

MARLBOROUGH

ECONOMIC DEVELOPMENT CORPORATION

2017 Annual Report



Table of Contents



Fort Meadow Reservoir in Marlborough, MA

Message to the Board	2
Introduction by Meredith Harris, MEDC Executive Director	3
The Year in Numbers	5
Moves and Expansions	6
Expanding Marlborough's Tax Base	7
Our Projects	9
Building Marlborough's Image	13
Building Marlborough's Brand	15
Setting and Achieving Our Goals	19
Executive Committee and Board of Directors	21

Message to the Board



Dear Board Members:

This year's annual meeting of the Marlborough Economic Development Corporation is an opportune moment to review the strides we have made over the past year.

2017 was shaped, in large part, by the amazing progress of Ryan Development's Apex Center. With two new hotels, many new restaurants, and entertainment options for families, employees, and visitors alike, the Apex Center will provide the top-level amenities employers and residents are looking for.

We are also proud of our continued growth of Marlborough as a destination for top employers. This year, we welcomed Whole Foods' North Atlantic Regional Headquarters, which joined GE Healthcare Life Sciences and Quest Diagnostics in Atlantic Management's world-class building.

Marlborough keeps adding new jobs and we are seeing increased investment in the downtown area. Our first brewpub is scheduled to open in early 2018. O'Hearn's Tavern opened its doors in late December, filling a vacant restaurant space. A second brewpub, which will include a coffee shop, is making headway towards a downtown location.

MEDC plays an important role in helping all of our businesses, from leading international companies, such as IPG Photonics and Hologic, to small locally operated businesses, including Kennedy's Market and Walden Woods Brewing.

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:

As the Chairman of the Marlborough Economic Development Corporation, I would like to once again thank each of you for your dedication, contribution, and continued support of both the organization and the City of Marlborough. This past year brought a significant amount of economic activity, and, as we reflect on our work over the past 11 years and look ahead towards Marlborough's future, I am filled with hope and excitement for the years to come.

As in years past, the city continues to see more job creation, business expansions and new companies choosing Marlborough as their home. MEDC's core mission – **to stabilize the residential tax base** – continues to be the reason we operate, and we should be proud to say that over the past six years Marlborough's residents have consistently had the lowest residential tax rate of all comparable communities in the surrounding area. MEDC was created because, years ago, the city came together with hopes of better showcasing Marlborough's assets and branding the city as a hub of economic vitality. It is because of people like you, and the community as a whole, that Marlborough is now known as an economic hot spot, not only in the MetroWest region, but also in the Commonwealth.

In the coming year, MEDC will continue to focus its efforts on the city's downtown revitalization and to prioritize improvements along Route 20 East and within the French Hill community, with the ultimate goal of bettering these neighborhoods and providing additional options for people to "live, work, play" within this great city. A key part of MEDC's ongoing work is to create and sustain an unrivalled environment across the entire city. It is also one of the reasons why MEDC has recognized the need to communicate the "live, work, play" message through a clear, unified City of Marlborough brand, and we look forward to working with the Marlborough Public School system and the city's leaders on furthering that endeavor in 2018.

Again, to the Board of Directors, I thank you for your commitment and leadership within this organization, and we, as a Board, applaud the effort and dedication of the MEDC team that has made so much success possible.

Sincerely,

Richard Tomanek

Chairman of the Board, MEDC

General Manager, Embassy Suites Hotel



Economic Development in Action

Marlborough's continued economic revival has been powered by MEDC's ongoing business attraction efforts, with new companies generating more jobs, amenities and tax dollars. Simultaneously, MEDC's focus on driving the city's livability has launched Marlborough's brand to new heights.

Marlborough's upward momentum showed no signs of slowing down in 2017.

At least 40 companies either moved to or expanded in the city, together creating more than 450 new jobs and occupying over 300,000 SF of commercial space. This does not include the Apex Center of New England, a brand-new mixed-use development and entertainment complex, which has added 450,000 SF of new commercial space, brought in at least 25 new businesses and created 1,600 new jobs.

More than a third of the newly filled commercial space will soon be occupied by the China-US Boston Innovation Center, which will host approximately 25 companies and create about 200 jobs. Other major new move-ins included power-services provider Babcock Power, high-tech company JENTEK Sensors, and biotech firm Valeritas. The year's biggest expansions were of the IPG Photonics headquarters and the New England Sports Center, the latter of which added two new rinks and grew to 306,830 SF to become the world's largest indoor ice skating facility.

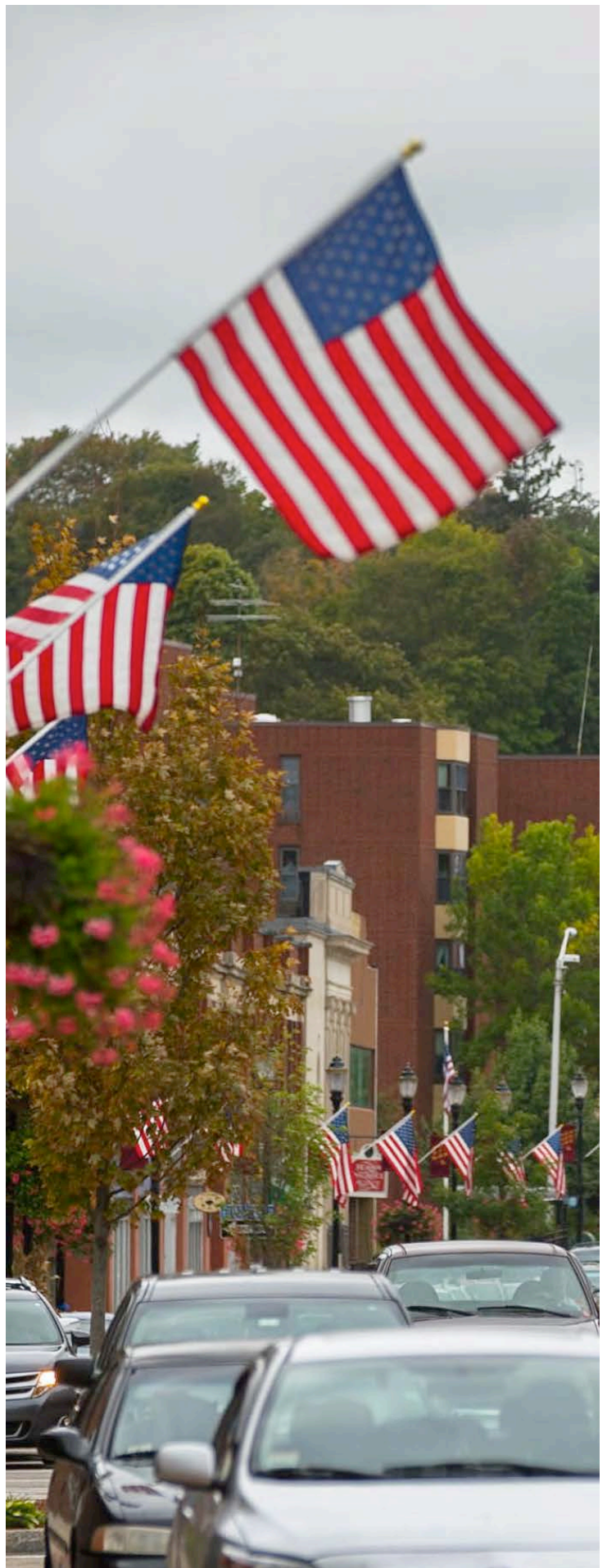
MEDC's Economic Development Toolbox financial assistance programs also helped retain 34 existing and add 122 new jobs to the city's labor market. High-tech manufacturer, Holographix, which moved its headquarters from Hudson, occupied more than a quarter of the 58,000 SF of space, newly filled through the Toolbox programs.

