

MARLBOROUGH

ECONOMIC DEVELOPMENT CORPORATION

2018 Annual Report

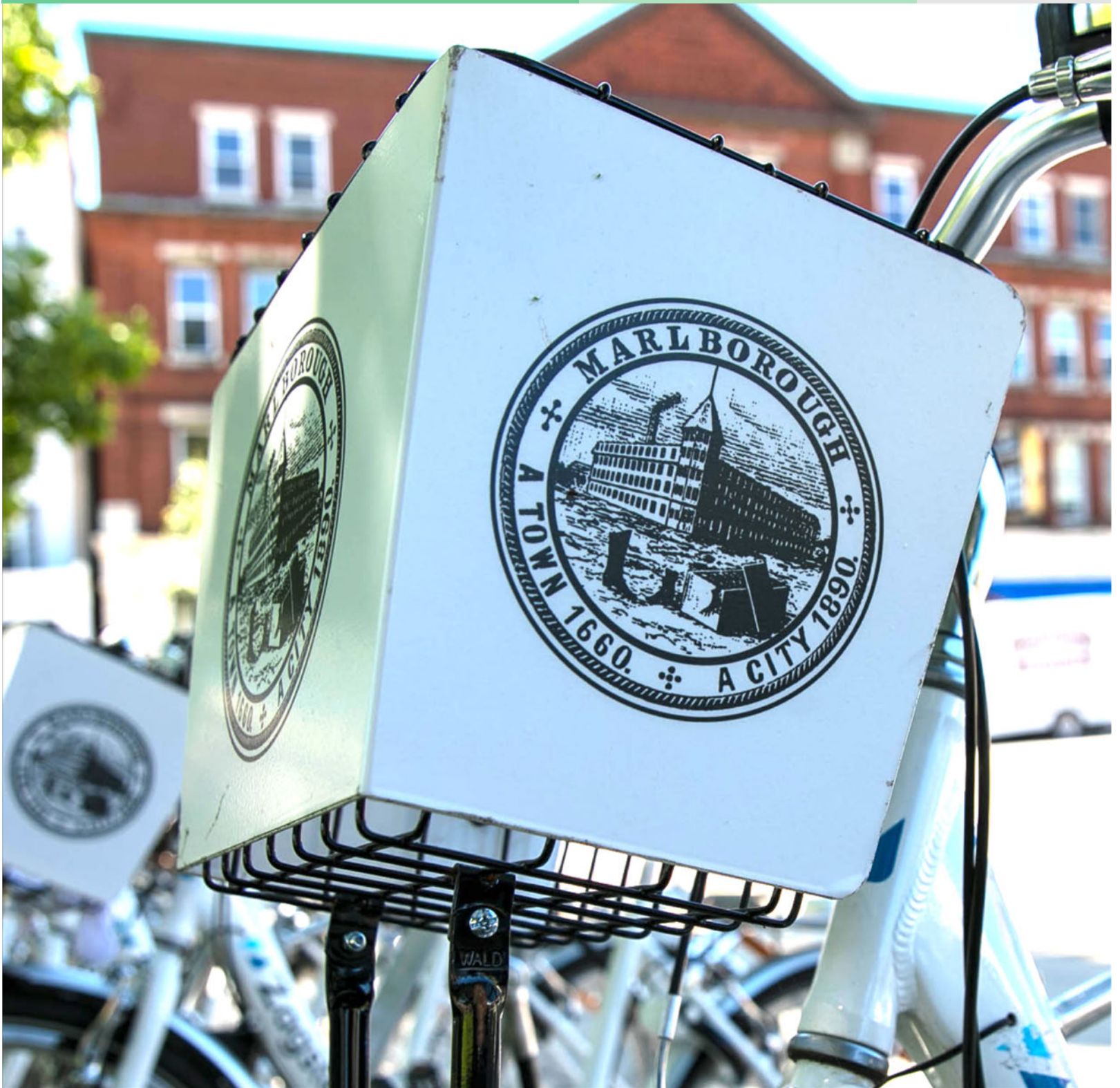


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Message to the Board



Dear Board Members:

We have had another great year in Marlborough and the 2018 MEDC Annual Report helps illustrate all the exciting changes we've experienced in the city over the past year.

Marlborough's economy continues to grow and our unemployment rate has dropped to some of the lowest levels in years. We were excited to welcome a number of new companies this year, including the headquarters of Allegro Microsystems, ExaGrid, Persivia and SignalFire Telemetry.

MEDC also worked closely to help several new small businesses launch, including a new brewery on Main Street in the historic Victoria Building. Congratulations, Flying Dreams! Lost Shoe Brewing and Roasting Company will soon open behind City Hall.

In 2018, I continued to visit Marlborough companies on a regular basis, alongside Meredith Harris, and I passed 280 visits to companies over my seven years in office. It is a great milestone and is the best way for me to learn what Marlborough does well and what we need to focus on.

MEDC plays an important role in helping all of our businesses, from international corporations to small, locally operated businesses. 2019 is sure to be a busy year as we hope to see several exciting projects kick off construction.

The collaboration between my office, MEDC and the City Council helps drive a cohesive economic development program that outperforms many communities across Massachusetts. I am grateful for the work of the Board members because your leadership, participation and support are the keys to sustaining Marlborough's positive momentum.

On behalf of our community, I thank you for your time and service. I look forward to continuing to work in partnership with the entire MEDC team, City Council and MEDC Board of Directors on projects that will benefit Marlborough's residents, employers and employees.

Sincerely,
Arthur G. Vigeant
Mayor, City of Marlborough



Dear Board Members:

It is a true honor and a pleasure to, for the first time, be addressing you through this report in my capacity as MEDC Chair. Since joining the organization as a board member in 2016, I have been increasingly committed to its invaluable work, proud of its continued successes and excited about its bright future.

I have sat beside many of you on countless occasions and have always been fascinated by the way you—a group of people with varying perspectives and experiences—work together to transform your diverse insights into a unified strategy to achieve our common goal: Marlborough's long-term economic success.

