



MEDC MARLBOROUGH ECONOMIC DEVELOPMENT CORPORATION

2019 ANNUAL REPORT





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Message to the Board



Dear Board Members:

It is an exciting time to be in Marlborough, which is quickly becoming one of the best small cities in the country to live, work and play. I am happy to report that 2019 was a vibrant year that, once again, saw our economy grow, as is illustrated throughout this report.

We've been enjoying robust and sustained growth in the city's tax revenues and home prices, and construction has been booming. Our unemployment and commercial vacancy rates have continued to fall, as we've added nearly 7,000 new living wage jobs since 2012. We were excited to welcome several new companies this year, including Doble Engineering and Candela, which together have brought hundreds of jobs to our city.

I am excited to announce that we have earned a AAA bond rating for the first time in our city's history! This will allow us to save hundreds of thousands of dollars by borrowing at a much lower interest rate.

This year, MEDC worked closely with city officials and Representative Danielle Gregoire to fund and launch a commuter shuttle service, which will help close the last mile transportation gap, connect Marlborough with the state Commuter Rail System, reduce traffic, and give seniors, residents, and visitors alternative means of travel throughout the city.

MEDC plays an important role as an advocate for Marlborough businesses of all sizes, which is why MEDC Executive Director Meredith Harris and I have continued to visit local companies regularly. In my eight years in office, I have made more than 300 company visits, which has proven to be the most meaningful way for me to learn what Marlborough does well and what our community and employers need.

It is without question that 2020 will be an exciting year with several new projects, such as The Fix Burger Bar, coming this year. There is tremendous momentum downtown with the opening of Double T's Tavern, expansion of Welly's, and the success of Lost Shoe and Flying Dreams Breweries, paired with outdoor seating behind City Hall, our wonderful Museum in the Streets walking tour, and multiple festivals with over 2,000 attendees. Main Street is booming!

The collaboration between my office, MEDC, and the City Council continues to push a unified economic development program that communities across Massachusetts admire. I am truly grateful for the work of our Chair Andrea Pion and all the MEDC Board members, because your leadership, participation and support are the keys to sustaining our city'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.

Mayor Arthur Vigeant, City of Marlborough



Dear Board Members:

It's with immense gratitude and privilege that I thank each of you for your countless efforts and contributions to Marlborough's success as I enter my second year as MEDC Chair. In the past year, we've worked together to help realize long-term economic goals and aspirations, creating momentum that will propel the city's growth into this next decade and beyond. As members of the board, you bring to the table a distinctive sense of pride and respect for Marlborough's accomplishments, along with enthusiasm for the future that pushes us towards innovation and advancement.

As in years past, in 2019, we continued to build on to the city's growing reputation as a multi-industry hub and an economic hotspot for both new and expanding businesses. Our relationships with local companies remained high priority, as we worked with employers to optimize their experience in Marlborough, as well as to collaborate on other local projects, such as the city's first STEM council and biannual job fairs. We also renewed an exclusive community partnership to uniquely market Marlborough as an up-and-coming visitor and residential location, showcasing the city's revitalization and increasingly available amenities.

Our achievements are made possible by your unwavering support. Again, I thank you for your commitment and leadership, hours of time and service, and dedication to our mission.

Andrea Pion, MEDC Chair

Cutting-Edge Urban Development

2019 was big for Marlborough and MEDC, as many of the economic development seeds we had been sowing over the past few years began to bear fruit. The downtown area saw major cultural and commercial upgrades, the local business community and job market expanded, and the city's brand equity grew significantly, as we launched and developed innovative initiatives.





By Meredith Harris MEDC Executive Director

Downtown Marlborough is buzzing. Over the past year, the area has emerged as a destination for locals and visitors alike, with live music, dog-friendly patios, trendy concepts and cool events. Change has been slowly coming since 2014, when we first initiated a major rezoning of the downtown to spur economic development. Since then, and especially over the past year, a wave of new businesses have swiftly transformed the area.