The Toolbox, coupled with MEDC's aggressive marketing efforts, also shaped the continued revival of the city's downtown. As part of its mission to create a great place to live, work and play, MEDC focused primarily on bringing more amenities to the area. The newly launched Amenities Funding Program helped us lure the city's first brewpub to the downtown, Walden Woods Brewing, which is set to open in early 2018. Lost Shoe Brewing and Roasting Company is also set to open in downtown in the summer of 2018. Two new restaurants, O'Hearns Tavern and Thairiffic, and a luxury nail salon, Polished Nail Studio, also joined the downtown businesses and are already seeing a steady stream of customers.

MEDC also worked to strengthen the city's brand and livability. In response to community calls for more local transportation options we, together with the city, launched pilot bike-share program Zagster. We produced two promotional videos that have been helping us market and showcase the city. We also created a special School Engagement Committee and began working with the local schools to better highlight their offerings to existing and potential residents. Finally, we spearheaded a five-community joint bid to host the new Amazon HQ2.

The MEDC 2017 Annual Report details all of these and many more positive changes in our city. Please, read on!

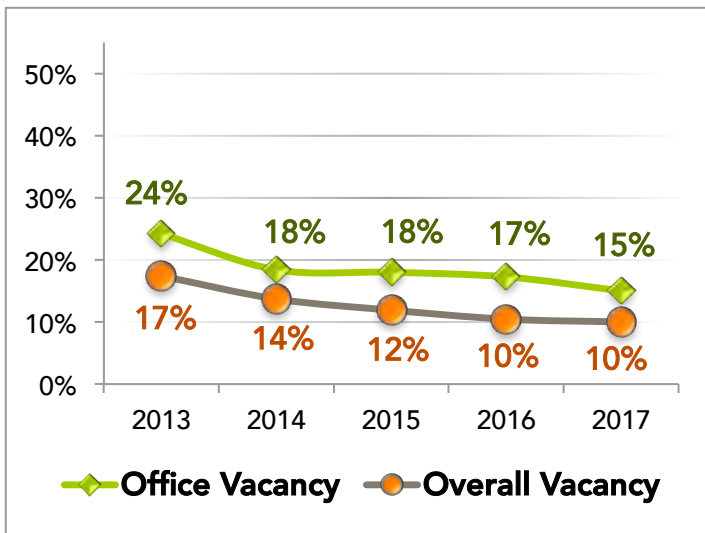
Meredith Harris
Executive Director
Marlborough Economic Development Corporation



The Year in Numbers

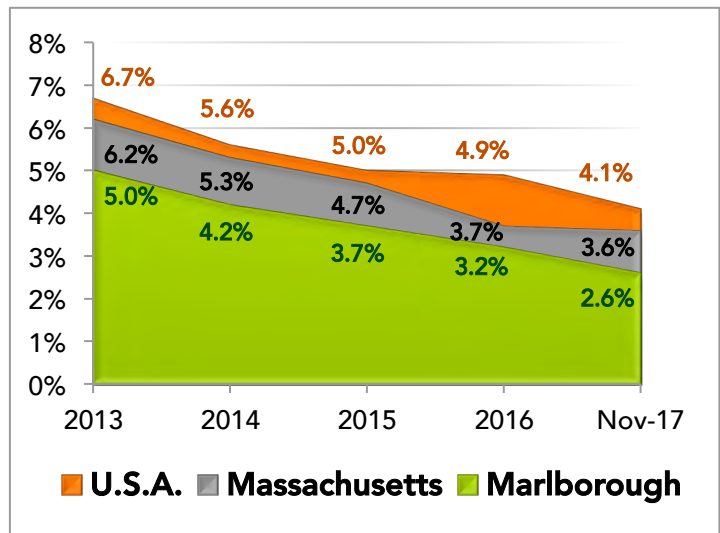
As Marlborough's business community kept growing in 2017, the unemployment rate continued to decline, the commercial vacancy rate remained steady and room revenue rose for a fifth consecutive year.

VACANCY RATES



SOURCE: Regional Resource Group. 2017 figures were adjusted to reflect planned move-ins.

UNEMPLOYMENT RATE



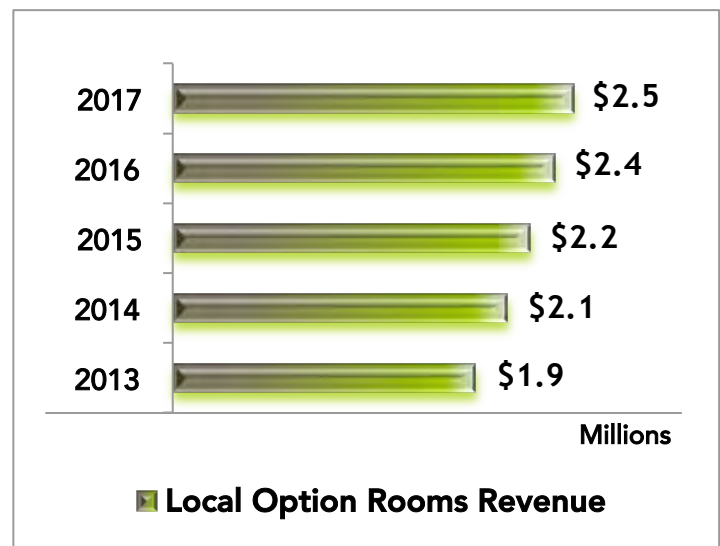
SOURCE: Massachusetts Executive Office of Labor & Workforce Development, Bureau of Labor Statistics.

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

At least 40 companies from a variety of industries either moved to or expanded in the City of Marlborough in 2017, filling over 300,000 square feet of commercial space and adding more than 450 new jobs.



In 2017, Lake Williams Center in Marlborough became home to Immunovia, Tyler Technologies, Babcock Power and a Walgreens sales office.