We took many important steps, this past year, to support our goal. As always, we continued working with local businesses to help them stay and grow in the city. We attracted a number of new employers who saw the strategic, financial, and physical benefits of relocating their companies here. We also looked at Marlborough's brand, studying what the city represents to people within and outside it, and how we can enhance the public perception of our school system, available amenities and quality of life. We even struck up a unique new partnership, in an effort to further differentiate Marlborough and expand its reach beyond the traditional marketing tactics used by other communities.

These and our many other accomplishments as an organization would not have been possible without your support. Your time and effort have solidified MEDC as a leading economic development powerhouse, and our city as a regional hub of innovation and advancement. So, I'd like to take this opportunity to thank each and every one of you for your invaluable input and your eagerness to support our mission. To borrow a phrase from a leadership guru, "none of us is as smart as all of us," and I truly believe that we couldn't have done all this without you.

Sincerely,
Andrea Pion
Chair of the Board, MEDC
Vice President of Marketing, The DAVIS Companies



Marlborough: 'Exceeding Expectations'

Commercial space is running out in Marlborough and that's a good thing. We've been sowing the seeds of economic development and are now reaping the benefits of a strong commercial base, increasing demand from developers, enhanced amenities and the area's lowest residential tax rate.

The momentum hasn't stopped. More than 20 companies expanded in or moved to Marlborough, together creating more than 350 new jobs and occupying over 250,000 SF of commercial space. Advanced manufacturing company Allegro Microsystems moved its headquarters to the city, choosing a modern new facility where it can carry out its future expansion plans. IT firm ExaGrid also picked Marlborough to consolidate its various facilities and expand its footprint.

The city's overall commercial vacancy is now the lowest in over a decade and the unemployment rate is at an 18-year low, sitting at 40% below the national average and 35% below that of the state.

Employers and employees want to come to Marlborough. Our job now is to keep them here. We've been doing that by focusing our efforts on attracting more modern amenities to the city and promoting its existing assets. After launching a marketing campaign in 2017 to attract brewers, we welcomed the downtown area's first brewpub and taproom, Flying Dreams Brewing, in December 2018.

Last year also saw the birth of a new, unique and exclusive partnership with Phantom Gourmet that has helped us showcase all Marlborough has to offer to a brand new, large and diverse audience of restaurateurs, entrepreneurs, visitors, investors, developers and more. Along the same lines, we produced a new Live, Work, Play promotional video—an update on the 2017 version which won an International Economic Development Council award—in order to showcase all the positive changes that have happened in the city over the past two years.

With change comes opportunity; in our case—a chance to build and shape Marlborough's image as a city. In 2018, we began working with Marlborough Public Schools and various other stakeholders to create a citywide branding strategy that will synchronize our communications efforts and streamline our marketing materials. This, alongside our new positioning statement "Marlborough: Exceeding Expectations," will ultimately help us and our partners convey a strong unified message about our city.

Marlborough is growing and we are growing with it. In 2018, MEDC became the owner of its very first property—the Lincoln/Mechanic Premises—which we hope will be the catalyst to major redevelopment and revitalization efforts in the city's French Hill area.

The MEDC 2018 Annual Report dives deeper into these and numerous other projects. We hope you enjoy the read!

Meredith Harris

Executive Director

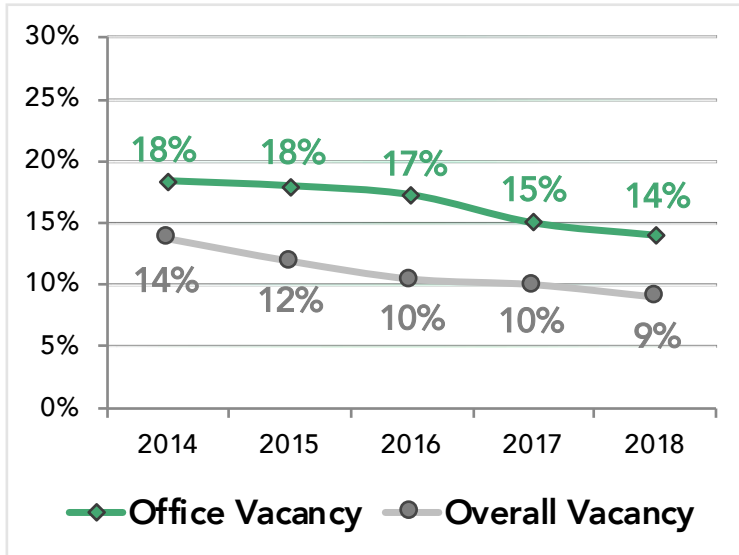
Marlborough Economic Development Corporation



The Year in Numbers

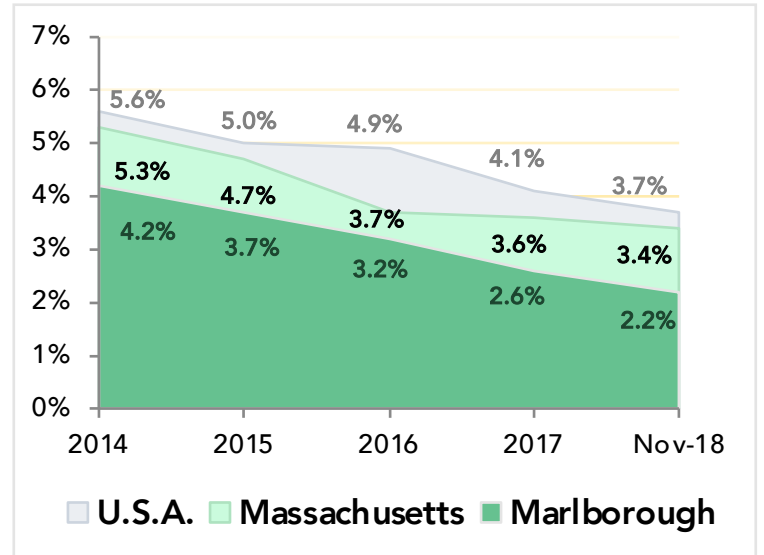
As Marlborough's business community kept growing in 2018, the unemployment rate hit an 18-year low, the commercial vacancy rate fell to the single digits and room revenue rose for a sixth consecutive year.