Leading the charge are downtown's two new breweries—Flying Dreams Brewing, which landed on Main Street last December, and our very own home-grown Lost Shoe Brewing and Roasting Company, which opened this summer next to City Hall. With the help of MEDC's Economic Development Toolbox, local favorite Welly's, whose outdoor patio was packed all summer long, expanded over the past year, and newcomer Double T's Tavern, added yet another great amenity along the up-and-coming Weed Street. And another emerging downtown area—Lincoln Street—is now primed for major redevelopment, which will be paid for, in part, by a \$2M MassWorks grant the city received in 2019.

Downtown has become a community gathering place. In addition to the well-established Farmers Market and outdoor Concert Series, this year, Marlborough held the city's inaugural Food Truck Festival, which saw more than 2,000 people pour into downtown. The state's first Museum In The Streets, which launched last summer, has also become a major new draw to the city. Our Zagster bike share program has continued to attract both eco-friendly commuters and riders who want to enjoy the beauty of the Assabet River Rail Trail. And, in an effort to make it easier for local residents to connect to the commuter rail and local employees to travel into Marlborough from outside the city, MEDC worked together with the City of Marlborough to launch a free daily shuttle bus service to the Southborough train station.

This growing array of amenities, coupled with Marlborough's unrivaled business-friendliness, helped the city land more than 20 new employers in 2019. Global medical device maker Candela moved its headquarters to the city, leasing 50,000 SF of space and committing to bring 300 new jobs to Marlborough. We also helped to facilitate the move of Doble Engineering, which relocated its headquarters into a 72,000 SF space and built an 8,000 SF addition.

Marlborough's growing number of offerings also made it increasingly attractive to current and potential residents. In 2019, the city was named as one of the Top 10 Boston Suburbs and ranked among the top 17% of the Best Small U.S. Cities, placing 27th overall in "Education and Health" out of more than 1,200 communities nationwide!

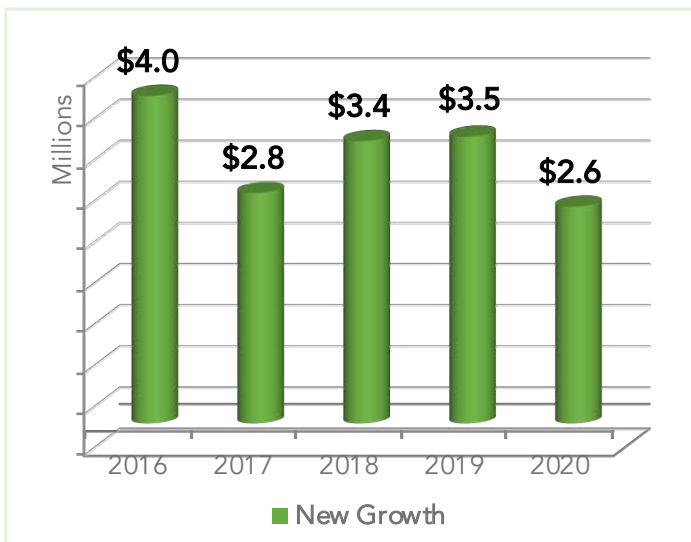
MEDC stepped up its efforts to help better disseminate the message about the quality of the city's education system. We helped facilitate a major collaboration between Marlborough's three secondary schools, while actively participating in the city's first STEM Council. As part of our city branding efforts, we renewed our exclusive marketing partnership with Phantom Gourmet, and worked with consultants NK&A to align external communications across all city departments, in order to establish unified messaging for Marlborough. MEDC also experienced its own transformation, when it rebranded and launched the new logo you see on the cover of this report.

I am proud to say that we, at MEDC, have worked hard to generate both tangible development and intangible buzz for our city and are excited to continue to support Marlborough's growth. Read on to find out more about our successes! 5

