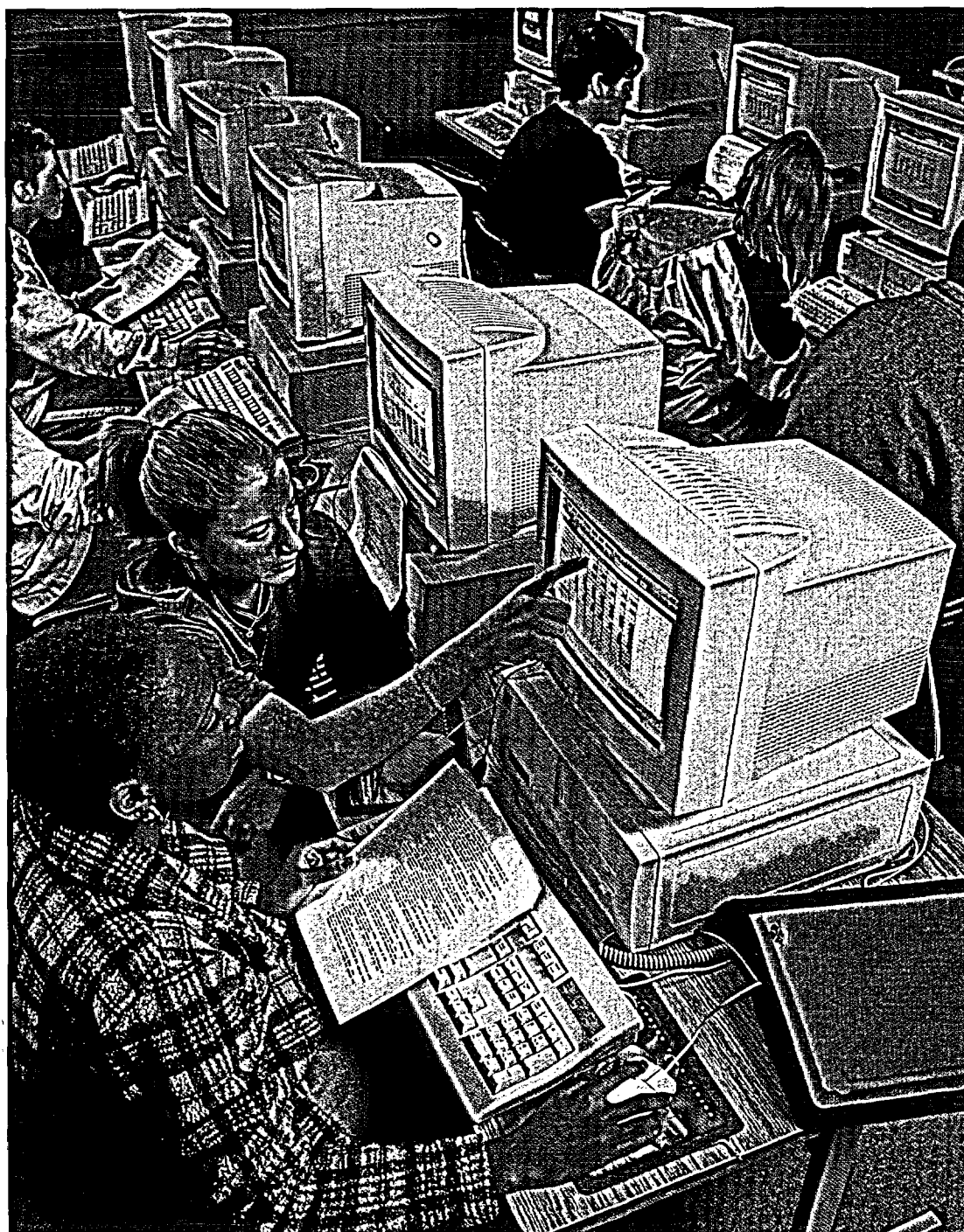
Source: The 1999 Geographic Reference Report



**The Learning Connection.** A unique service to assess and explore non-traditional degree programs for employed and underemployed clients.

**Computer Literacy.** A computer lab for basic skills and exposure to computer applications and the internet.

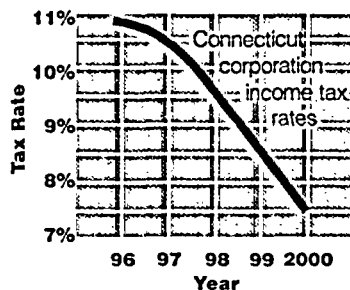
**Other Training Activities.** Promoting incumbent worker, skills-upgrade training and employer focused customized training, two-day job search workshops, on-the-job training vouchers, and internships.



*Job training and re-training programs are high priorities to provide skilled labor for area businesses.*

# Business Incentives

*Targeted tax breaks and resourceful incentive programs create a favorable business climate for relocating, starting-up and expanding companies.*



NEW ENGLANDERS HAVE TRADITIONALLY WORKED TOGETHER FOR THE GREATEST good. Our heritage of teamwork and community paved the way to historic regional abundance. Today, our public and private sectors act in close cooperation to realize their shared vision of Southeastern Connecticut's future prosperity.

Innovative partnerships forged among state and local governments, industry and economic development organizations provide growth opportunities in the right environment for your business. These alliances, combined with aggressive incentive programs, have created a support and resource network to benefit your company. To enhance the state's overall business climate, Connecticut has legislated significant tax policy changes. Since 1991, the corporation income tax rate has been cut from 13.8% to 7.5%.

Fiscal restraint has resulted in declining average nominal mill rates in Southeastern Connecticut—from 22.95 mills (1992-1993) to 21.22 mills (1995-1996). The average overall effective tax rate (i.e., weighted average property tax paid on all types of property expressed as a percentage of market value) for Southeastern Connecticut in 1993-1994 is 1.51%, well below the state's 1.61% average. Connecticut has also enacted a variety of corporation and other tax credits



Norwich Industrial Park is operated by the Norwich Community Development Corporation. Tenants in this 450-acre park employ more than 2,200 people and include 33 national and local companies, such as Computer Sciences Corp., Foxwoods Resort Casino Training Center, Frito-Lay, Norwich Navigators Baseball and Thames Printing Company.

*Norwich, a Premier Business Location in Southeastern Connecticut*  
*Norwich Community Development Corporation*

*Connecticut has cut its corporation income tax rate nearly in half since 1991.*

for qualified companies. It has expanded tax exemptions on manufacturing equipment, and established R&D tax credits for manufacturing-related R&D. It has also cut the cost of worker's compensation by 26%.

#### **Tax Credit and Exemption Programs**

##### **Corporate Business Tax Credits**

- Financial institutions constructing new facilities and adding new employees can receive a credit of as much as 50% of the tax for up to 10 years. May be extended for an additional 5 years. Based on size of the facility and levels of employment.

- 5% credit for fixed capital investment in tangible personal property.

- 5% credit for investments in human capital: employee training, childcare, facilities and subsidies and donations to higher education for advancement of technology.

- 10% credit for increased investment in machinery and equipment for companies with 250 or fewer full-time permanent employees in CT, 5% credit for companies with 251 to 800 full-time permanent employees in CT.

- Credit equal to 100% of property taxes owed and paid on electronic data processing hardware, peripheral equipment and software. Credit may be applied against certain CT other CT excise taxes.

- 25% credit for any increase in grants to institutions of higher learning for R&D related to technology advancement over the average grants provided during the preceding 3 years.

- 100% credit against the premiums, corporation, or personal income tax for investment over 10 years in an investment fund creating insurance-related facilities and jobs.

- Other credits available for a) low-income housing, b) contributions to neighbor-

**ENTERPRISE ZONE/TARGETED INVESTMENT COMMUNITY MANUFACTURERS** — A 10-year 50% corporation tax credit is available to manufacturers locating in Enterprise Zones, meeting specific hiring thresholds and investment requirements.