VACANCY RATES



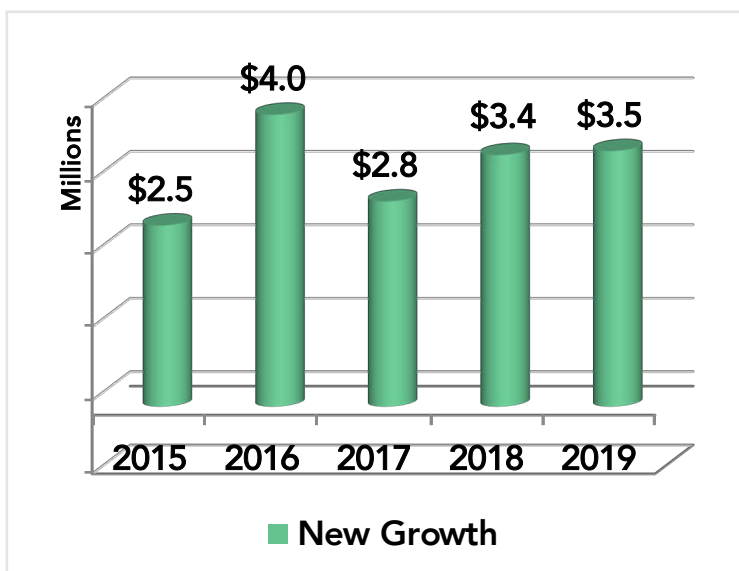
SOURCE: Regional Resource Group. 2018 figures were adjusted to reflect planned move-ins

UNEMPLOYMENT RATE



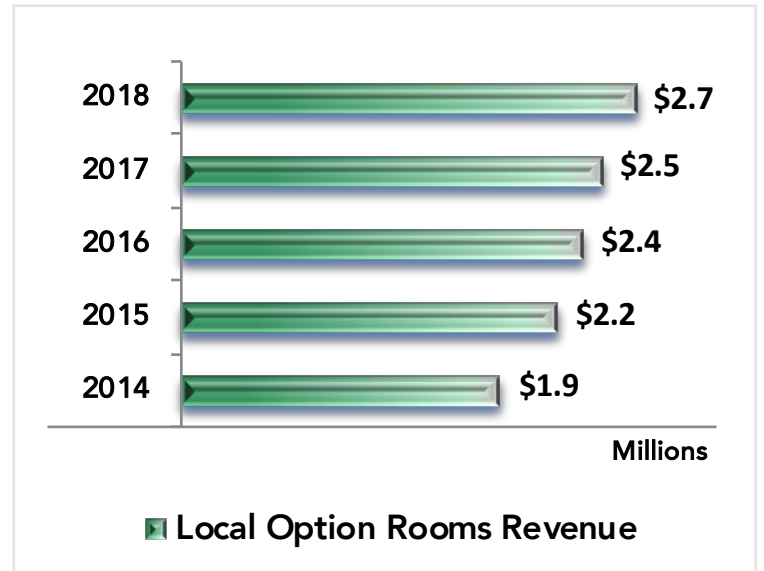
SOURCE: Massachusetts Executive Office of Labor & Workforce Development, Bureau of Labor Statistics

NEW GROWTH



SOURCE: Massachusetts Department of Revenue. Totals reflect new growth applied to the levy limit

ROOM REVENUE



SOURCE: Massachusetts Department of Revenue. Based on City of Marlborough fiscal years

Moves and Expansions

More than 20 companies from a variety of industries either moved to or expanded in the City of Marlborough in 2018, filling over 250,000 square feet of commercial space and adding about 350 new jobs to the market.



Allegro Microsystems moved its headquarters from Worcester to 100 Crowley Drive in Marlborough in April 2018

NEW COMPANIES & GROWING BUSINESSES

- **Allegro Microsystems** moved into its new 50,000 SF HQ in Marlborough, as part of an expansion strategy.
- **Brew Coffee Bean** opened its first Marlborough café, with plans to expand to more locations.
- **Department of Public Health** chose a 25,000 SF space in Marlborough as its new home.
- **ExaGrid** moved into its newly-leased 40,000 SF corporate HQ at The Campus at Marlborough.
- **Flying Dreams Brewing Company** became Downtown Marlborough's first brewery and taproom.
- **IC Federal Credit Union** expanded to a new Marlborough branch at the Apex Center.
- **IPG Photonics** purchased 13 acres of land in the city and plans to build and expand its facilities.
- **Persivia** moved to its new 12,000 SF HQ, as one of 24 companies to expand, renew or sign new leases at Marlborough's Knowledge Park.
- **Repligen** leased a 64,000 SF facility in the city, where it will manufacture one of its products.
- **SignalFire Telemetry** moved its corporate HQ to a 15,000 SF facility in Marlborough to support planned business expansion and job growth.
- **Syneron Candela** announced plans to move its HQ and R&D operations to the city in 2019.
- **Venture X** announced plans to open a custom-built 15,000 SF shared workspace facility at the Apex Center.
- **Vin Bin West** expanded The Vin Bin's artisan wine and cheese offerings to the west side of the city.

Our Projects

In support of Marlborough's healthy and growing economy, MEDC focused much of its attention in 2018 on attracting new amenities and exploring unique opportunities for the city and its residents.

FRENCH HILL REVITALIZATION CASE STUDY

French Hill is a natural extension of Downtown Marlborough. The area's walkability and location has great potential for **new restaurants, retail businesses and various amenities**. Thanks to the efforts of Mayor Arthur Vigeant and the City Council, MEDC acquired its **first-ever land plot** located at the corner of Lincoln and Mechanic Streets in the French Hill area. The parcels purchase marks the beginning of a long-term vision plan for the revitalization of this up-and-coming neighborhood through a potential **mixed-use development project**.