NEW COMPANIES



GROWING BUSINESSES



Expanding Marlborough's Tax Base

While MEDC worked to attract a number of companies and developers to Marlborough, no project was more instrumental to the growth of the city's commercial tax base than the Apex Center of New England.

THE APEX CENTER OF NEW ENGLAND CASE STUDY

Set on a 43-acre parcel on Boston Post Road W, off I-495, the **Apex Center of New England** has breathed new life into a long-dormant area of the Route 20 Corridor. The stretch of land had continually sat inactive, with city officials and developers alike challenged by the task of making use of this prime real estate.



In addition to the 150,000 SF recreation center (**above**), which opened at the Apex Center of New England in 2017, more than a dozen businesses opened at the 43-acre development, including Evviva Cucina, OxfordSmiles, Hot Table , 110 Grill and Friendly's (**below**).



“Not only would we consider future development in this great city, but we would recommend developers, businesses and residents consider Marlborough for their respective goals as well.”

—Robert Walker, Developer of Apex Center of New England

Today, the Apex Center is projected to bring 1,600 new jobs to Marlborough. This \$160-million development is home to two hotels—Fairfield Inn & Suites and Hyatt Place; a range of restaurants, including Friendly’s, Chick-fil-A, Qdoba, Starbucks, Evviva Cucina and 110 Grill; 114,00 SF of office space; 60,000 SF of retail space; and a 150,000 SF custom-designed entertainment complex, complete with indoor kart racing, bowling, arcade games, bumper cars, laser tag, sports simulator, large function rooms, and over 100 TVs and projectors. The development will also be transit-oriented, with MetroWest Regional Transit Authority bus service inside.

The Apex Center began life as a far simpler effort to bring a restaurant to Marlborough. Robert Walker, the real estate developer spearheading the project, was struck by both Marlborough’s strong reputation for fostering economic development and the potential of the site.

“I looked at it over a weekend and thought, ‘What else can we do down there besides our hotel business and our restaurant business? What else can we bring to the neighborhood to take advantage of the strong demographics with the local hockey rink, the ForeKicks facility...With all of the corporate presence that Marlborough has, the population, the access to I-495 and the Mass Pike. I just got to thinking about what do people want to do?’”

Walker’s answer was the Apex Center, a project that hinged on the passage of a new zoning overlay district, designed explicitly for its development. The city’s leaders moved quickly, and the City Council worked with the Metropolitan Area Planning Council and MEDC to craft and pass a new zoning overlay district. What routinely takes years, the city’s leadership was able to accomplish in a few months.

As part of the overlay district, which city leaders approved in May 2016, eligible uses for the development included medical offices and laboratories, retail sales and services, hotels, public or private commercial recreation establishments, offices, brewpubs, health and fitness clubs, up to two drive-thru facilities related to banks and pharmacies, and two more drive-thrus associated with food services.

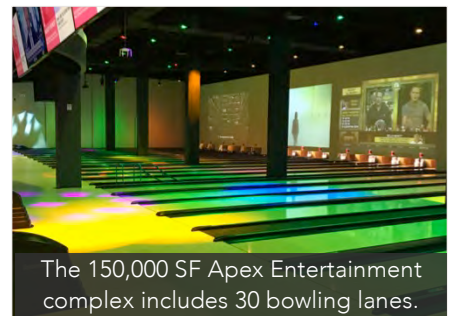
A development agreement and a master concept plan—which included building locations, signage, parking, landscaping and traffic plans—were later approved by the Urban Affairs Committee and the City Council. The final agreement was approved in July 2016, incorporating transportation demand management requirements, payments for a fire station study in Marlborough west of I-495, along with other public safety mitigation, sewer relocation and other significant infrastructure improvements, and employment opportunities for Marlborough residents. A \$3.05 million MassWorks grant bolstered the development, helping to enhance transportation infrastructure along Route 20.

The Apex Center of New England is poised to further increase Marlborough’s capacity as a recreation, trade show, and business mecca in the northeastern United States. The large-scale hotels and innovative entertainment complex will enhance Marlborough’s recreation options, while the office space, when phased in, is sure to draw businesses searching for their ideal “live, work, play” location.

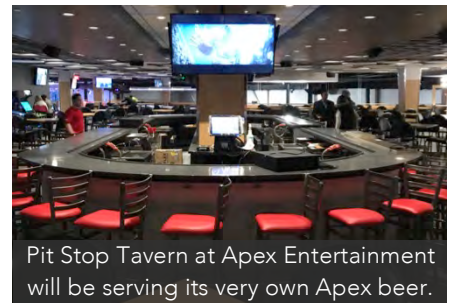
Ultimately, the Apex Center development is the result of years of hard work to establish Marlborough as a community prepared to foster economic development.



Hyatt Place is one of two hotels at the Apex Center, totaling 245 rooms.



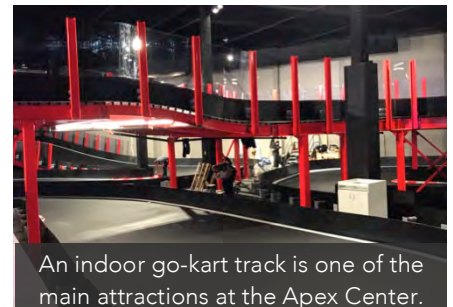
The 150,000 SF Apex Entertainment complex includes 30 bowling lanes.



Pit Stop Tavern at Apex Entertainment will be serving its very own Apex beer.



The MEDC team had a chance to test run some of the arcade’s 60+ games.



An indoor go-kart track is one of the main attractions at the Apex Center.

Our Projects

In addition to supporting a number of new and ongoing projects, MEDC focused a great amount of its attention on promoting and putting to work its financial incentives program for small and local businesses.

ECONOMIC DEVELOPMENT TOOLBOX IN ACTION

In its second year, the **MEDC Economic Development Toolbox** saw continued growth and success. Created as a way to attract and retain new or expanding businesses in Marlborough, the Toolbox has helped breathe new life into the city's historic Downtown Village. With an emphasis on bringing amenities like shops, restaurants, and brewpubs into the downtown, MEDC is working to fulfill Marlborough's potential as the region's "live, work, play" destination.

REVOLVING LOAN FUND

Through MEDC's local banking partners, the **Marlborough Revolving Loan Fund** assists new and small businesses in the community through gap financing. The RLF helps entrepreneurs bridge the gap between funding that is already available to them and the actual amount they need to take their endeavors to the next level. Here are the businesses that took advantage of the RLF in 2017:

O' Hearn's Tavern



When Tiffany and Tracy O'Hearn decided to open their own bar and grill in Downtown Marlborough, they turned to MEDC and the Marlborough Revolving Loan Fund. Through the RLF program, the family was able to secure the operating capital necessary to

improve the building's façade and open their doors in December 2017 to great initial success.