- A 10-year 25% corporation tax credit can be provided to manufacturers locating in a Targeted Investment Community: Groton, New London, Norwich, Lisbon, Sprague, Griswold. Eligible activities include investments in manufacturing facilities or manufacturing-related R&D and newly constructed distribution facilities.
- A five-year 80% abatement of local property taxes for real estate improvement/personal property acquisitions can assist manufacturers in Targeted Investment Communities or Enterprise Zones. Municipalities may allow additional tax abatements/deferrals as deemed necessary.

*Partners in Economic Development*  
*Pfizer*

hood assistance programs, c) donations of land for open space, d) rehabilitating historic homes, or e) alternative employee transportation.

- 100% credit for SBA loan guarantee fees paid by companies with less than \$5 million in gross receipts.

#### **R&D tax credits**

- From 1% to 6% of R&D expenditures based on the amount of such expenditures and size of company.

- 20% of the R&D expenditures in CT in the current income year exceeding R&D expenditures for the previous taxable year.

- Unused R&D credits can be carried forward and, for companies with gross income of \$70 million or less, can be sold to the state for 65% of their value.

#### **Tax Credits for Employment and Training**

- Up to \$4,800 for each qualified apprenticeship-training program in the plastics related and manufacturing trades.

- Up to \$1,000 for each qualified apprenticeship training program in the construction trades.

- Up to \$1,500 for each qualified temporary family assistance recipient hired.



*The Groton-New  
London Airport is a  
convenient facility for  
commercial commuter  
flights and general  
aviation.*

*At Your Service  
Groton Utilities*

*Incentive and business support programs reduce start-up costs and improve the bottom-line.*

#### **Economic Development Incentives and Assistance**

Corporations expanding or relocating to Southeastern Connecticut may obtain state, regional and local assistance, incentives and business support which can significantly reduce start-up costs and improve bottom-line performance. Connecticut's principal economic development organizations are:

**Connecticut Department of Economic and Community Development (DECD)**, the principal state agency for business recruitment and support.

**Connecticut Economic Resource Center (CERC)**, a one-stop entrance to state programs and services for business (including Site Finder™, an extensive data base of prime buildings and sites and Smart Start, a gateway to business registration in Connecticut).

**Connecticut Development Authority (CDA)**, offers loans and loan guarantees for financing businesses and partial grants for job training programs.

**Connecticut Innovations (CI)**, provides targeted funding and resources to promote high technology transfer and growth.

**Connecticut Small Business Development Center**, provides counseling and training programs in all areas of business management. The regional center is staffed by professional consultants, faculty, and business executives offering assistance in accounting, marketing, business planning, financial analysis, loan packaging and management.

**Connecticut State Technical Extension Program, (CONN/STEP)**, provides technical manufacturing assistance to small and medium-sized manufacturers. Its experienced field engineering staff offers on-site technical assistance, detailed assessment, potential solutions, linkage to external service providers, and opportunities to defray client costs.

#### **Regional Economic Development**

Southeastern Connecticut's economic development and funding resources include:

**SouthEastern Connecticut Enterprise Region (SECTER)**, a nonprofit, public/private partnership to stimulate and support economic development in Southeastern Connecticut and Westerly, RI, SECTER provides programs and services essential to relocating businesses,

*Working Toward Regional Solutions  
Southeastern Connecticut Council of Governments*

start-up companies and entrepreneurial ventures and coordinates regional economic development activity.

SECTER operates a small business incubator, maintains a database of available commercial real estate, administers the Regional Revolving Loan and Fisherman's Loan funds, and is the state headquarters for the Connecticut Procurement Technical Assistance Program.

**Regional Revolving Loan Fund (RRLF)**, a multi-million dollar fund promotes primarily manufacturing and processing business ventures increasing or supporting regional employment. RRLF generally loans from \$25,000 to \$100,000 for qualified projects in combination with institutional banking, public funding, and owner equity financing. Bank networking, creative loan packaging and government guarantees frequently unlock otherwise unavailable

capital for small business development.

**Fishermen's Loan Fund and Technical Assistance Program** assists Southeastern Connecticut's commercial fishing industry. The program lends up to \$10,000 per job created or saved with a maximum of \$50,000 per applicant. Loans involve fishing industry conversion alternatives, aquaculture, marine resource development, marine business and coastline job creation, vessel/equipment conversion or a business venture by a dislocated fisherman.

**Procurement Technical Assistance Program (PTAP)** provides local small business firms with the opportunity and ability to compete for federal and state government contracts. PTAP assists clients by identifying appropriate government bid opportunities; evaluating and submitting proposals; overseeing preparation of compliance documents; guiding successful

**MISCELLANEOUS CORPORATE SALES TAX EXEMPTIONS** — 100% exemption on machinery, materials, tools and fuel used in the manufacture or fabrication of finished products or in the biotechnology industry. 50% exemption on machinery, tools fuels, and equipment that may not meet the requirements for 100% exemption. 100% exemption on computer and data processing services beginning July 1, 2002. 100% exemption of the cost of services related to creating and maintaining a web site. 100% exemption on fuel and electric power used in manufacturing or to heat a manufacturing facility, provided that a 75% usage text is met.

*Helping to Build Our Community  
The Mohegan Tribe*



offerors in post-award contract administration and implementation. PTAP provides marketing and strategic planning support, electronically queries government bid solicitation data bases, maintains a client library of regulations and specifications, and facilitates client placement on agency bidders' lists.

**Technology for Connecticut (TEHCONN)**, a nonprofit public/private partnership, promotes creation of jobs for displaced defense workers by accelerating transfer of expertise and technology to commercial use in energy, environmental, education and marine technologies. TEHCONN provides funding and hands-on business and technical support to generate high value jobs by accelerating the commercialization process.

**Southeastern Connecticut Film Commission**, promotes the development of regional film, video, media and audio industries and publishes *The Production Guide For Southeastern Connecticut*, which lists local production services and capabilities.

**Workforce Investment Board of Southeastern Connecticut**, directs and funds the One-Stop Career Center, an integrated, accountable, universally accessible and singular source of workforce activities, such as job information, job placement/training referrals, and labor pool information for New London County residents and employers.

**The Chamber of Commerce Federation** represents the area's business community and Chambers of Commerce on issues of regional impact as they work to promote a positive, productive business climate. Members include: the Chamber of Commerce of Southeastern Connecticut, the Eastern Connecticut Chamber of Commerce, the Shoreline Chamber of Commerce, the Greater Westerly-Pawcatuck Area Chamber of Commerce, and the Mystic Chamber of Commerce.

**Enterprise Zones and Corridor.** Industrial areas in urban targeted investment communities in Urban Enterprise Zones (Groton, New London, Norwich) and the Eastern Connecticut Enterprise Corridor (Lisbon, Sprague, Griswold) offer tax credits, abatements and incentives to economic base industries. Applicants must meet specific criteria to be eligible for various incentives including:

- 80% tax abatement on real and personal property for five years
- 50% corporation tax credit for 10 years
- \$750 or \$2,250 grant for each new qualifying full-time job created
- Waiver of state portion of real estate conveyance taxes

*New York and Boston markets are only two hours away by interstate highway.*

*Partners in Economic Development  
SouthEastern Connecticut Enterprise Region*

- 100% exemption of state sales tax on biotechnology manufacturing machinery, computer and data processing services, and repair/replacement of manufacturing machinery
- Discounted utility rates
- Job training/replacement assistance and tax credits.

**Foreign Trade Zone.** New London's State Pier Industrial Area and 137 surrounding acres, including the New England Central Railway terminus, are a designated Foreign Trade Zone. Merchandise may be imported into the zone duty-free; stored, sold, exhibited, broken up, repackaged, assembled, or otherwise manipulated or manufactured; and the resulting product may be either directly reexported without duty, or transported into U.S. territory subject to applicable customs duties and taxes.

**Training Expense Reimbursement.** Various programs are available including training grants up to \$25,000 per year for manufacturing, high technology, telecommunications, information systems, agriculture, aquaculture, and related industries.

**Community Economic Development Funds** provides loans from \$5,000 to \$500,000 and technical assistance to small businesses and nonprofits in targeted investment communities.