Located at Lincoln and Mechanic Streets, the property is a collection of five land parcels adjacent to the Rail Trail

"I feel like Marlborough is going through what I'd call a renaissance at this point. It is really cool to be a part of a community that is just exploding. There is a lot more to come in Marlborough."

– Frank Peace, Owner of Brew Coffee Bean

LAND OF OPPORTUNITY



Clearing work has already begun at the property and its adjacent lots, making way for new potential developments there

LOCATION

325 Lincoln Street, near the southern entrance to the Assabet River Rail Trail

SIZE

2.33 acres

HISTORY

The five-parcel lot includes the former site of the historic Victorian Railroad depot, which was demolished in the 1980s. The land had long been sought after by the city and was purchased by MEDC in 2018.

POTENTIAL USES

Mixed-use development, including retail, restaurants and other amenities, that can revitalize the area and improve its walkability and access to the rail trail. A possible restaurant alley, similar to Worcester's Shrewsbury Street.

"We hear that many of the millennials who are working in the companies here are choosing this neighborhood to live because it reminds them of living in South Boston"

- Meredith Harris, MEDC Executive Director

Lincoln/Mechanic Premises

The Lincoln/Mechanic Premises were purchased with funds provided by the Marlborough City Council and will be used to spur a renaissance of the French Hill area and bring in new investment into the city. MEDC also applied to designate the parcel and its adjacent property priority development sites under the state's Chapter 43D expedited permitting program. The application was approved at the end of 2018, opening the door for more potential investment opportunities in the area, as well as increasing the chances of grant awards through state development programs, like MassWorks.

Neighborhood Business District

In 2018, MEDC worked with the City Council, the Metropolitan Area Planning Council and area residents and businesses to rezone French Hill, designating the area a Neighborhood Business District. This allows for increased density in the area, encourages retail establishments that primarily serve the surrounding neighborhoods, and enables mixed-use project development on underutilized parcels. The re-use and redevelopment of existing properties will assist the area in reaching its full potential as a vibrant community with nearby open space and adjacent walkable, pedestrian friendly neighborhoods.

Our Projects

(Continued)



Marlborough's sixth bike station opened at the Apex Center

Zagster Bike Share

Following a successful first-year run of the city's pilot bike-share program, MEDC added a sixth station with five new bikes at the Apex Center of New England. Since its launch in 2017, the program, which consists of 30 bikes, has gained 645 members, who've taken 1,174 rides across Marlborough, offsetting 1,871 lbs of CO₂ emissions. Just over 46% of members were from Marlborough and about 18% were from the Boroughs and surrounding towns. Hourly plan riders made up about 70% of all program users, while just over 16% were annual members. The median trip duration was 56 minutes, and the top two riders took a total of 41 trips each. More than 90% of all trip originated at the Assabet River Rail Trail and the Walker Building stations. Ridership peaked in the warmer months, and the monthly average doubled during the weekends.

ECONOMIC DEVELOPMENT TOOLBOX



\$296,686 awarded



14 applications approved



66,700 SF filled



22 jobs retained



158 jobs added

* Numbers reflect awards since Toolbox launch

OUR 2018 PROJECTS

AT A GLANCE

Business Outreach

- Brewpub & Restaurant Attraction Initiative
- Business Outreach & Retention Program (150 local company meetings in 2018)
- Commercial Brokers & Developers Appreciation Reception
- Marlborough Business Video

Communications & Branding

- Hospitality Advertising Campaign
- Marlborough "Live, Work, Play" video & Facebook Contest
- School Branding – "Live" Marketing Strategy for Marlborough
- "Think Marlborough" Branding Campaign
- Visit-Marlborough Website

Community Engagement

- "Business Break" TV Show on WMCT-TV
- Hospitality ServSafe & CPR Training Courses
- Interview Workshop
- MEDC Annual Founders Reception
- Marlborough Works Spring & Fall Job Fair
- Procuring Government Contracts Workshop
- Zagster Bike Share Program

Downtown

- Blade Sign Program
- Main Street Beautification

Economic Development Toolbox

- Amenities Program
- Beautification Grants
- Marlborough Area Community Loan Fund
- Rental Assistance
- Tax Reimbursements & Credits

Planning & Technical Assistance

- Crowley Drive Proposed Development
- French Hill Zoning
- TIF Compliance Reporting

“MEDC has been doing a fantastic job over the past few years. Their efforts have helped bring additional revenue to the city, which has contributed to the improvement and expansion of our services for city residents.”

– Arthur Vigeant, Marlborough Mayor

Phantom Gourmet

MEDC entered into a unique partnership with one of New England’s most popular TV series, Phantom Gourmet. The two signed an exclusive year-long marketing agreement, making Marlborough the first and only community to use the show as a platform to promote its offerings to visitors, residents, employers and investors. The partnership includes the production of a **30-second TV commercial**, which now runs weekly on the program and has so far aired 27 times, **reaching 1.5 million viewers**. Also included is the facilitation of **Facebook Live and other social media posts** that promote the city and its amenities. Since the start of the partnership, 11 posts about Marlborough businesses have reached over 500,000 people. In addition, MEDC has been gaining access to a number of major public events, including the Phantom Gourmet Food Festival and the Wine and Beer Country Festival, where MEDC has had the opportunity to promote Marlborough directly to some 14,000 attendees from across New England. Show hosts Mike and Dave Andelman, also attended a VIP lunch and tour of the Apex Center with 10 top restauranteurs from New England for an intimate conversation about investment opportunities available in Marlborough.

Amenities Attraction

Downtown Marlborough’s first brewpub, Worcester-based Flying Dreams Brewing Co., opened its second location at 277 Main Street in December. The new space includes a fully functioning taproom that comfortably seats 75 people, offers a beautiful view of Marlborough’s iconic Walker Building and serves eight Flying Dreams beers on tap, along with bottles and cans. The owners also plan to brew small-batch experimental drafts onsite and serve them exclusively in their new Marlborough location. The taproom is conveniently located near local restaurants and customers are encouraged to bring their own food. MEDC helped introduce Flying Dreams to the opportunity and facilitated many key aspects of working through the city process in order to open in a timely manner. MEDC had launched a targeted marketing campaign last year to promote Marlborough as a destination for brewers. Since then, at least two other breweries have set up shop in the city, with Strange Brew already open on Route 20 East and Lost Shoe Brewing and Roasting Company set to open in downtown later this year.