Fox Ballroom



Doug and Angelica Dombrowik initially opened Fox Ballroom in Franklin, but when their dance instruction business began to grow, they knew it was time to take the next step. With funding from the Marlborough Revolving Loan Fund, the Dombrowiks were able to

relocate to a 5,000 SF space on East Main Street and commit to creating five new jobs over the next four years.

Big Apple Restaurant



Known for its great breakfast and lunch options, Big Apple Restaurant has become a fixture in Marlborough over the years. In order to grow her business and accommodate more customers, owner Jamila Neves needed a little help. Through the Marlborough Revolving Loan

Fund, she was able to increase her shop size to 5,000 SF, add five new employees, and purchase new equipment.

Kiddie Time Educational Child Care



When Priyanka Joshi wanted to establish a childcare facility that could offer immersion classes in music, foreign languages, sports, the arts, and field trips for appropriately aged kids, she knew that the Marlborough Revolving Loan Fund was the right fit for her new business.

Through the RLF program, Kiddie Time Day Care is now operating in a 6,000 SF space and has pledged to create 20 new childcare-related jobs in Marlborough.

"If not for MEDC's Toolbox, we'd be a very different entity today. We are entirely thankful to the valuable programs offered through MEDC that allowed us to realize our dream and open our brewery."
– Alida Orzechowski, Co-Founder, Walden Woods Brewing

AMENITIES FUNDING

MEDC is committed to enhancing Marlborough's "live, work, play" atmosphere through strategic investments. In an effort to entice more restaurants, brewpubs and other amenities to consider opening in Marlborough, MEDC created the Amenities Funding Program. These are the businesses benefited from this program in 2017:

Walden Woods Brewing



Alida Orzechowski and Christopher Brown, along with their friends John and Nancy Grohol, had a love of Henry David Thoreau and an urge to brew great beer. They felt the time was right to start brewing beer deliberately right here in Marlborough. Through the

Amenities Funding Program, the team secured funds to offset equipment costs and pay the rent, while they met their licensing requirements. Marlborough looks forward to the opening of their downtown taproom in early 2018!

Lost Shoe Brewing & Roasting Co.



With a vision to brew delicious coffee by day and great beer by night, Marlborough residents JP and Melynda Gallagher applied for the Amenities Funding Program to help secure coffee roasting equipment and rental assistance for their new

downtown business. Starting in the summer of 2018, Lost Shoe will serve freshly roasted gourmet coffee and locally brewed beer in an inviting taproom that will honor the city's past as a shoe-manufacturing center.

89,514 SF FILLED

214 JOBS ADDED

TOOLBOX RESULTS TO DATE

13 APPLICATIONS APPROVED

48 JOBS RETAINED

OTHER INCENTIVE PROGRAMS

Holographix



Holographix is an industry leader in high-tech and advanced manufacturing—two of Marlborough's target industries for growth. Originally based in Hudson, the company knew that, when it was time to grow, Marlborough would be the right fit. Through the **Small**

Business Incentive Program, Holographix was able to create 30 new jobs at its new 15,000 SF facility, move closer to I-495 and join the city's vibrant high-tech cluster.

Kennedy's



Kennedy's has long been a Marlborough institution, so when its façade needed updating, MEDC was ready to help through the **Storefront Beautification Program**. Using this grant funding mechanism, Kennedy's was able to raise the capital necessary for a

storefront facelift, while ensuring its commitment to Marlborough, its choice selection and its great service didn't change one bit!

Our Projects

(Continued)



Marlborough's bike-share program launched with 30 bikes across five stations.

Zagster Pilot Bike-Share Program

MEDC worked with Cambridge-based company Zagster to implement a bike-share program in Marlborough. The two-year pilot was launched in response to a transportation study MEDC conducted in 2016, which revealed that local residents and business owners were interested in alternative transportation options, like bike- and car-sharing. The program kicked off at the end of August with 30 bikes across five stations. So far, 183 people have taken 255 Zagster rides around the city.

Amazon HQ2 Bid

MEDC initiated and led a joint bid with the Towns of Hudson, Northborough, Southborough and Westborough to host Amazon's second headquarters. The five-community partnership, named 495 CROSSROADS, underscored the area's strategic location along I-495 between New England's two largest cities, Boston and Worcester, and its unique proximity and access to top talent from more than 50 institutions of higher learning, including some of the nation's best colleges and universities. The 495 CROSSROADS proposal offered Amazon a network of 10 area development sites, totalling 6,614,812 SF.

Marlborough Works! Spring Job Fair

MEDC, in conjunction with the City of Marlborough, launched the first annual Marlborough Works! Spring Job Fair geared specifically towards entry-level and mid-level positions in manufacturing, trade, service, retail, hospitality, healthcare, science, business, education, finance, IT and other industries. About 200 jobseekers attended the inaugural event, where 25 local companies sought to hire candidates for more than 500 positions.

OUR 2017 PROJECTS AT A GLANCE

Business Outreach

- Commercial Brokers & Developers Appreciation Reception
- Brewpub and Restaurant Attraction Initiative
- Business Outreach & Retention Program (300 local company meetings to date)
- Massachusetts Life Sciences Center Job Creation Tax Incentive Program Info Session Co-Host

Communications & Branding

- Hospitality Advertising Campaign
- Marlborough "Live, Work, Play" and "Doing Business" Videos
- MetroWest Tourism & Visitors Bureau Marketing Partnership
- School Branding – "Live" Marketing Strategy for Marlborough
- "Think Marlborough" Branding Campaign
- Visit Marlborough New Website

Community Engagement

- Apex Center of New England Topping Off Ceremony
- "Business Break" Bi-Monthly TV Show on WMCT-TV
- Dine Local Campaign (Marlborough's second turf field is under construction)
- Hospitality ServSafe & CPR Training Courses
- Marlborough Works! Spring and Fall Job Fairs
- MEDC Annual Founders Reception
- MEDC Future Planning Brainstorming Reception
- Procuring Government Contracts Workshop
- Zagster Pilot Bike Share Program

Downtown

- Blade Sign Program
- Main Street Beautification
- Marketing Collateral

Economic Development Toolbox

- Amenities Funding
- Beautification Grants
- Marlborough Area Community Loan Fund
- Rental Assistance
- Tax Reimbursements and Credits

Planning & Technical Assistance

- Amazon HQ2 Bid
- Donald Lynch Boulevard Zoning Analysis
- Marlborough Multifamily Market & Fiscal Impact Analysis
- Marlborough Multifamily Design Guidelines & Development Criteria
- TIF Compliance Reporting
- Walker Building Structural Analysis

"For shoppers and diners, Marlborough was long caught in the shadows between Worcester and Shrewsbury...and Framingham and Natick... Now the city is coming into its own in a serious way."
– The Worcester Business Journal

Multifamily Market & Fiscal Impact Analysis

After the City Council signed off on a temporary cessation on the issuing of special permits for housing projects, MEDC commissioned economic planning and real estate consulting firm RKG Associates Inc. (RKG) to conduct a housing analysis of Marlborough. The study revealed that, although Marlborough was hurt by the most recent economic downturn, the city has recovered swiftly, and real estate prices, activity, and occupancy, as well as local employment, have returned to 2007 levels. According to RKG's analysis, since the start of the millennium, 1,500 new apartments and 700 new owner units have been developed in Marlborough, while the number of households has grown by about 12% and ownership values have risen by more than 81%. Rent levels have increased by 18% in the past 4 years alone, with vacancy remaining below 5%. The study found that, in spite of the housing market growth, local school enrollment has not been affected.