*In an automated  
world, craftsmen at  
Mystic Seaport pre-  
serve and pass on  
manual wooden ship-  
building skills.*

*The Energy of Connecticut  
Connecticut Light & Power*

# Government

*A heritage of local government and citizens working together to promote the greatest good lives on in Southeastern Connecticut.*



MUNICIPAL GOVERNMENT IS BASED ON NEW ENGLAND TOWN TRADITIONS.

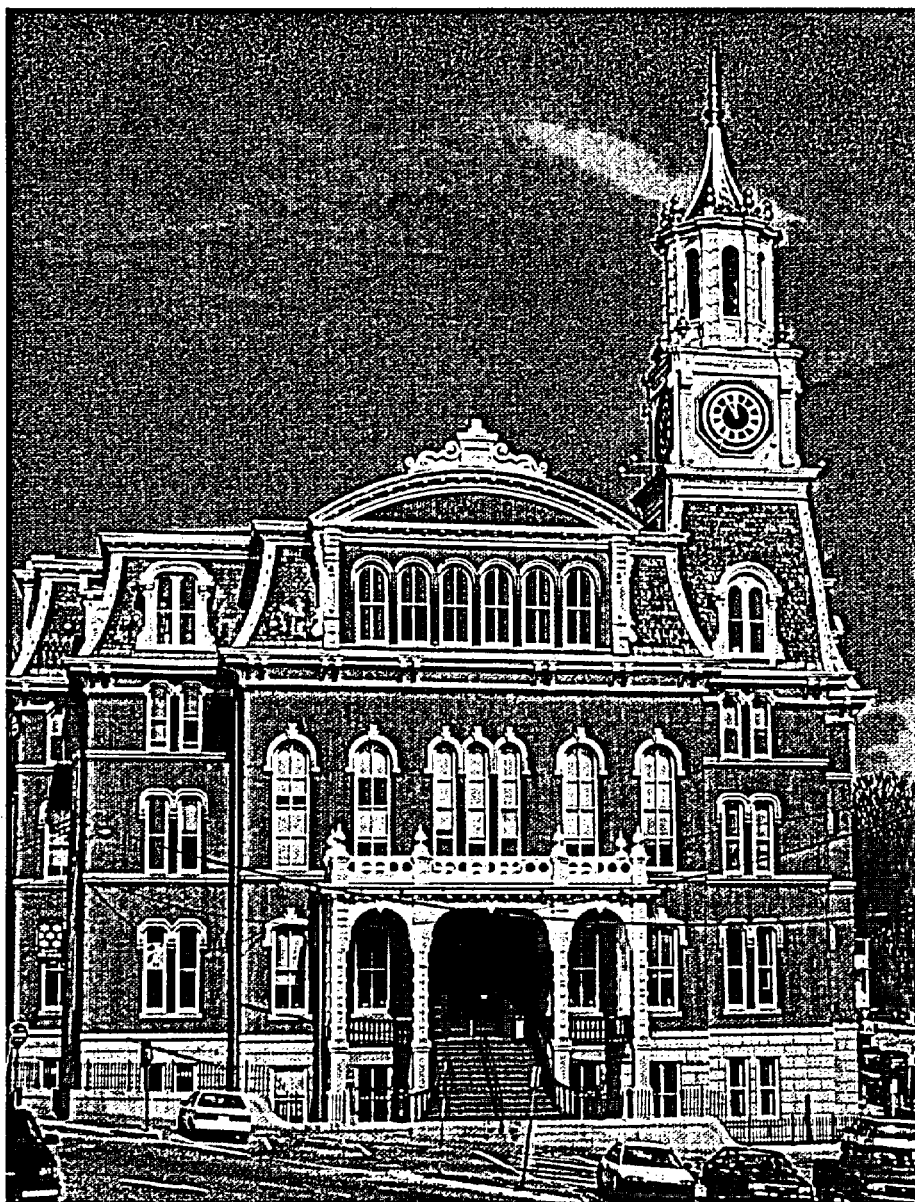
Citizens attend and debate local issues at publicly held town meetings.

Most chief elected officials are known as First Selectmen (although there are Mayors, a Council President, and a Warden). Our three largest communities—Groton, New London and Norwich—have council-manager governments with professional city/town managers. Twenty of New London County's municipalities have organized into the Southeastern Connecticut Council of Governments.

Combining independent town government with a regional council of governments promotes responsive local government that can deal quickly and decisively with local issues. It also leads to close cooperation on broader regional issues such as transportation, economic and land use development, and waste management.

New Englanders expect and demand fiscal responsibility in public finances. State of Connecticut bonds and New London County municipalities are rated A to Aa investment grade.

*Working Toward Regional Solutions  
Southeastern Connecticut Council of Governments*

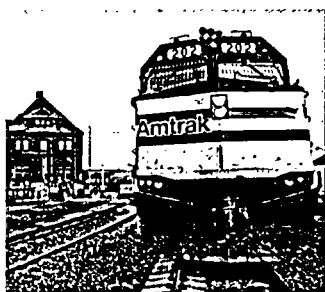


**COMPETITIVE TAX STRUCTURE** — Government operations and services are funded through a combination of state income, sales and use taxes and local property taxes. There are no other county or city taxes.

*Trusted for Generations*  
*Norwich Public Utilities*

# Transportation and Utilities

*The region is the hub of a network of highways,  
railroads, sea lanes and airways and supported  
by reasonably priced, reliable utilities.*