Marlborough Works! Job Fair

After getting feedback from local businesses, MEDC restructured its now biannual job fairs. The new spring job fair aimed to attract young talent and graduating college students to fill some of the city’s more technical positions requiring a higher level of education. The fall job fair, on the other hand, sought to help jobseekers of all education levels find entry-level and mid-level positions. Together, the events attracted close to 300 jobseekers and about 50 employers, looking to fill more than 600 jobs.



Building Marlborough's Image

MEDC represented Marlborough and promoted its many offerings to a broad audience of potential investors, entrepreneurs, visitors and residents at over 30 local, regional and national events.



Bio International Convention

MEDC promoted Marlborough in the Massachusetts Pavilion at the Bio International Convention, which was held in Boston. Together with Governor Charlie Baker and leaders from MassBio, Mass Life Sciences Center, MassDevelopment, MassEcon and several other communities, MEDC played host to 16,000+ global biotech and pharma leaders from 76 countries, and promoted the Commonwealth under the slogan "Massachusetts: The State of Possible."



EVENTS WE ATTENDED 2018 AT A GLANCE

Business Retention, Attraction & Expansion

495/MetroWest Partnership Annual Conference
AUVSI XPONENTIAL
BIO International Convention
Chapter 40B Conference
CoreNet Global Summit
ICSC New England Retail Connection
IEDC Annual Conference & Awards Ceremony
LOCUS New England Leadership Summit
MassBio Regional Mixer
MassEcon Economic Impact Awards
MassEcon – Site Selectors Receptions
(San Francisco, Washington DC, New York)
MassMEDIC Annual Conference/Boston BioMEDevice
MassVentures 2018 START Program Awards
MedTech World MD&M East Tradeshow & Expo
MMA Conference
Opportunity Zone Summit
Phantom Gourmet VIP Luncheon
Priority Development Areas
WBJ Economic Forecast Forum

Hospitality & Sports Tourism

Cultural District Convening
Mass Cultural Council Regional Meeting
MetroWest Visitors Bureau MetroFest
Mini Taste of Marlborough
Phantom Gourmet Food Festival
Phantom Gourmet Wine and Beer Country Festival

Community Events & Speaking Engagements

Apex Restaurant Tasting
City of Marlborough Annual Clean Sweep
Community Reader Day
Horribles Halloween Parade
Life Sciences Forum at Sunovion – Panelist
Marlborough Historic Commission
Marlborough Labor Day Parade
MERC Conference - Panelist
WCRN radio interview with Meredith Harris at NESO
Special Olympics MPS Summer Program
Special Olympics Tournament of Champions
Whitcomb Middle School STEM Week Panel
WXLO Community Conversations:
"Marlborough On the Move"

"We quickly landed on Marlborough because it is a center for innovation. Bringing our site to Marlborough gave us the ability to build world-class office, laboratory and manufacturing facilities that would help us attract top talent to the community."

– Anthony Kotarski, Executive, Properties, GE Healthcare Life Sciences

MEDC Founders Reception

MEDC's 8th annual Founders Reception was held at the brand-new Apex Entertainment Center. A record crowd of about 100 local business and community leaders gathered to celebrate the organization's 12th anniversary and learn about some of its most recent achievements, including its first ever land purchase and Phantom Gourmet partnership.

Mini Taste of Marlborough

MEDC and the Courtyard Marriott hosted a 'Mini Taste of Marlborough' for Boston Scientific executives. Local restaurants Allora, Evviva Trattoria and FISH offered samples from their menus. Marlborough goodie bags with a welcome letter from Mayor Arthur Vigeant, coupons to local establishments, information about Marlborough and a list of things to do in the city were also included.

IEDC Annual Conference & Awards Ceremony

MEDC attended the International Economic Development Council (IEDC) annual conference and awards ceremony in Atlanta, GA, where it took part in breakout sessions, panel discussions, professional development courses and an awards ceremony to recognize the achievements of peers in the economic development industry. MEDC claimed an award in the Multimedia/Visual Promotions category for its "Think Marlborough" video campaign.

2018 Cultural District Convening

On behalf of the city, MEDC attended the 2018 Cultural District Convening in Natick, MA, where the Marlborough Downtown Village Association was re-designated as a Massachusetts Cultural District. Discussions on cultivating a productive relationship with municipalities and other district stakeholders, as well as breakout sessions on Cultural District accomplishments and Mass Cultural Council funding opportunities, were highlighted.

MassEcon Site Selectors Receptions

Alongside MassEcon, MEDC sponsored and attended Site Selectors Receptions in New York, San Francisco and Washington. Other sponsors and host included MassDevelopment, Cutler Associates, Perkins+Will. MEDC and Mayor Arthur Vigeant met directly with and showcased Marlborough to a number of different companies and prospective site selection partners, including a NASDAQ listed pharmaceutical firm whose representative discussed potential expansion plans.

MetroWest Visitors Bureau MetroFest 2018

MEDC attended the MetroWest Visitors Bureau's signature annual event, MetroFest 2018, which showcases the richness and diversity of the region's music, arts and culinary offerings and attracts more than 8,000 visitors each year. MEDC used its booth to showcase the live-work-play opportunities within Marlborough, as well as to promote the city's Zagster bike-share program.