Amenities Funding Program

As part of its efforts to attract new restaurants and brewpubs to Marlborough, MEDC launched a financial assistance program specifically for amenity-type businesses. The Marlborough Amenities Funding Program reimburses one year of rent, up to \$15,000, and 50% of equipment expenses, up to \$10,000, for new food-and-beverage businesses that choose to open in the city. The equipment portion of the program aims to help home brewers to transition to large-scale production and restaurateurs to expand or open a new location. The rental portion aims to alleviate the burden of fixed expenses, while businesses are not yet able to generate income. The Marlborough Amenities Funding Program is the fifth financial incentive tool to be added to MEDC's Economic Development Toolbox.

Hospitality Training Courses

MEDC continued to hold ServSafe Responsible Alcohol Serving, Sanitation and Food Protection Manager Certification and CPR Training courses throughout the year. The courses are an effort to continuously enhance the city's food-and-beverage industry performance and service levels. About 80 local hospitality industry employees attended a total of nine classes in 2017.

Business Outreach & Retention Program

Among other things, MEDC worked closely with state and local officials to bring the China-US Boston Innovation Center and Valeritas to Marlborough. MEDC also helped Ambri and the Astellas Institute for Regenerative Medicine expand in the city, and worked with the new owners of 251 Locke Drive to continue promoting the building and the area. The MEDC team also met with a number of Donald Lynch Boulevard building owners to garner their feedback on how to better drive business to that area.



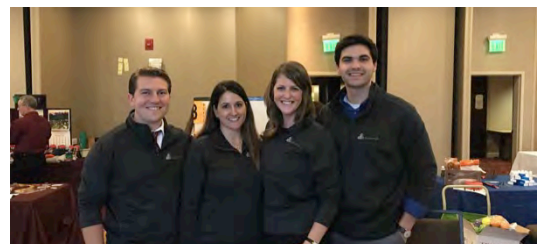
MEDC organized a public meeting to share the preliminary results of its housing study.



Walden Woods Brewing was the first company to avail of MEDC's Amenities Funding Program.



The MEDC team showcased the new Zagster bike-share program at the Heritage Festival.



The MEDC team promoted its Economic Development Toolbox at MRCC's Business Expo.



200+ jobseekers vowed for 500+ jobs at 25 local companies during MEDC's first Spring Job Fair.

Building Marlborough's Image

MEDC attended and hosted conferences, meetings, tradeshow and workshops to promote the city and build relationships with local, regional and national companies, brokers, planners, developers and investors.

FUTURE PLANNING BRAINSTORMING SESSION



Representatives from WMCT-TV and the Mayor's Office joined the MEDC team and the Marlborough community to brainstorm ideas for the city's future.

In May 2017, MEDC organized a Future Planning Brainstorming Reception and invited local government, business and community leaders to share their visions for Marlborough's future. The goal was to formulate a list of priorities for the city and create a roadmap that will guide the development of MEDC's work plan and long-term goals. The brainstorming session revealed that branding the city as a destination and prioritizing the development of its downtown area are among the local community's top priorities that will, ultimately, make Marlborough more attractive to visitors, potential residents, and area employees. As a result of these findings, MEDC set for itself a number of long-term strategic goals, some of which are listed here:

Downtown Marlborough

- Attracting modern amenities like brewpubs, wine bars, cafés
- Hosting more family-friendly events and festivals
- Encouraging a variety of unique uses for existing buildings
- Incentivizing façade improvements and beautification
- Engaging and working closely with local landlords

Future Development

- Promoting Marlborough's redevelopment opportunities, including the Walker Building and the city's airport
- Revitalizing Marlborough's French Hill area and Lincoln Street
- Attracting trendy retail and restaurants for the city's growing young population
- Improving the city's overall connectivity and walkability

EVENTS WE ATTENDED 2017 AT A GLANCE

Business Retention, Attraction, Expansion

- BIO International Convention
- Central Mass BizWorks Meeting ICSC – New England Retail Connection
- ICSC – Boston Next Generation Program
- ICSC – New England Conference & Deal Making
- Massachusetts Economic Development Council Winter Conference
- MassChallenge Start-up Showcase
- MassEcon – Dallas, Chicago, New York Site Selectors Receptions
- MassGrowth Conference
- MassMEDIC Annual Conference / Boston BIOMEDevice
- MBTA Focus 40 Transportation Meeting
- MedTechWorld MD&M East Conference
- MindSetGo
- Moving Together Conference
- Parking Benefits District Workshop
- Site Selectors Guild Annual Conference
- WBJ Economic Forecast Forum

Hospitality & Sports Tourism

- Regional Cultural Convening
- TEAMS Sports Conference & Expo

Community Events & Speaking Engagements

- Berlin Economic Development Committee
- BNI Meeting
- Boston 25 News Zip Trips segment
- Bowditch & Dewey's 3rd Annual Economic Development Summit
- City of Marlborough Annual Clean Sweep
- Community Reader Day
- Framingham Downtown Renaissance
- Marlborough Historic Commission
- Marlborough Labor Day Parade
- Marlborough Regional Chamber of Commerce: Heritage Festival; 2017 Business & Consumer Expo
- Marlborough Rotary Club
- Renaissance Lofts Community
- Special Olympics Massachusetts: 2nd Annual Tournament of Champions
- Westford Economic Development Committee
- Westborough Economic Development Committee

"We've had a great experience working and collaborating with MEDC. And collaboration is key because businesses depend on that in order to be able to thrive."

– Katrina Iserman, Director State Government Affairs, Sunovion

MEDC Founders Reception

The 7th annual Founders Reception gave MEDC an opportunity to share the results of its Future Planning Brainstorming Reception with over 100 local officials, business owners and community members. The event was held at the Special Olympics Massachusetts headquarters, in an effort to introduce local leaders to the sports organization's facility and ongoing work.

Bowditch & Dewey's 3rd Annual Economic Development Summit

Law firm Bowditch & Dewey invited MEDC executive director, Meredith Harris, to speak at its annual Economic Development Summit in Worcester. Harris joined a distinguished panel of guests, including state Secretary of Housing and Economic Development, Jay Ash, Worcester Regional Chamber of Commerce president and CEO, Tim Murray, and 495/MetroWest Partnership executive director, Paul Matthews, to discuss MEDC's efforts to pitch for Amazon's HQ2 RFP.