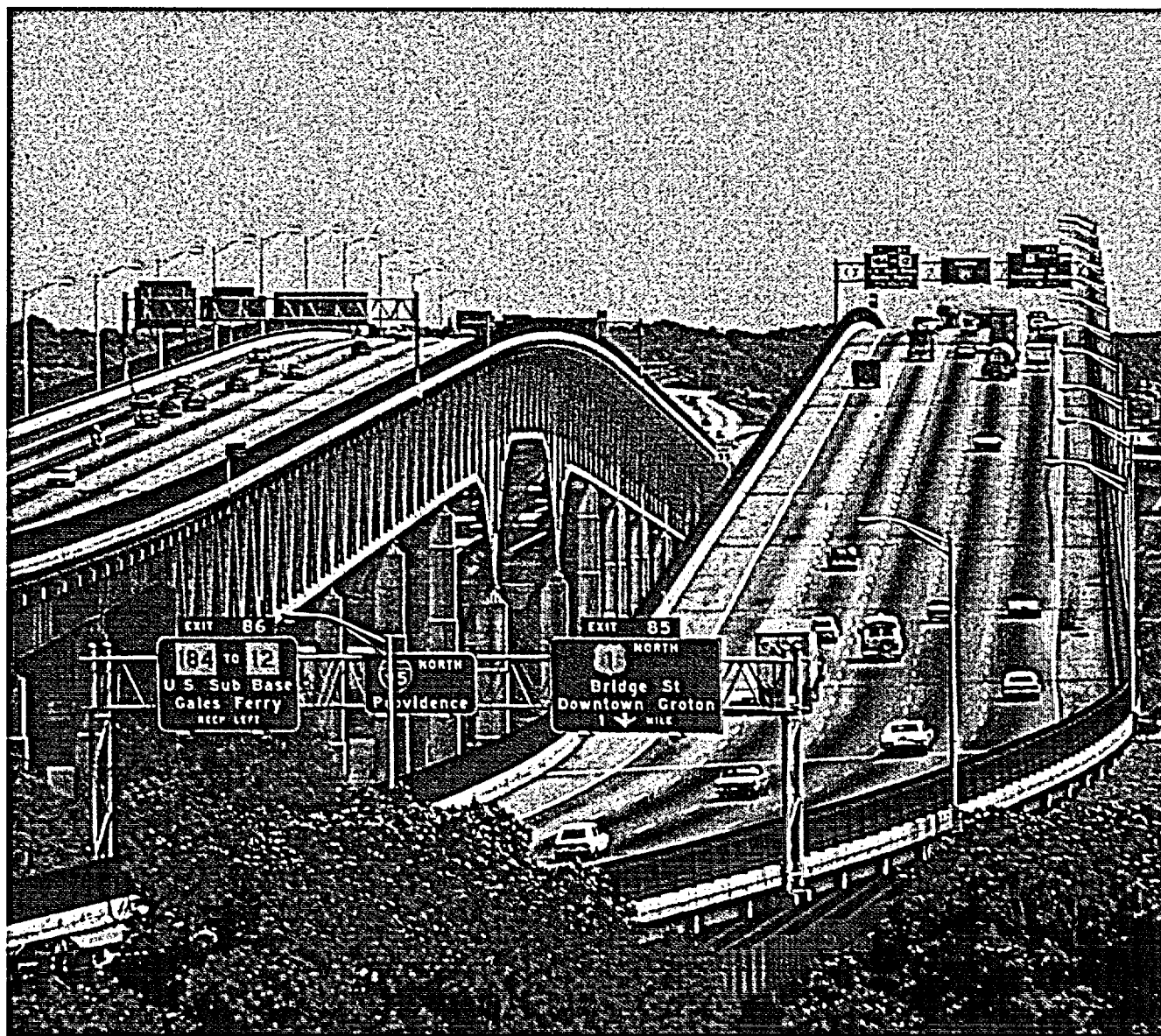


A MARKET OF 150 MILLION PEOPLE, 33% OF U.S. MANUFACTURING OPERATIONS and 76% of Canadian manufacturing operations lies within a 500-mile radius of Southeastern Connecticut. We are linked to this and other domestic and foreign markets, by a complete highway, rail, air and shipping network.

New London is the major Southeastern Connecticut rail stop for intercity, commuter and freight rail service for passengers and shippers along the Northeast Corridor. Amtrak provides intercity rail passenger service with 9 trips per day south to New Haven, New York, Philadelphia, Baltimore, and Washington and north to Providence and Boston. The New London railroad station serves as a regional transportation conduit to ferry and interstate and local bus interconnections. The Westerly, RI, Amtrak station has recently been renovated.

A \$2 billion upgrade will permit high-speed train travel along the Northeast Corridor. Travel between Boston and New York City will take under three hours. Shoreline East provides commuter rail service from New London to New Haven and links us to western Connecticut and New York. Shoreline East offers four daily 70-minute trips to and from New London.

*The Energy of Connecticut  
Connecticut Light & Power*



**HIGHWAY SYSTEM** — Southeastern Connecticut has nearly 1,800 miles of first rate roadways: 65 miles of interstate highway, 400 miles of arterial grade state highway, and more than 1,300 miles of local roads. • This highway system gives us easy access to all major Northeast markets—we are two hours equidistant from New York City and Boston. Interstates I-95 and I-395 and their 35 interchanges within our borders and Connecticut Routes 2 and 11 expressways provide the framework for major business development. • These roadways are a top state priority—fully 75% of available funding goes to upgrade and maintenance.

*Partners in Economic Development*  
*Millstone Station*

*New London offers one of New England's finest natural harbors and Connecticut's only major deep water seaport.*

The Providence and Worcester Railway Company provides freight service on the east side of the Thames River. The New England Central Railway on the west side provides a direct rail freight link from New London, through Norwich to Montreal, Canada.

**Bus Service.** Greyhound Bus Lines provides six daily trips from New London's railroad station to New York City and Providence, RI.

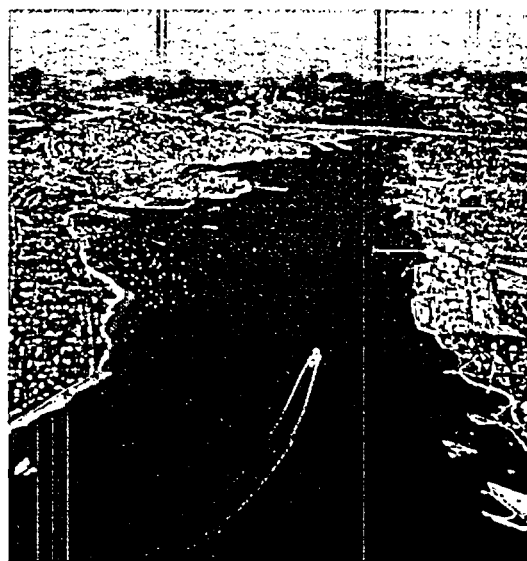
SEAT, a regional 25-bus system, runs seven days per week and provides public transportation among Norwich, New London, Groton, East Lyme, Waterford, Montville, Stonington, Ledyard and Griswold with connecting service to Willamantic and Hartford.

SEAT is currently working to develop a seamless, intermodal transportation system to connect regional bus, rail and air services and to link tourist destinations.

**Air Service.** The region is served by several airports: the Groton-New London Airport; commercial general aviation airports in Griswold, Stonington and Westerly, RI; a heliport in Colchester; and two military airports

and eight restricted landing areas for general aircraft.

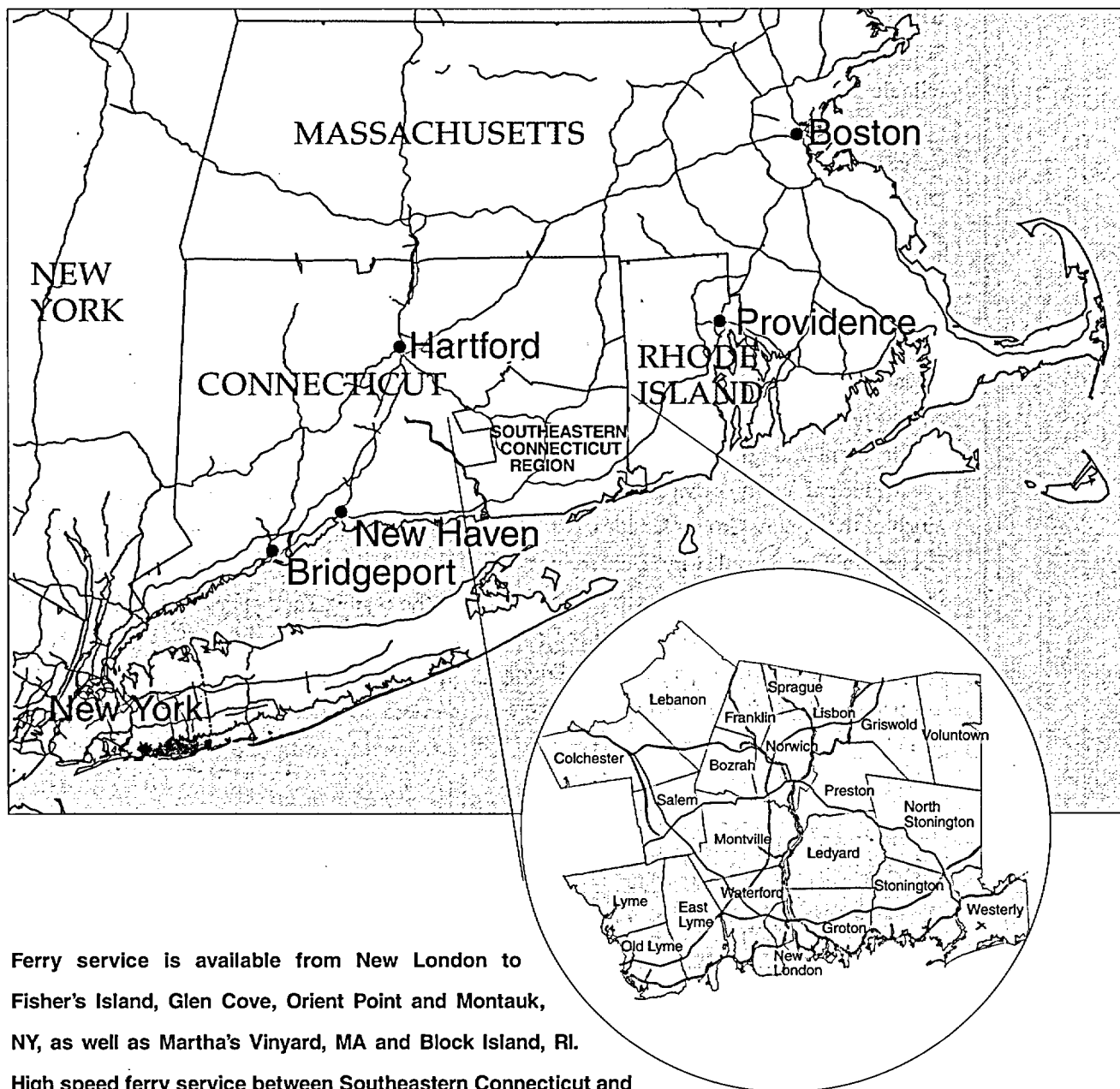
USAir makes four flights daily from Groton-New London to Philadelphia International Airport. The T. F. Green Airport in Providence, RI, and Bradley International Airport in Hartford are less than an hour away.