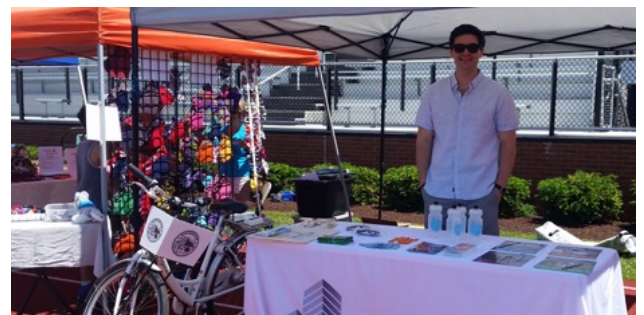
About 100 local leaders attended MEDC's Founders Reception at the Apex Center



MEDC accepted an IEDC award for its Marlborough promotional video



MEDC and Mayor Arthur Vigeant at the Site Selectors Reception in NYC



MEDC participated as a sponsor and exhibitor at the annual MetroFest in Framingham

Building Marlborough's Image

(Continued)

PHANTOM GOURMET

EVENTS



Phantom Gourmet Food Festival

MEDC was both an attendee and sponsor at Phantom Gourmet's Food Festival – their largest annual event held outside of Fenway Park that draws in over 12,000 attendees. MEDC hosted an exhibitor booth to promote its financial incentives programs, as well as Marlborough's multitude of amenities. Among the 100 restaurant booths, Marlborough's own Firefly's BBQ, Chill Kitchen & Bar, 110 Grill and Welly's were also represented.

Phantom Gourmet Wine & Beer Country

MEDC attended Phantom Gourmet's Wine & Beer Country at the Mendon Twin Drive-In to promote Marlborough's restaurants, hotels, entertainment options and other amenities. Over 2,000 people attended.

Phantom Gourmet VIP Luncheon

MEDC, together with Phantom Gourmet, hosted a VIP tour of the Apex Center with 10 leading restaurateurs from New England. The tour ended with a lunch, where MEDC shared investment opportunities available in Marlborough.

“We’ve seen a marked change where more and more life science companies are recognizing the potential value of locating in this region because we have a highly skilled workforce, transportation, and a price advantage compared to Boston”

– Paul Matthews, Executive Director of 495/MetroWest Partnership

495/MetroWest Life Sciences Forum

Organized by the 495/MetroWest Partnership, which released its Life Sciences in 495/MetroWest overview, highlighting the importance of this industry cluster to the region’s economy. Forum panelists included MEDC Executive Director Meredith Harris, HED Secretary Jay Ash, MassBIO President/CEO Bob Coughlin, and President/CEO of Mass Life Sciences Center Travis McCready discussing bio-ready communities, the advancement of digital health, the potential for future collaborations and the evolution of the innovation ecosystem.

MassVentures 2018 START Program Awards

MassVentures (the state’s venture capital financing agency), in partnership with the Massachusetts Clean Energy Sector, awarded \$3.4 million in grant funding to 20 innovative, early-stage, high growth companies in fields ranging from robotics to clean energy and defense applications as part of the Small Business Innovation Research Targeted Technology (START) Program. The award ceremony and event was an excellent opportunity to connect with firms and startups in the high-tech and innovation space from around the Commonwealth.

AUVSI XPO Tradeshow

MEDC attended the AUVSI XPO Tradeshow in Denver, CO with Mass Development and MassEcon as part of Central New York Economic Development Council’s booth. MEDC met with 20 companies at the show, including one Marlborough company, ViaSat. MEDC also met with a Massachusetts based company which is actively seeking an additional MetroWest location.

MedTechWorld MD&M East Tradeshow/Expo

MEDC and the Mayor attended the annual MD&M East Expo where they networked with many national and international companies, Massachusetts companies, and 6 Marlborough based companies (Shimadzu, OK Sealer, HBM Test Management, Honle UV, Nordson Medical and IPG Photonics).

Priority Development Areas Conference

Hosted by 495/MetroWest Partnership, MAPC, and Central MA Planning Commission, this event featured several speakers from various state and municipal agencies/departments discussing MetroWest’s current economic conditions, as well as how to better navigate MassWorks infrastructure funding, the MassDevelopment Site Readiness program, and case studies in the use of such programs and of the PDA process in long-term planning.

26th Annual MERC Conference

MetroWest Economic Research Center conference highlighting housing and the affordability issue and what municipalities are doing to address the need. Keynote address from HED Secretary Jay Ash, MERC Update from Lori Lavigne, and discussion on housing production and affordability with MEDC Executive Director Meredith Harris as a panelist.



Meredith Harris and MassDevelopment’s Kelly Arvidson at the AUVSI Tradeshow



MEDC and Mayor Arthur Vigeant networked at the MedTech MD&M East Tradeshow & Expo



MEDC’s Meredith Harris talks to WCRN radio during the Haunted Shootout tournament at NES



MEDC Executive Director Meredith Harris paneled at the 495 Life Sciences Forum

Building Marlborough's Brand

MEDC's communications efforts kicked into high gear in 2018, with a citywide branding initiative, new promotional videos, a television ad campaign and other major efforts to put Marlborough on the map.

SCHOOLS & CITYWIDE

BRANDING INITIATIVE

After gathering feedback through last year's housing study, the City Council asked MEDC to work with a consultant and develop a marketing strategy and implementation plan to **better promote the public-school system outside of Marlborough** and help bolster the "live" portion of **the live, work, play model**. MEDC contracted with NK&A to help develop both the strategy and implementation plan.



“When celebrating Marlborough, and all the city has to offer its residents and visitors, the variety of available educational options certainly stands out. ”

– Main Street Journal

SCHOOLS & CITYWIDE

BRANDING INITIATIVE

Phase 1 – Research & Recommendations

During Phase 1, NK&A hosted four focus groups to solicit input and garner feedback from a wide variety of Marlborough stakeholders. After months of in-depth analysis, NK&A presented branding recommendations, along with a comprehensive marketing strategy and implementation plan, which included 9-month, 2-year and 5-year goals, progress evaluation metrics, specific target audiences, a defined brand and awareness building tools. NK&A's actionable recommendations focused on a more holistic approach towards changing perceptions by highlighting Marlborough's three main offerings: great schools, great place to live, and great job opportunities.