The Year In Numbers

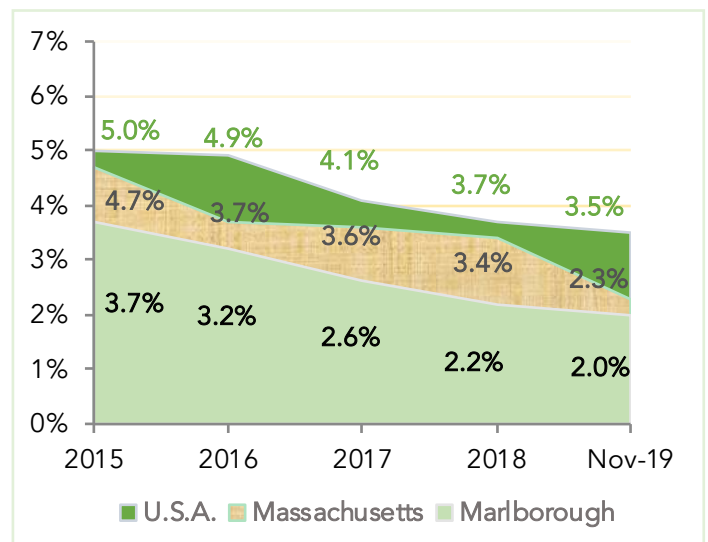
As the city's business community grew in 2019, the unemployment and vacancy rates continued to fall.

NEW GROWTH



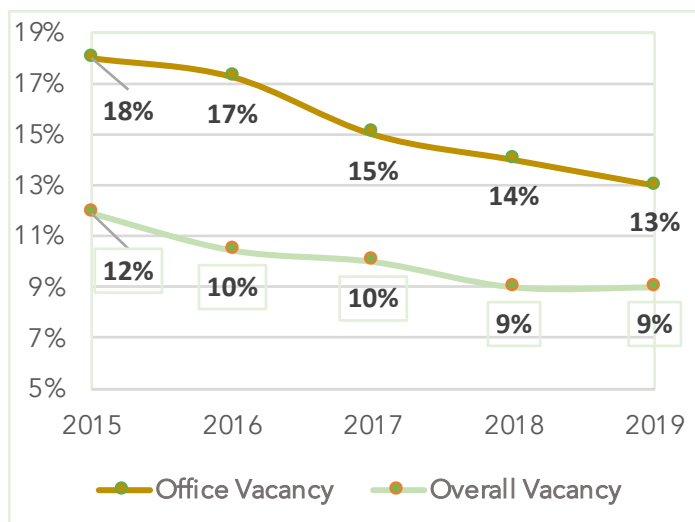
SOURCE: MA Department of Revenue. Numbers represent new growth as applied to the levy limit.

UNEMPLOYMENT



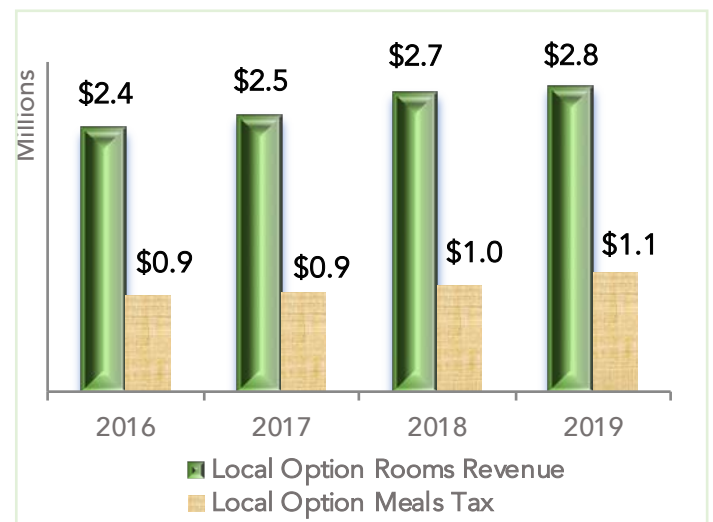
SOURCE: MA Executive Office of Labor & Workforce Development

VACANCY



SOURCE: Regional Resource Group. Numbers include anticipated future move-ins.

LOCAL OPTIONS



SOURCE: MA Department of Revenue



Moves & Expansions

From restaurants to tech startups, over 20 companies moved or expanded to the City of Marlborough in 2019, occupying over 225,000 square feet of commercial space and adding more than 750 jobs.