**MARINE TRANSPORTATION** — The mouth of the Thames River is one of New England's finest natural harbors, directly accessing major transatlantic and coastal sea lanes. New London's State Pier is Connecticut's only major deepwater seaport within a multi-use Foreign Trade Zone. The New London Harbor entrance is perfectly straight and unusually short, with deepwater access directly to the Thames River channel. The channel itself is 40 feet deep, 500 feet wide and 3.8 miles long. Minor channels have been dredged between the main channel and docks and piers along both shores where companies maintain private docking facilities for freight shipping and receiving.

*Partners in Economic Development*  
**SNET**





Ferry service is available from New London to Fisher's Island, Glen Cove, Orient Point and Montauk, NY, as well as Martha's Vinyard, MA and Block Island, RI. High speed ferry service between Southeastern Connecticut and Long Island began in 1995. New London's ferry terminals have been consolidated into a multimodal transportation center offering ferry, bus and rail service. A similar center is planned for Norwich, at the head of the Thames River.

*Working Toward Regional Solutions*  
*Southeastern Connecticut Council of Governments*

### Utilities

Southeastern Connecticut utilities provide reliable and reasonable service, technical know-how, a high quality infrastructure, innovative services and competitive pricing.

**Electricity:** Connecticut Light and Power (a subsidiary of Northeast Utilities) serves about one-half of the region. Narragansett Electric serves Westerly, RI. Select Energy, an unregulated subsidiary of Northeast Utilities, provides retail and wholesale energy supply, energy-related services and power facilities management and operation.

Municipal utility service is available in much of the region. Groton Utilities, Norwich Public Utilities, Jewett City Department of Public Utilities and Bozrah Electric Light and Power Company supply power sourced from the Connecticut Municipal Electric Energy Cooperative (CMEEC), a not-for-profit wholesale electric and power services utility.

Standard industrial and commercial tariffs rank among the Northeast's most competitive. Suppliers anticipate and meet existing and new customers' needs with innovative rate and service programs—real time pricing options, tariffs for firm and interruptible service and product and service portfolios tailored to meet individual customer needs.

Southeastern Connecticut has abundant and diverse power resources. A high voltage grid system ties our local transmission system to the New England Power Pool (NEPOOL) and New York and Canadian power pools.

**Natural Gas Service:** Yankee Gas Services Company and the Norwich Public Utilities provide retail and wholesale services to most of the region. They offer retail and wholesale bundled service and make competitively priced firm and interruptible transportation services available to customers wishing to arrange their own third-party gas supply.

*Regional water planning assures ample and safe water supplies for the future.*



The Iroquois, Algonquin, and Tennessee pipeline companies bring gas to the region from sources to the north, west, and south. They have demonstrated ability to deliver product and service on a reliable basis, augmenting capacity as required.

**Water Supply and Sewer Systems:** Southeastern Connecticut is well served by public and private water systems. More than 70% of the population obtains safe, quality controlled drinking water from a regulated public supply. The same supplies are available for manufacturing processes.

The region will continue to have ample safe water supplies at reasonable cost. Utilities and state agencies collaborate in regional water supply planning to define and identify future service areas, needs and resources.

Municipal systems are operated by Groton, New London (serving New London, Waterford and portions of Montville), Norwich (serving Norwich, Lebanon, Bozrah and portions of Montville and Lisbon), Ledyard, East Lyme and Westerly, RI (serving Westerly and portions of Stonington and North Stonington). Southeastern Connecticut Water Authority and Connecticut American Water Company also serve the region.

Extensive central sewers and industrial waste water systems serve East Lyme, Groton, Montville, New London, Norwich, Stonington and Waterford. Smaller systems serve Colchester, Jewett City, Ledyard, Preston and Sprague.

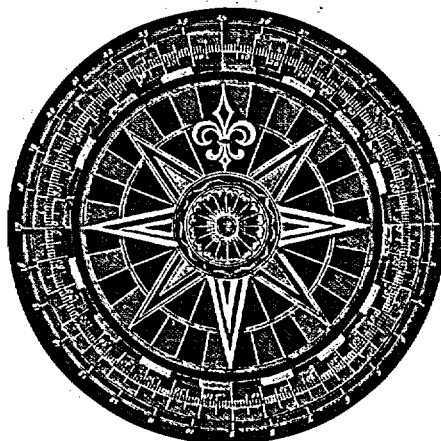
**Telecommunications:** Southern New England Telephone (SNET) provides telecommunications services to over 2 million business and residential customers.

SNET services include local exchange services, network and information management, communication systems, in-state, national and international long-distance communications, directory publishing and advertising, internet services, cable television, and cellular mobile phone and paging.

SNET provides 100% fiber interoffice connections, with statewide digital switching. Self-healing fiber rings are available in major metro areas to ensure call transmission in the event of a disruption. SNET offers Centrex, ISDN, Frame Relay, Enterprise Data Networks and Advanced Intelligent Network services.

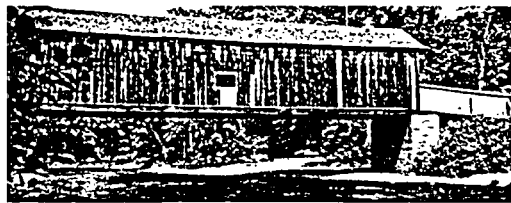
SNET is a company of SBC Communications, Inc., a Fortune 500 company.

Transsend Communications, a division of Groton Utilities, is building a state-of-the-art fiber optic system to meet the communications needs of its business, educational, municipal and residential customers. Its Telecommunications Division will offer high-speed data transmission, video conferencing and high speed internet access.



# Quality of Life

*Affordable housing, safe neighborhoods, good schools  
and a wide variety of recreational possibilities  
create an unbeatable place to live and work.*