Phase 2 – Branding & Marketing Tools

NK&A is currently working through Phase 2 of the project, coordinating with MEDC, Marlborough Public Schools and various city departments to implement its marketing strategy. The company is creating marketing materials that will be used citywide through a variety of different mediums, but mainly by realtors—the city's frontline ambassadors when new families are considering moving here. NK&A recently presented the city's new positioning statement – “Marlborough: Exceeding Expectations” – along with value statements that have been culled out through the process.

Phase 3 – Implementation & Standardization

NK&A has recommended options for aligning the various city-related websites and creating a communications calendar to encourage messaging and branding consistency citywide. The company has drafted a proposal to continue working with MEDC, MPS and the city to implement and execute its recommendations, create and print marketing materials and facilitate a citywide communications calendar committee.

Building Marlborough's Brand (Continued)

Social Media Marketing

MEDC continued to engage with the Marlborough community online, adding Instagram to its suite of social media channels. MEDC's Facebook page following rose by 27% year-on-year, reaching 2,643 likes by the end of the year. On average in 2018, Facebook posts reached more than 1,500 people and got over 70 engagements per day. MEDC's Twitter page had 1,127 followers at the end of 2018, and an average of 540 Tweet impressions per day—more than double the previous year.

Public Relations

MEDC continued to promote its efforts and successes through press releases and outreach to the media community. As a result, over 100 articles mentioning MEDC were published across various media websites in 2018. MEDC also worked with MassLive.com to bring the news website's popular "Communities on the Rise" Reporter Road Trip to Marlborough. A team of reporters descended on the city for a day in August, to cover some of the most interesting local stories and highlight all the community has to offer to the MassLive's more than 4 million monthly visitors. Some of the articles published that day included "20 things to love about the City of Marlborough" and "At least 40 companies moved or expanded to this small Massachusetts city in 2017 and it's not just because of the location," and "Take a look inside the biggest ice sports complex of its kind, located right in Marlborough." MEDC also continued to send out its monthly City Happenings! newsletter to over 2,000 email subscribers and to produce Business Break, a bi-monthly business news segment for WMCT-TV.

Advertising

In 2018, MEDC shifted the majority of its focus from promoting Marlborough as a business destination to improving and solidifying its own image as an organization within the local and regional community. MEDC used a variety of mediums and ad designs to better educate its audience about its offerings and services, including advertorials and full-page print ads in the Worcester Business Journal, digital ads in Google AdWords and Facebook Ads, and smaller print ads in Community Advocate, Main Street Journal and the MRCC 2018 Guide & Business Directory. At the same time, MEDC continued to promote the city as a whole through its TV commercial on Phantom Gourmet, print ads in Business Facilities and the MetroWest Guide, and digital ads in Banker & Tradesman and Boston Business Journal.

MEDC Website

In 2018, the website attracted more than 21,000 unique users and close to 51,000 page views. About 31% of all users found the website through organic search. On average, users viewed 2 pages per session, spending about 2 minutes on each page.



MassLive spent a day in Marlborough covering the city's top stories

MEDC MAKES IT EASY!

Fewer hoops is the key to jumpstarting your business.

At the Marlborough Economic Development Corporation (MEDC), we are dedicated to working closely with all companies planning to locate or expand in Marlborough, MA. We offer free and fair guidance, financial incentives and a wealth of resources to assist in your business success. Call us first!

HERE'S HOW WE CAN HELP:

- WE OFFER INCENTIVES**
Get off the ground faster with our **Toolbox** of financial incentives programs
- WE HELP WITH PERMITS**
Navigate the intricacies of Marlborough's permitting process with ease
- WE PROVIDE ACCESS**
Make time-saving connections to stakeholders, properties and information

► GO TO MARLBOROUGHEDC.COM TO LEARN ABOUT OUR FREE SERVICES

Marlborough
ECONOMIC DEVELOPMENT CORPORATION

Meredith Harris, Executive Director
508-229-2010 | mharris@marlboroughedc.com

This full-page ad appeared in the Worcester Business Journal's 2018 Book of Lists and in the Main Street Journal

"With its vibrant classic American downtown and booming economy, the city of Marlborough is on the upswing. From cultural landmarks to beautiful outdoor spaces, there's plenty to love about this city."

– MassLive

Promo Videos

Following the resounding success of its award-winning 2017 promo video, which was honored with an International Economic Development Council award, MEDC produced and launched an updated version. The new video highlights the economic changes Marlborough has experienced over the past two years and focuses on newly added services and recreation options. Since it was launched on Facebook at the end of October 2018, the video has had more than 15,000 views and has been shared more than 320 times. In conjunction with the video launch, MEDC also ran a #whyilovemarlborough social media contest, asking followers to share why they like living in the city.

Fireball Run Adventurally

Marlborough was featured prominently on the latest season of Fireball Run, an adventure travel television series that aids in recovering America's Missing Children. Serving as midway checkpoints for the show's contestants, the city's downtown, the Yawkey Sports Training Center and the Wayside Inn were all featured in a 15-minute segment focusing on Marlborough. The show has approximately 4 million viewers and is currently streaming on Roku, iTunes, Amazon Prime and Google Play.

Marketing Collateral

MEDC created a full suite of streamlined marketing collateral to use as promotional tools during conferences, events and meetings. The series of one-page flyers highlight some of the most important demographic and economic figures related to the city and the region, while each focussing on a specific target audience, including restaurateurs, manufacturers, small business owners and potential residents. These flyers will also be used as inserts in the new MEDC folders that are currently under design.

Visit Marlborough Campaign

MEDC's Visit Marlborough campaign continued to focus on promoting the city's hotels, restaurants, sports venues and entertainment options. The Visit-Marlborough website served more than 12,300 users, 65% of whom found the site through organic search. Marlborough was also included in the Massachusetts section of the Sports Planning Guide, which goes out to 10,000 tournament planners, rights holders and sports governing bodies, and is distributed at major trade shows and tournament planning buyer events. MEDC continued to drive local spots tourism with Visit Marlborough banners at the New England Baseball Complex. In an ongoing effort to improve the service industry standards across the city, MEDC also ran 11 ServSafe and CPR classes, which were attended by more than 120 local hospitality employees.