BIO International Convention

MEDC promoted Marlborough at the Massachusetts Pavilion with Governor Charlie Baker and Assistant Secretary of Business Development and International Trade for the Executive Office of Economic Development and Housing, Nam Pham, as well as MassBio, Mass Life Sciences Center, Mass Development, MassEcon and other state communities. BIO International gave MEDC access to global life sciences leaders and networking opportunities with 16,000+ attendees from 76 countries.

TEAMS Sports Conference & Expo

Presented by SportsTravel magazine, TEAMS is the world's leading conference for the sports-event industry. One-on-one appointment sessions between exhibitors and event rights holders gave MEDC great networking opportunities and helped facilitate real business. Connections and leads came from National Congress of State Games, Drone Racing League, U.S. Figure Skating, and U.S. Quidditch.

Medical Device & Manufacturing East Expo and Conference

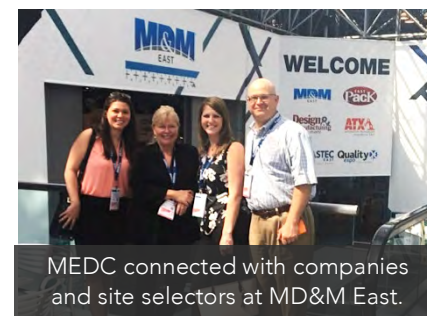
MEDC and Mayor Arthur Vigeant met with 25 Massachusetts companies and five Marlborough-based companies at the MD&M East Expo. MEDC also hosted a site selector event with MassEcon, VHB, Union Point, Mass Development and Cutler Associates. There were 13 companies in attendance.

MassMEDIC Annual Conference / BIOMEDevice Boston

BIOMEDevice allowed MEDC to connect with engineering and medical device companies from all over the world. Marlborough-based Boston Scientific gave a presentation on product development during the expo. MEDC networked with the companies in attendance and met with Marlborough-based businesses.

Site Selection Meetings

MEDC officials met with regional site selectors and real estate professionals in New York, Dallas and Chicago to showcase Marlborough as a business destination.



Building Marlborough's Brand

From running a successful campaign that attracted two brewpubs to Marlborough, to launching a beautiful new visitors website and two promo videos for the city, MEDC's marketing efforts have been yielding results.



LET'S GET BREWING... TOGETHER

- 🍷 Liquor licenses available
- 🍷 Downtown possibilities
- 🍷 Financial incentives
- 🍷 Space available

The City of Marlborough, MA is a former industrial town experiencing an economic rebirth with an influx of new businesses, real estate, and retail. Located just 25 minutes from Boston, Marlborough is quickly becoming a hot spot for the young and trendy, who are living, working and looking for entertainment in the city. With the downtown recently being re-zoned to include brewpubs by right, we are looking for a serious brewer who is ready to move in. We can assist with everything from financial incentives to permitting and more. All you have to do is get in touch!

WANTED:

A motivated brewer who is ready to serve the thirsty patrons of Marlborough, Massachusetts.

INTERESTED?

Visit marlboroughedc.com/brewpub or call us at 508-229-2010 for more info.



**Liquor Licenses
Financial Incentives
Real Estate**

LEARN MORE

**BRING YOUR
RESTAURANT TO
MARLBOROUGH, MA**

Top: Brewpub attraction ad that was published in the May issue of BeerAdvocate magazine

Above & Right: Select restaurant outreach digital ads

Brewpub and Restaurant Outreach

In the spring of 2017, MEDC launched simultaneous marketing campaigns to attract brewpubs and upscale restaurants to Marlborough. To reach brewers, MEDC ran a print ad in BeerAdvocate Magazine and a digital ad with DRAFT Magazine. To reach restaurateurs, MEDC set up a lead-generating campaign through FoodNewsfeed and Restaurant Business. Both ad campaigns were accompanied by designated landing pages on MEDC's website and were promoted through aggressive public relations outreach. As a result, MEDC received more than 50 leads for breweries, two of which have already committed to property leases in the downtown area. **Walden Woods Brewing** is expected to open at 277 Main Street in early 2018. **Lost Shoe Brewing and Roasting Company** will be located at 19 Weed Street, and is scheduled to open in Summer 2018. Both breweries received funding through MEDC's Economic Development Toolbox. MEDC is also in the process of following up with close to 100 leads that were generated through the restaurant outreach campaign.

- OUR BUSINESSES WANT YOUR BUSINESS -



Imagine an Entire City, Ready to Be Served

LEARN MORE

**Bring your upscale restaurant
to Marlborough, MA**

“The economic health of a city is directly tied to the reputation and efficacy of its schools. MPS has appreciated the collaboration with MEDC in shaping our city’s image as a first-rate location.”

– Maureen Greulich, Superintendent, Marlborough Public Schools (MPS)

Promotional Videos

MEDC produced a set of videos, featuring testimonials from local residents, officials and business leaders, for the purpose of showcasing Marlborough to developers, businesses, and area employees. The **“Live, Work, Play” video**, which launched on Facebook in June, is also being broadcast during various community events and distributed through local organizations, companies, hotels, and real estate offices and websites. A shorter version of the video is used as a cover for MEDC’s Facebook page. At press time, the two versions had been viewed more than 130,000 times and shared over 2,200 times on Facebook. The **“Doing Business in Marlborough” video**, which is specifically geared towards business leaders and site selectors, has become an indispensable presentation tool for the MEDC team. It has already been used at dozens of industry and outreach meetings, events and conferences. While the two videos have different purposes, their ultimate goal is to both encourage new businesses and residents to choose Marlborough, and show the existing local community the resources available right in their back yard.

School Engagement

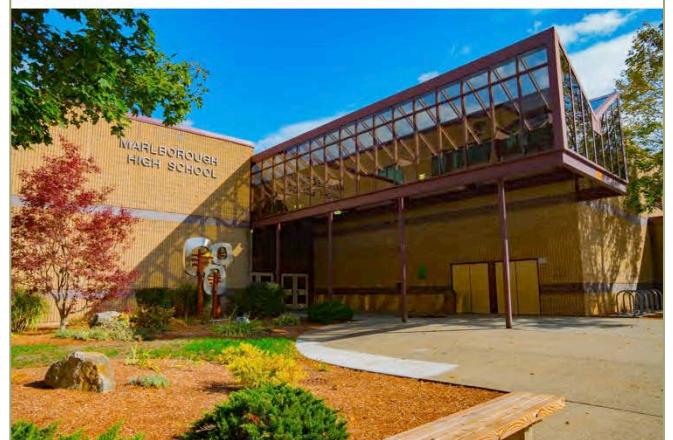
Following feedback gathered through its housing study, MEDC began working with a consultant to develop a marketing strategy and implementation plan to better promote Marlborough’s public school system outside of the city. As part of this effort, MEDC created a **School Engagement Committee** that connects local employers with local talent. MEDC also designed a brochure targeting new Marlborough companies, giving them a list of ways they could get involved with the local schools. In 2018, MEDC plans to undertake a significant branding exercise to better promote the Marlborough Public School system and all that the city has to offer to prospective homebuyers.