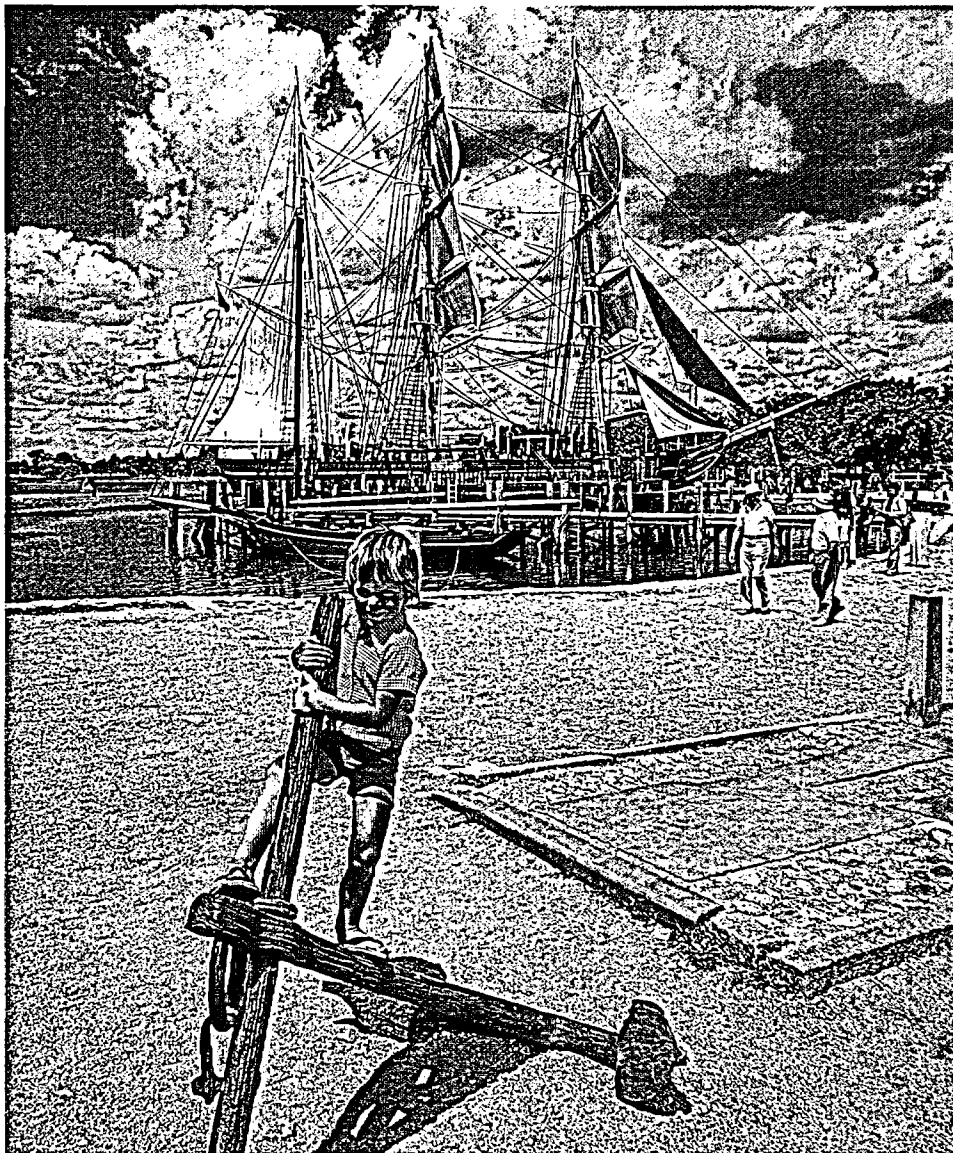
PRISTINE SHORES AND ROLLING GREEN HILLS PROVIDED AN ATTRACTIVE LOCATION for Native Americans and Yankees to settle and thrive. Farmers, merchants and seafarers sharing common traditional values of thrift, craftsmanship and hard work were among our early inhabitants. Their ethics, industry and ingenuity became hallmarks for our region's growth and prosperity.

These hardy standards, established centuries ago, have been preserved and maintained through successive generations. They are embodied in the pride, teamwork and community spirit that are the signatures of the quality of life offered by Southeastern Connecticut.

*Affordable and attractive housing*—more than 110,000 housing units (including nearly 16,500 apartments) offer a broad range of affordable residential choices. Housing is varied to suit every taste whether it runs to rural farms, colonial developments, urban Victorians, historic sea captains' homes, modern subdivisions, or contemporary condominiums.

With a average 1999 sale price of \$148,347, Southeastern Connecticut is the most affordable area in the state. Prices for quality homes are very reasonable and compare favorably with the rest of the United States.

*Helping to Build Our Community  
The Mohegan Tribe*



**CULTURAL HERITAGE** — Our communities show off our Yankee heritage. Our cities and towns have historic and beautiful homes, inns, mills, greens, gardens, covered bridges, and forts. Our maritime tradition is displayed at Mystic Seaport and the Nautilus Memorial. • Twentieth and twenty-first Century technologies are also on display at the Millstone Information and Science Center and the Institute for Exploration. Nearly two dozen galleries and museums offer regional exhibits, historical artifacts, paintings, Native American culture and submarines. • The Eastern Connecticut Symphony Orchestra performs indoors at the Garde Arts Center and outdoors in the Summer Music series at Harkness Park. Playwrights present new works at the Eugene O'Neill Theater Center.

*The U.S. Coast Guard Academy is one of several top ranked colleges and universities in our region.*

Average home prices and monthly rental rates in southeastern Connecticut are shown on the right. In 1999, 3,743 residential sales closed in the region. The average transaction price was \$148,347.

#### Education

Connecticut ranks fourth nationally in per pupil spending. Connecticut teachers are the best paid in the U. S., and per capita state and local expenditures for public schools are among the nation's highest.

Eighty percent of our population over 24 years old have high school diplomas. More than 33% of our population have earned at least a bachelor degree—the second highest level of any state in the Union.

Southeastern Connecticut invests nearly \$8,000 per pupil in public elementary and sec-

#### Average Home Prices

Type of Home	Average Price
Two Bedrooms	\$86,500—\$98,600
Three Bedrooms	\$140,000—\$249,000

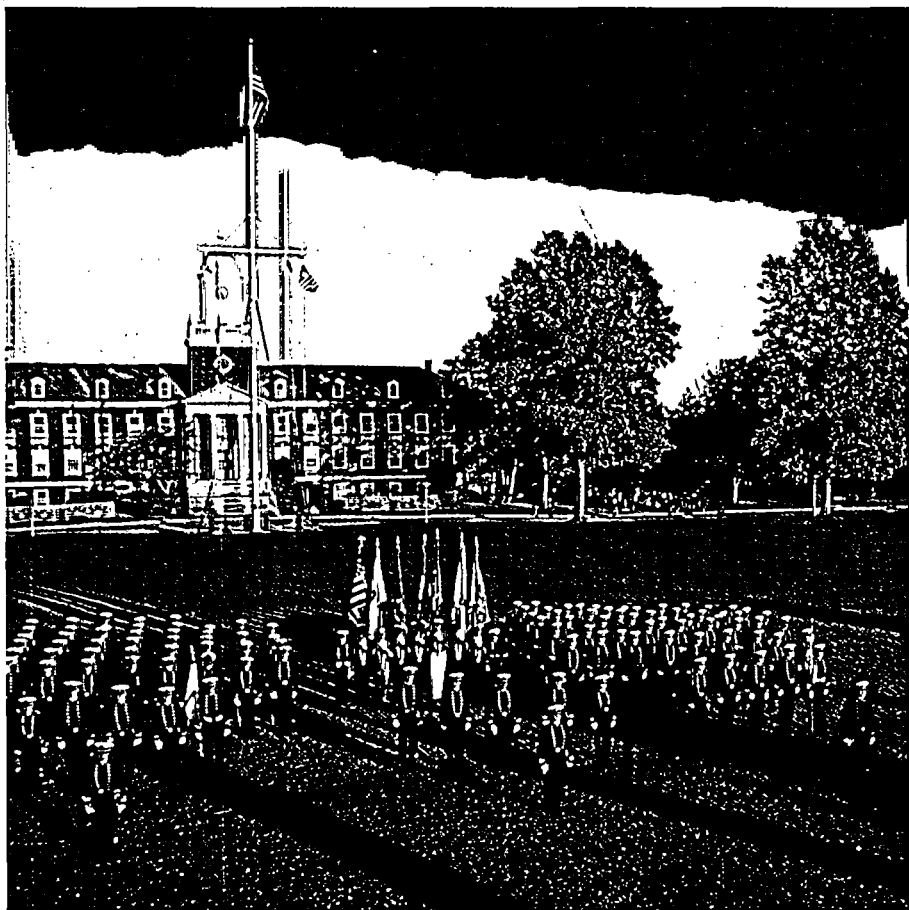
#### Average Monthly Rentals

	Apartment	Home
One Bedroom	\$450—\$750	\$675—\$800
Two Bedrooms	\$550—\$900	\$700—\$1200
Three Bedrooms	\$650—1000	\$850—\$1500

#### 1999 Regional Residential Sales

Sales Range	Units Sold	Percentage
Up to \$80,000	583	16%
\$80,000-\$140,000	1,708	46%
\$140,000-\$250,000	1,064	28%
\$250,000-\$500,000	346	9%
Over \$500,000	42	1%

Source: Home Buyers and Myers Northeast



ondary education: 45,000 students attend the region's 67 elementary, 15 middle/junior high and 14 high schools. With a student/teacher ratio of 14.4 (the national average is 17.4) our children receive quality instruction.