- **Akoya Bioscience** opened a 25,000 SF office at the Campus at Marlborough.
- **Ben & Jerry's** announced plans to open an ice cream shop in Marlborough early next year.
- **Boston Document Systems** leased a 19,000 SF Marlborough space, where it plans to relocate its HQ.
- **Branches of Marlborough** opened its 52-unit Marlborough facility and brought 100 jobs to the city
- **Candela** moved its 50,000 SF HQ to Marlborough.
- **Doble Engineering** moved into its new 79,000 SF HQ in Marlborough off of Route 20.
- **Double T's Tavern** opened its doors as Marlborough's newest restaurant and bar.
- **Embassy Suites** completed an extensive \$16M renovation of all its rooms and facilities.
- **Foxtec** announced plans to move its operations into a 2,600 SF space in Marlborough.
- **Gerardo's Bakery** announced plans to expand its famous pastry offerings to a Marlborough location.
- **Indo Laboratories** plans to open a new, 10,500 SF testing facility on Simarano Drive in Marlborough.
- **Lost Shoe Brewing Co.** opened its 6,700 SF brewery that seats 100 in downtown Marlborough.
- **Nasuni** opened a 6,000 SF satellite location to support its growing engineering team.
- **Power Line Models** announced plans to move its HQ to Marlborough.
- **Raytheon** disclosed plans to merge with United Technologies in 2020 and expand the company.
- **SPENGA** became Marlborough's newest fitness location after opening its doors at the Apex Center.
- **Tackle Box Brewing Co.** became Marlborough's newest brewery in a shared 16,000 SF space.
- **The Department of Public Health** brought 200 jobs from Boston to its new 25,000 SF site in the city.
- **The Fix Burger Bar** announced plans to open a 6,500 SF Marlborough location in early 2020.
- **Venture X** opened its custom-built 15,000 SF coworking space in the Apex Center.
- **Welly's** expanded its popular dining room by 500 SF.

Our Projects

In 2019, MEDC helped expand Marlborough's growing range of amenities, hosting events to connect the city's community with employment, recreational and business opportunities.



Opportunity Zones

MEDC, along with Day Pitney, LLP, held a free developer info session to address questions about Opportunity Zones and showcase related investment opportunities in the city.



Zagster

MEDC continued to add members to Marlborough's Zagster bike share. In 2019, the city's Zagster program had 36 bikes, 940 members, 2,201 trips and a 50-minute median trip.



Job Fair

MEDC held its annual fall and spring job fairs at Marlborough hotels, each with over 100 attendees and a range of companies present, including Quest Diagnostics, Target, Boston Scientific, and MindtrekVR.



Museum in the Streets

For the second year in a row, MEDC helped the city secure a cultural grant to fund the state's first historical walking tour. The Museum in the Streets consists of 25 info panels, 2 directional maps and printed guides.



Food & Fun Guides

MEDC's new Food & Fun guides list all of the city's amenities, including 100+ restaurants, parks and attractions. MEDC printed over 17,000 copies of the guides this year, and distributed them among hotels, restaurants, businesses and residents.



Hospitality Courses

MEDC organizes and advertises multiple hospitality training courses throughout the year for local hotel and restaurant employees. Courses included ServSafe certifications, CPR training and more.

"We are very excited to be receiving a MassWorks award this year, particularly one that will help move forward our long-term Lincoln Street revitalization efforts."

- Mayor Arthur Vigeant

MASSWORKS GRANT: FRENCH HILL



Marlborough received a **\$2 million MassWorks Infrastructure Program grant** from the state to support and fund the **Lincoln Street Revitalization Project** – a top economic development priority. The funds will be used towards the full reconstruction, addition of public parking and multiple other upgrades to Lincoln Street.

MEDC FOUNDERS RECEPTION



MEDC held its annual **Founders Reception** at the newly renovated Embassy Suites Hotel, where we hosted guest speakers Eddie and Michael Andelman, and honored and thanked our long-time former Chair and Embassy Suites General Manager, Richard Tomanek.