MEDC Executive Director Meredith Harris receiving Worcester Business Journal's "40 Under Forty" award

AWARDS & RECOGNITIONS

City of Marlborough

13th - Most Diverse Suburbs in MA – *Niche*
22nd - Best MA Suburb for Millennials – *Niche*
25th - Best County to Live in America – *24/7 Wall Street*
51st in Education - Best Small Cities in America – *WalletHub*
Top 20% - Best Small Cities in America – *WalletHub*
Top 20% - Best U.S. Cities at Money Management – *WalletHub*
"AA+" for Long-Term Debt – *S&P Global Ratings*

Education

2nd - Best High School in MA; 107th in U.S.
– Advanced Math & Science Academy Charter School – *U.S. News & World Report*
100 Best High Schools for STEM in U.S.
– Advanced Math & Science Academy Charter School – *Niche*

MEDC

Excellence in Economic Development
– *International Economic Development Council*
Women of FIRE
– Meredith Harris, MEDC Executive Director – *Banker & Tradesman*
"40 under Forty"
– Meredith Harris, MEDC Executive Director – *Worcester Business Journal*

Setting and Achieving Our Goals

MEDC's branding efforts and financial incentives have brought businesses large and small to the city, encouraging multi-use development projects and new amenities.

In 2018, MEDC focused on **revitalizing the Downtown area, attracting amenities** to the city and **planning for future developments**. We successfully welcomed **Downtown Marlborough's first brewpub** after running an innovative marketing campaign to attract one last year. We became the first community to **partner with Phantom Gourmet** to promote the city's local restaurants and hospitality industry opportunities. We worked with Marlborough Public Schools and other local stakeholders to create a **unified branding strategy for the city**, which will be rolled out in the coming year.

In 2019, MEDC will renew its efforts to **attract amenities, families and talent** to Marlborough. We will also collaborate with local officials, business leaders and investors to revitalize the French Hill area and to **solidify Marlborough's image** as a sports tourism and recreation destination.



Revitalizing the Downtown and French Hill areas will be a focal point for MEDC in 2019

"We chose the Marlborough facility to provide our employees with a contemporary atmosphere that will foster a collaborative environment. Our new office location in Marlborough will be a critical part of our future growth."

– Allegro Microsystems



FILLING EMPTY COMMERCIAL AND INDUSTRIAL SPACES

2018: More than 20 companies from a variety of industries either moved to or expanded in Marlborough, filling over 250,000 SF of commercial space and bringing the commercial vacancy rate down to 9%.

2019: We will continue to promote vacant spaces and bolster relationships with commercial brokers, site selectors and potential tenants and investors. We will focus on developing the French Hill neighborhood, promoting Locke Drive, the South West Quadrant and other commercial areas of the city.



ATTRACTING INNOVATIVE COMPANIES AND SUPPORTING LOCAL BUSINESSES

2018: We helped 20+ companies open or expand, and bring about 350 new jobs. We continued to promote the Economic Development Toolbox to new and existing businesses to help support growth and defray start-up costs.

2019: We will continue to promote the city and encourage small business growth through our Toolbox and RLF. We will maintain focus on downtown revitalization and increase efforts in both the French Hill neighborhood and the Route 20 East corridor.



IMPROVING THE QUALITY OF LIFE FOR RESIDENTS

2018: We helped Marlborough's first downtown brewpub open its doors in December and welcomed Marlborough's very first coffee roaster on Rt. 20 West, increasing the number of local amenities available to residents. We contributed to beautification and cleanup efforts along Main Street and improvements along the Rail Trail.

2019: We will continue to focus on adding unique amenities to the downtown area and work to attract investors that will help with revitalization efforts in the French Hill neighborhood.



DEVELOPING TRANSPORTATION AND ACCESSIBILITY

2018: We continued to manage and promote Marlborough's bike-share program, adding a 6th station, while tracking results and usage stats. We also started a conversation with both the WRTA and MWRTA regarding bolstering transportation services between Worcester and Marlborough.

2019: We will continue to seek both short- and long-term solutions for Marlborough's residents and employers regarding last mile connections and advocate at the state level for increased service to and from the city.



SOLIDIFYING MARLBOROUGH'S IMAGE AS A BUSINESS-FRIENDLY CITY

2018: MEDC and the city were awarded an international economic development award for our 2017 Live, Work, Play promotional video. We also produced an updated version that has so far reached 27,000 people on Facebook. We launched a number of public relations and marketing campaigns, which resulted in dozens of local and regional articles highlighting various wins for Marlborough.

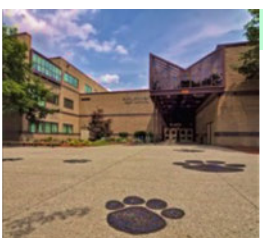
2019: We will continue promoting the city and will create a marketing plan to support our long-term economic development goals.



BUILDING HOSPITALITY AND SPORTS TOURISM

2018: We continued to promote the city's sports facilities, hotels and other amenities through marketing and events and launched an exclusive partnership with Phantom Gourmet. The city collected over \$1.03 M in Local Option Meals Tax, which is 100% dedicated to improving the city's parks and fields.

2019: We will continue to work with Phantom Gourmet, as well as the local hotel, restaurant and sports groups, to promote Marlborough and draw new visitors to the city. We will explore new opportunities to attract a unique sporting event that will create hotel night stays and spur commercial activity.



INCREASING WORKFORCE DEVELOPMENT OPPORTUNITIES

2018: We worked with the Secretary of Labor and Workforce Development on exploring various initiatives and bolstered relationships with our local schools to begin strengthening school-to-business connections, continued with bi-annual job fairs and maintained a jobs page on our website for local job seekers and employers.

2019: We will continue to explore opportunities with both state and local officials to ensure Marlborough's workforce pipeline is being developed appropriately and that students are both aware of and prepared for the job opportunities that are available to them.

MEDC 2018 Board

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