MEDC Website

Following a complete redesign in 2016, the MEDC website has become an indispensable information source and business tool for the Marlborough community, its real estate professionals and the MEDC team. In 2017, the website attracted more than 26,000 unique users and 111,000 page views. On average, users viewed about 3 pages per session and the overall bounce rate was under 15%, showing that visitors were highly engaged with the content.



MARLBOROUGH PUBLIC SCHOOLS
PARTNERSHIP OPPORTUNITIES



Right from top: Screenshots from the Live, Work, Play and Doing Business in Marlborough promo videos; Cover for the brochure MEDC created to help new local companies get involved with city schools

Building Marlborough's Brand

(Continued)

NEW ENGLAND SPORTS CENTER

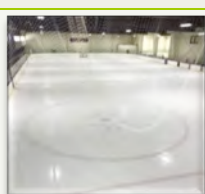


After a major expansion and the addition of two new full-sized rinks, the New England Sports Center became the largest indoor skating facility in the world! Adding nearly 90,000 SF to its original size, NESC grew to 306,830 SF, surpassing the 300,000-square-foot Schwann Super Rink in Blaine, Minnesota. Boasting a total of eight NHL-size and two studio-size rinks, the center now has 150,000 SF of ice surfaces with the capacity to host up to 120 games per day and seat 1,800 people at its main rink (plus, between 300-1,200 at its other rinks). It also includes 76 locker rooms, pro-shop, fitness center, restaurants, arcade and climate-controlled family viewing areas. Programming and ice time range from local high schools and sports clubs to national and international competitions.



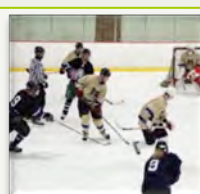
ICE RINKS

10



ICE SURFACES

150,000 SF



GAMES/DAY

120

AWARDS & RECOGNITIONS

City of Marlborough

- 15th - Best Boston Suburb for Millennials – *Niche*
- 35th - Best Places for Families to Live in MA – *WalletHub*
- 43rd in "Education & Health" - Best Small Cities in America – *WalletHub*
- Top 10% - Best American Suburbs for Millennials – *Niche*
- Top 27% - Best Small Cities in America – *WalletHub*
- Tree City USA – MA Department of Conservation & Recreation

Education and Healthcare

- 2nd - Best High School in MA; 98th in U.S. - Advanced Math & Science Academy Charter School – *U.S. News & World Report*
- 100 Best Public High Schools in MA - Advanced Math & Science Academy Charter School; Marlborough High School – *Niche*
- "A" in Safety - Marlborough Hospital – *The Leapfrog Group*

Visit Marlborough Campaign

As part of its efforts to promote Marlborough as a destination for visitors, MEDC ramped up its Visit Marlborough campaign. Visit-Marlborough.com was completely redesigned to showcase the city's attractions, sporting venues, and dining and hospitality options through an eye-catching, modern and mobile-friendly interface. Since its launch in November, the new site has had more than 2,300 page views from close to 1,000 unique users. In an effort to preserve the momentum created by the [Apex Center's opening](#), the [New England Sports Center's expansion](#) and Marlborough's [hosting of the Hero's Cup](#), MEDC attended major industry conferences to promote the city as a regional event and tournament destination. [Advertising banners](#) continued to entice families attending games at the New England Baseball Complex to stay and dine in Marlborough. [Print ads](#) in the 2017 Guide to MetroWest and the 2018 Sports Planning Guide helped reach visitors and events and sports tournament planners.

Left: Screen shot of the new Visit Marlborough website.



“Marlborough has likely been the most proactive MetroWest community in making it a hotter attraction, such as with the new brewpub and a bike-share system.”

– The Worcester Business Journal

Social Media Marketing

MEDC continued to engage with Marlborough businesses and residents, as well as other current and potential stakeholders across the web through its social media channels—Facebook, Twitter and LinkedIn. MEDC’s **Facebook** page hit a milestone 2,000 page likes in November, doubling its following from the previous year. On average in 2017, Facebook posts reached close to 2,000 people and got over 70 engagements per day, tripling the previous year’s averages. MEDC’s **Twitter** page had 1,053 followers at the end of 2017, and an average of about 200 Tweet impressions and 7 profile visits per day.

Public Relations

Throughout 2017, Marlborough and its business community continued to generate almost daily regional headlines, thanks to MEDC’s ongoing public relations efforts and the constant stream of positive news coming out of the city. MEDC’s press releases about the arrival of Walden Woods Brewing, the launch of the Zagster bike-share program, and the number of jobs set to be created by the opening of the Apex Center of New England, generated significant media attention for Marlborough, including coverage in The Boston Globe, Boston 25 News, MassLive.com, Banker & Tradesman, Worcester Business Journal, and MetroWest Daily News. Altogether, 2017 saw close to 500 local and regional articles about Marlborough and its business community.

Marketing

In addition to business outreach, MEDC focused its marketing efforts on local education and city branding. Many of the year’s campaigns were geared towards informing local business owners and residents about MEDC’s work and how its programs can assist individuals and the community as a whole. As part of its strategy to boost Marlborough’s image, MEDC also began working with the local schools to promote their programs and achievements through its social media and digital channels. MEDC 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

With a number of focused advertising campaigns, the MEDC targeted specific audiences and used different channels for each of its objectives. MEDC’s **Think Marlborough** campaign continued to target site selectors, commercial real estate brokers and key decision makers through digital ads in the Boston Business Journal and Banker & Tradesman, as well as print and content ads in Business Facilities Magazine, Worcester Business Journal and Main Street Journal. MEDC continued to market its **Economic Development Toolbox** to both real estate professionals and small business owners and entrepreneurs, through online advertising, social media and direct marketing. The **Visit Marlborough** campaign continued to focus on attracting visitors to the city by placing advertisements in travel guides, magazines and banners at regional sporting events and venues.

MARLBOROUGH, MA
WE'RE ON TOP!