Nearly 80% of our high school graduates take the Scholastic Aptitude Test (SAT) and achieve average scores above 1000. Not surprisingly, many go on to college—perhaps to one of our region's seven full-service colleges and universities, or to one of the others—Yale, Brown, Holy Cross, Trinity and Wesleyan—that are just an hour's drive away.

#### Public safety

Southeastern Connecticut consistently ranks among the safest urban counties in Connecticut and in the United States.

Raising a family and working in a safe and secure environment is important. South-

#### Serious Crime Rate per 100,000 Population

Region	1991	1994	1998
New Haven County	6,932	5,863	4,697
Hartford County	6,226	5,290	4,173
Connecticut	6,208	4,552	3,420
United States	5,928	5,374	4,049
Fairfield County	5,512	4,343	3,467
NEW LONDON COUNTY	5,194	3,367	2,961

Source: FBI and State of Connecticut Uniform Crime Reporting (UCR) program

eastern Connecticut employs 2.3 full-time police officers for every 1,000 inhabitants—one of the highest ratios in the nation. Results justify this investment. Between 1991 and 1998, serious crime declined more than 41%—from 5,194 incidents per 100,000 resident population to 3,071 per 100,000. Violent crime dropped more than 43%—to 326 incidents per 100,000 resident population.

*The cost of living in southeastern Connecticut is 3.3% below the state average, making it the most affordable area of Connecticut in which to live.*

#### Southeastern Connecticut Colleges/Universities

College	Enrollment (1999)	Annual Cost (1999-2000)
Three Rivers Community-Technical College	4,000	\$1,814
Connecticut College	1650	\$30,595
U. S. Coast Guard Academy	800	N/A
University of Connecticut Avery Point	700	\$4,158
Mitchell College	650	\$21,500
University of New Haven SE Connecticut	250	\$270/credit
Lyme Academy of Fine Arts	200	\$11,200

Source: Connecticut Department of Higher Education and survey of area colleges and universities



*Working Toward Regional Solutions*  
*Southeastern Connecticut Council of Governments*

### Health care services

Connecticut ranks first nationally in the percentage of population with access to primary health care. Aggressive health maintenance initiatives and major capital investments have significantly reduced the average hospitalization period while improving the quality of patient care.

Southeastern Connecticut offers state of the art medical treatment to 250,000 inhabitants through three metropolitan hospitals and 10 widely distributed medical centers—a total of more than 618 licensed hospital beds.

Specialty treatment is directly available within a 60-mile radius at major medical facilities in New Haven, Hartford, and Providence.

### Day care services

A growing network of more than 114 licensed day care facilities provides critical



### Southeastern Connecticut Hospitals and Medical Centers

#### Hospitals

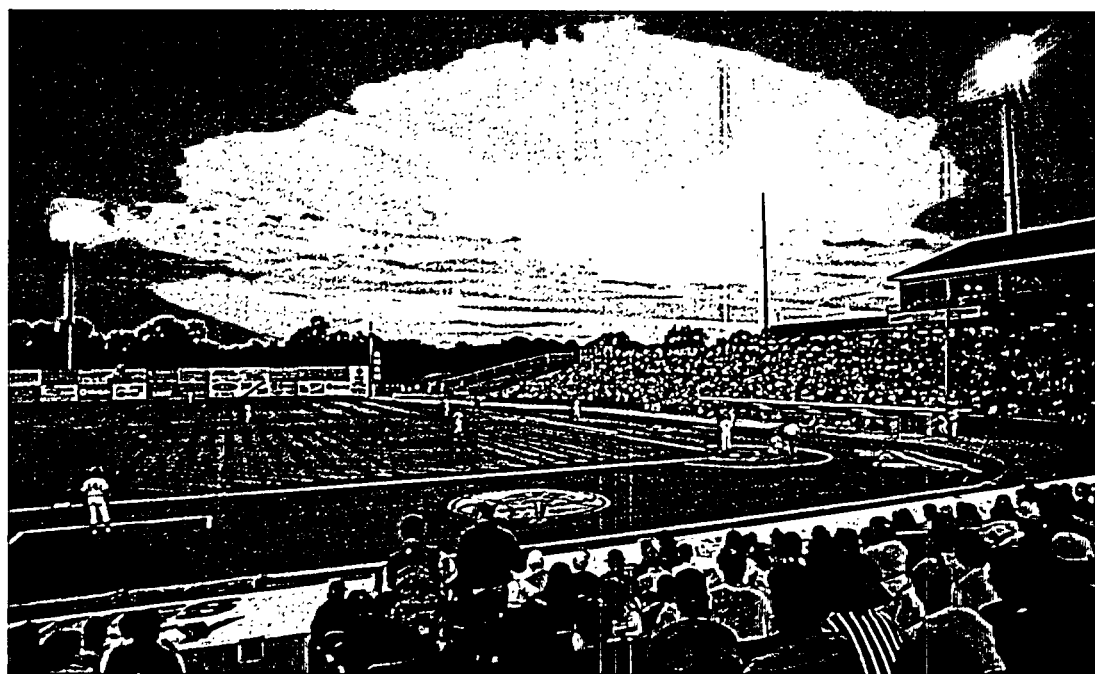
William W. Backus	Norwich
Lawrence & Memorial	New London
Westerly	Westerly, RI

#### Medical Centers

Charter Oak Walk-In	East Lyme
Backus Health Center	Gales Ferry
Montville Health Center	Montville
Pequot	Groton
Seaport Walk-In	Mystic
Women's Care	Groton
Conn Care of Colchester	Colchester
Flanders Health	East Lyme
North Stonington Walk-In	North Stonington
West Side Walk-In	Norwich

Source: Connecticut Department of Health Services

*Minor league baseball comes to Southeastern Connecticut as the Norwich Navigators take the field.*





support to hardworking Southeastern Connecticut families, giving us one of the state's highest ratios of day care facilities per number of households.

### Climate

Southeastern Connecticut celebrates all four seasons. Autumn foliage, white Christmas, spring robins and summer sea breezes all remind us this is New England.

The character of our climate is change. During a typical 12-month period, we experience moderate temperatures and ample precipitation. And when it snows, we are expert at plowing our streets and highways.

### A recreational delight

With more than 30 miles of coastline and more than 30,000 acres of public parks, forests and lakes, Southeastern Connecticut is a leisure time paradise. It offers residents and visitors the fullest range of indoor and outdoor recreation, popular amusement and cultural enjoyment.

On Sea: Swimmers and sunbathers flock to four major public beaches. Boaters and sailors cast off from 29 public launch sites and 43 marinas. Local and deep water fishing charters set out from more than 30 marinas, docks and piers. Windjammers, historic steamboats, ferries, a high-speed catamaran ferry and an oceanographic research vessel offer scheduled scenic cruises.

*The boardwalk at  
Ocean Beach Park  
in New London.*

### Average Temperatures/Precipitation

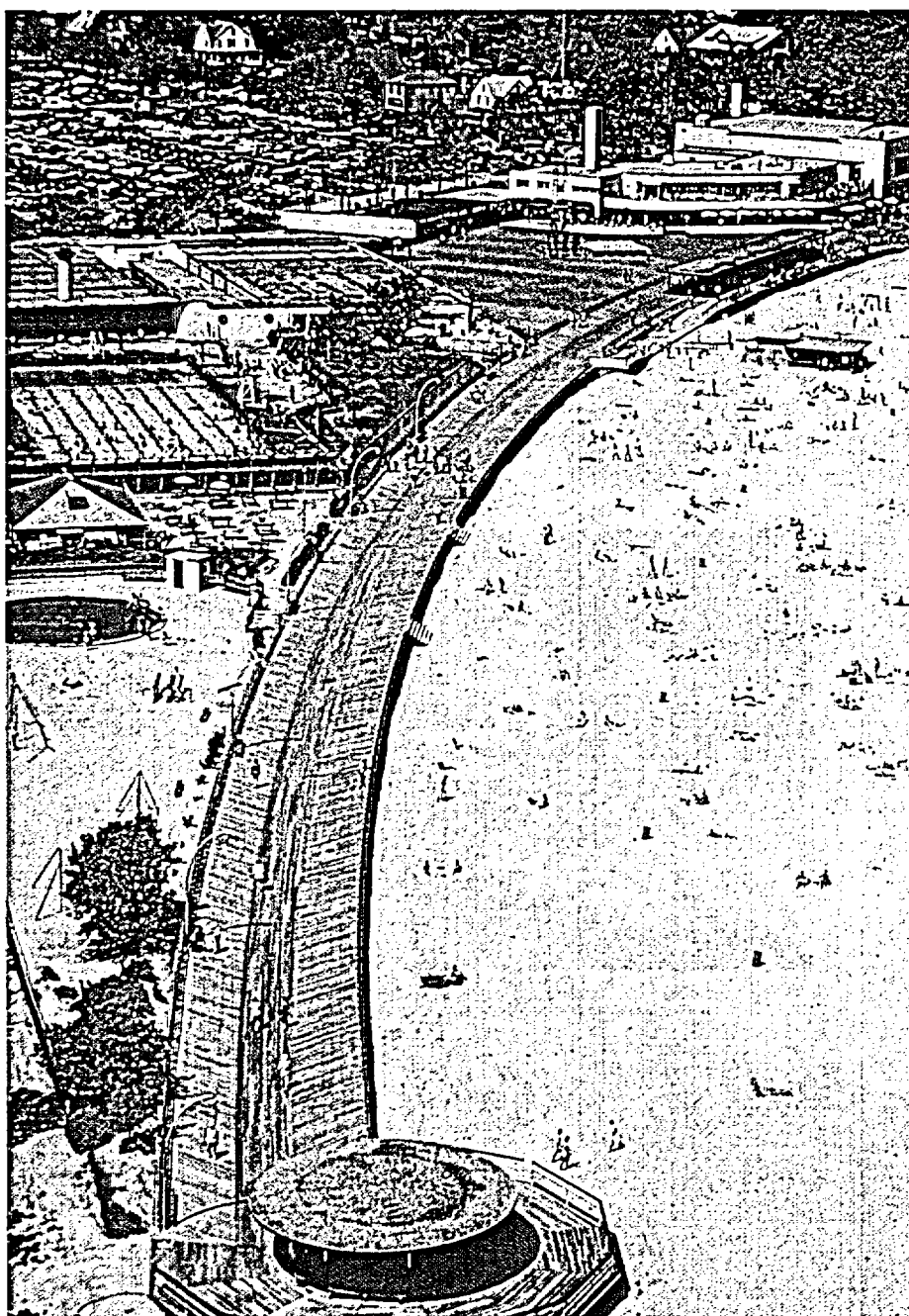
#### Average Temperatures (F)

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
30	30.1	38.3	47.7	57.3	66.1	71.9	70.4	63.2	52.7	44.1	34.1

#### Average Precipitation (inches/day)

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
0.14	0.11	0.17	0.13	0.08	0.09	0.12	0.19	0.14	0.11	0.17	0.15

Source: University of Connecticut, Department of Natural Resources Management

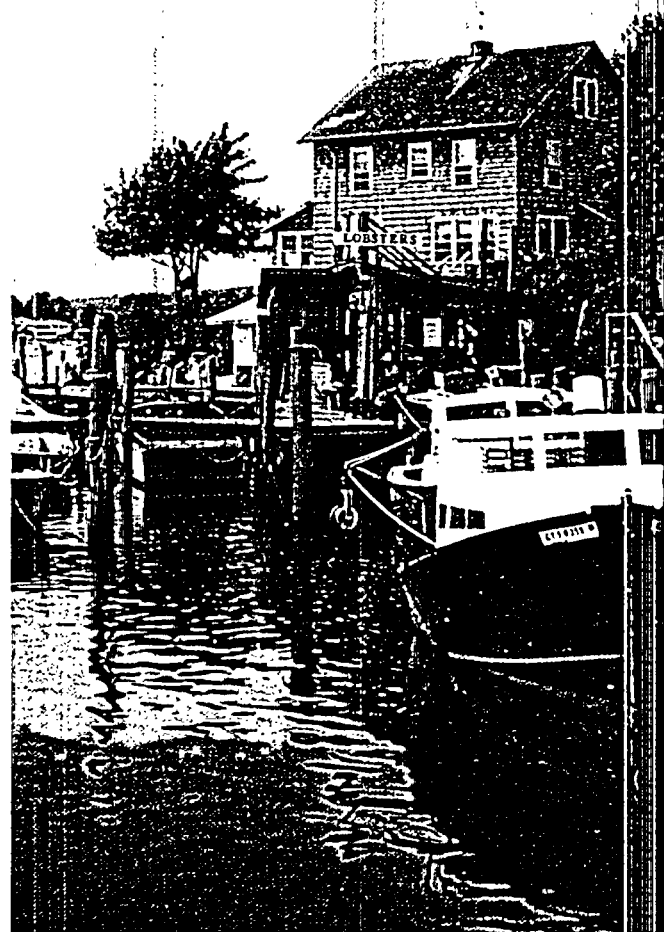




On Land: Campers set up in 27 campgrounds, hikers trek three major nature trails, and anglers fish for the 140,000 trout annually stocked in our fresh water rivers and lakes. Five farms with stables provide horseback riding. There are eight golf courses, five driving ranges, over 120 tennis courts, and two rinks for year-round ice skating and hockey.

The new Dodd Stadium is the home of the Norwich Navigators, a New York Yankees AA minor league team. We also enjoy stock car racing, a children's museum, a world class aquarium and state of the art marine education center.

Family entertainment includes the Garde Arts Center, outdoor concerts, amusement rides, and miniature golf. Foxwoods Resort Casino and the Mohegan Sun Resort are nationally known for gaming and celebrity entertainment.



#### Major Southeastern Connecticut Tourist Attractions

Attraction	Town
Foxwoods Resort Casino	Ledyard (Mashantucket)
Mohegan Sun Resort	Uncasville
Mystic Marineland Aquarium	Mystic
Mystic Seaport	Mystic
Ocean Beach Park	New London
Misquamicut State Beach	Westerly, RI
Rocky Neck State Park	Niantic
United States Coast Guard Academy	New London
Nautilus Memorial/Submarine Force Library & Museum	Groton
Florence Griswold Museum	Old Lyme
Lyman Allyn Art Museum	New London
Slater Memorial Museum	Norwich
Eugene O'Neill Theater Center	Waterford
Olde Mistick Village	Mystic
Mashantucket Pequot Museum	Ledyard (Mashantucket)

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*At Your Service*



**The Norwich Community  
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*TRUSTED FOR GENERATIONS*



**Southeastern Connecticut Council of Governments —  
*Working Toward Regional Solutions***

Town of Bozrah	Town of Ledyard	Town of Salem
Town of Colchester	Town of Lisbon	Town of Sprague
Town of East Lyme	Town of Montville	Town of Stonington
Town of Franklin	City of New London	Borough of Stonington
Town of Griswold	Town of N. Stonington	Town of Voluntown
City of Groton	City of Norwich	Town of Waterford
Town of Groton	Town of Preston	

**Connecticut Light & Power — *The Energy of Connecticut***

**The Mohegan Tribe — *Helping to Build Our Community***

**Pfizer — *Partners in Economic Development***

**Millstone Station — *Partners in Economic Development***

**Citizen's Bank — *Partners in Economic Development***

**Fleet Bank — *Partners in Economic Development***

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**Workforce Investment Board of Southeastern Connecticut —  
*Serving the Workforce and Workplace of Southeastern Connecticut***

**Connecticut Municipal Electric Energy Cooperative — *Serving  
Public Power in Connecticut***

**Groton Utilities — *At Your Service***

**Norwich Community Development Corporation — *Norwich,  
a Premier Business Location in Southeastern Connecticut***

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**Transsend Communications — *It Begins and Ends With People***

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*A public-private  
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adjacent Rhode Island.*

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