Global Top 21 Intelligent Community
Top 40 Small U.S. City for Hi-Tech Manufacturing
Top 100-Ranked Schools & STEM Programs
Platinum BioReady™ Community
Top 50 U.S. Small City in Education and Health
Best Place to Raise Your Children in Massachusetts

...
6 major highways crossing through the community
60+ manufacturing, 40+ life sciences, 30+ high-tech companies
100+ restaurants, along with rail trails, ponds, beaches and parks

Find out why our city is right for you
MARLBOROUGHEDC.COM

Marlborough
ECONOMIC DEVELOPMENT CORPORATION

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

Visit **Marlborough**
Just a **LINE DRIVE** away
VISIT-MARLBOROUGH.COM
5 Miles East on Route 20

Time
Stay
Shop
Play

Affordable Class “A”
Commercial Space
Think Marlborough
LEARN MORE

Marlborough
ECONOMIC DEVELOPMENT CORPORATION

BRING YOUR RESTAURANT TO
MARLBOROUGH, MA
LEARN MORE

From top: Business Facilities print ad; Visit Marlborough banner that hangs at the New England Baseball Complex; Updated Think Marlborough digital ad; Restaurant outreach digital ad banner.

Setting and Achieving Our Goals

While stabilizing the local residential tax has been the driving force behind MEDC's work, the projects and developments we have taken on will likely have a lasting impact on the city that goes beyond property tax rates.

In 2017, MEDC continued to work on not only attracting new businesses to the city, but also improving the overall lifestyle for local residents. We focused on developing the downtown area through innovative marketing and financial incentive tools, which brought a number of new amenities, including Marlborough's first brewpub to the area. We helped propel the opening of the region's largest entertainment complex and various other businesses, hotels and restaurants located at the Apex Center of New England. We also collaborated with the local schools to promote their offerings and connect them with local employers.

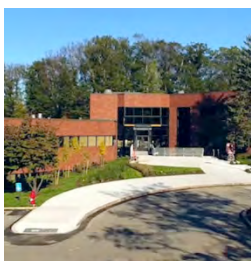
As a major step towards shaping our city's future, we gathered local officials, business leaders and community members for a brainstorming session to help us create a roadmap of goals for MEDC and Marlborough. While branding the city as a destination and continuing to develop the downtown area were among the main long-term objectives that came out of that meeting, here is what we plan to focus on more specifically in 2018.



Developing Downtown Marlborough will be a focal point for MEDC in 2018, with efforts to ramp up infill mixed-use developments and attract trendy amenity-type businesses to serve the city's growing young population.

“Marlborough prides itself on being both a business and a family friendly city and MEDC is the secret ingredient to keeping this balance.”

– Arthur Vigeant, Marlborough Mayor



FILLING EMPTY COMMERCIAL AND INDUSTRIAL SPACES

How we did in 2017: In addition to the Apex Center and the various businesses located there, we helped attract and retain at least 40 companies, which together occupied over 300,000 SF of commercial space in Marlborough and stabilized the commercial vacancy rate at 10%.

What we plan for 2018: We will continue to promote vacant spaces and bolster relationships with commercial brokers, site selectors and potential tenants. We will focus on developing Route 20 East, and promoting Locke Drive, Donald Lynch Boulevard and other areas of the city.



ATTRACTING INNOVATIVE COMPANIES & SUPPORTING LOCAL BUSINESS GROWTH

How we did in 2017: We helped at least 40 companies open or expand in the city, bringing with them more than 450 new jobs. We also approved 10 applications for financial assistance through our Toolbox, which helped create 122 jobs, retain 34 jobs and fill 58,514 SF in Marlborough.

What we plan for 2018: We will continue to promote the city and encourage small business growth through our Toolbox and RLF. We will maintain focus on downtown revitalization efforts by working to attract potential investors and unique users to both the downtown area and Route 20 East.



IMPROVING THE QUALITY OF LIFE FOR RESIDENTS

How we did in 2017: We helped bring two new brewpubs and a new tavern to the downtown area, increasing the number of local amenities available to residents. We contributed to beautification and cleanup efforts along Main Street.

What we plan for 2018: We will look at underutilized properties throughout the city and study ways to revive or convert them. We will continue to drive new and exciting amenity-based businesses downtown, and look at ways to improve Route 20 East and French Hill.



DEVELOPING TRANSPORTATION AND ACCESSIBILITY

How we did in 2017: We continued to explore various options and conducted a study to assess transportation needs and opportunities. We launched a local bike-share program and applied for grant funding to tackle public transportation between Marlborough and the Worcester area.

What we plan for 2018: We will continue to seek transportation solutions and engage with MWRTA and WRTA to explore increased connection between Marlborough and the Worcester area.



SOLIDIFYING MARLBOROUGH'S IMAGE AS A BUSINESS-FRIENDLY CITY

How we did in 2017: We launched two promotional videos for the city and led the charge on the regional Amazon HQ2 bid. We launched a number of public relations and marketing campaigns, which resulted in hundreds of local and regional articles highlighting various wins for Marlborough.

What we plan for 2018: We will continue marketing Marlborough through various means and will devise a marketing strategy to support our long-term economic development goals.



BUILDING SPORTS TOURISM

How we did in 2017: We launched a new Visit Marlborough website, and promoted the city's sports facilities, hotels and other amenities through marketing and events. The city collected over \$900,000 in Local Option Meals Tax and began construction on its second synthetic turf field.

What we plan for 2018: We will work on attracting large sporting events that will create hotel night stays and spur commercial activity. We will continue attending sports conferences to foster relationships with tournament planners.

MEDC 2017 Board

EXECUTIVE COMMITTEE

Chairman

Richard Tomanek
Embassy Suites Hotel

Vice Chairman

David J. Walton
Patriot Ambulance Inc.

Treasurer

Michael Murphy
D.F. Murphy Insurance Agency

Members

Arthur G. Vigeant - *City of Marlborough, Mayor*
Andrea Pion - *The DAVIS Companies*
Joe Delano - *Marlborough City Council, Vice President*
William M. Pezzoni - *Day Pitney LLP*

BOARD OF DIRECTORS

Andrea Pion
Anthony Kotarski
Arthur G. Vigeant
Brian Bouvier
Chris Berglund
David J. Walton
David K. McCay
Diane C. Mohieldin-Schwartz
Doug Kehlhem
Ellen Carlucci
Frank Collins
Greg Mitrakas, Esq.
Joe Delano
Joe Santos
Kevin Malloy
Lauren Baker
Michael Murphy
Richard Grady*
Richard Tomanek
Robert McCabe
Sheila Hennessy
Tom Clay
Walter Bonin
Wes Tuttle
William M. Pezzoni

*Served until August 2017



Thank you for your time.



The Artemas Ward Gateway, Ward Park, Marlborough, MA

CONNECT WITH US



Like us on Facebook:
[Facebook.com/MarlboroughEDC](https://www.facebook.com/MarlboroughEDC)



Follow us on Twitter:
[@MarlboroughEDC](https://twitter.com/MarlboroughEDC)



Find us on LinkedIn:
[Linkedin.com/company/marlborough-economic-development-corporation](https://www.linkedin.com/company/marlborough-economic-development-corporation)



Marlborough Economic Development Corporation

91 Main St., Suite 204
Marlborough, MA 01752
508.229.2010



www.marlbroughedc.com