PROJECTS AT A GLANCE

Business Outreach

Business Outreach & Retention Program
Opportunity Zones: Investor Info Session
Phantom Gourmet TV Commercial

Communications & Branding

Citywide Branding & Marketing Initiative
MEDC rebranding
Phantom Gourmet Partnership
"Think Marlborough" Advertising Campaign
Visit Marlborough Advertising Campaign

Community Engagement

"Business Break" TV Show on WMCT-TV
Hometown Heroes Veteran Banner Program
Hospitality ServSafe & CPR Training Courses
Marlborough Commuter Shuttle Service
MEDC Annual Founders Reception
Marlborough Works Spring & Fall Job Fairs
MassHire Interview Workshops
Zagster Bike Share Program

Downtown Marlborough






Main Street Beautification
Marlborough Food Truck Festival
Museum In The Streets
Vacant Downtown Storefront Program

Planning & Technical Assistance

MassWorks Grant – French Hill
Route 20 East Market & Zoning Analysis
Route 20 East Wayside District Zoning
TIF Compliance Reporting

Economic Development Toolbox

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

	\$415,336 awarded
	20 applications approved
	103,540 SF filled
	78 jobs retained
	233 jobs added

CASE STUDY:

Driving Employment and Transportation Growth

"We are very happy to receive the support of the state and our City Council, in order to make the City Shuttle Bus project a reality. This service will create a more functional use of the region's public transportation system, resolve the "last mile" gap, help our local employers attract and retain talent, and provide our residents with an alternative option for their commute."

- Mayor Arthur Vigean

NEED A RIDE?

INTRODUCING THE MARLBOROUGH COMMUTER SHUTTLE BUS



MONDAY - FRIDAY | 5:30 AM - 7:30 PM



Free Commuter Shuttle Bus

"It is exciting to see our city take such an innovative approach towards resolving the "last mile" gap. Besides improving the quality of life for local commuters, this new service will also make the city more accessible to regional talent."

- Meredith Harris, MEDC



History

In 2015, MEDC conducted a transportation study, which suggested that the city needs to look for ways to address the "last-mile" gap. Similar recommendations arose when Mayor Arthur Vigeant and MEDC Executive Director Meredith Harris met with Marlborough business leaders, many of whom were concerned about the lack of transportation to and from the city. A number of company executives said they found it difficult to retain employees, because of this "last-mile" conflict. In an effort to address these concerns, the city and MEDC initiated the free City Commuter Shuttle Bus program in September 2019.

Overview

The City Commuter Shuttle bus service officially launched on September 16, 2019. It connects local commuters to the MBTA Southborough train station, via the Apex Center of New England and the Marlborough Hills business park.

MEDC and the city worked in tandem to coordinate this new program, contracting with A & A Metro Transportation to manage and operate the shuttle bus. The free service kicked off with the full use of a single 12-passenger handicap-accessible van, which currently runs 5:30am-7:30pm, Monday to Friday.

Since its launch, the free shuttle service has received overwhelmingly positive feedback and a number of commuting Marlborough residents and employees have started to rely on it as a dependable source of transportation. To date, over 30 riders are registered to use the shuttle service, and the number is expected to grow over the next year.

Details

- 🚌 6 round trips daily (3 morning and 3 evening)
- 🚌 3 stops: Marlborough Hills, Apex Center, Southborough Train Station
- 🚌 Marlborough Senior Center uses between 9:30am- 3:30pm for day trips and doctor's appointments
- 🚌 Designated parking located at Marlborough Hills, behind the Hilton Garden Inn
- 🚌 Free to park & ride for city residents and employees

Furthering Marlborough's Vision

Marlborough's reputation as an ideal site for potential investors and a prime destination for tourists and residents is steadily growing. In 2019, MEDC represented the city at over 30 local, regional and national events.





EVENTS AT A GLANCE

Business Retention, Attraction & Expansion

495/MetroWest Partnership Conference
 AUVSI XPONENTIAL Tradeshow
 Bio International Convention
 Econ. Development Engagement Session
 ICSC: New England Retail Connection
 Life Sciences Tax Incentive Session
 LOCUS Mass Opportunity Zone Convening
 MA Municipal Partnerships Conference
 MassDOT Workforce Transit Forum
 MassEcon Annual Conference
 MassEcon Site Selectors Receptions
 MedTech World Tradeshow & Expo
 MERC Annual Conference
 New England Real Estate Journal Summit

Hospitality & Sports Tourism

Discover New England Tourism Summit
 MetroWest Visitors Bureau MetroFest
 Phantom Gourmet Craft Beer Phest
 Phantom Gourmet Food Festival
 Phantom Gourmet Wine & Food Phest
 Phantom Gourmet Winter Phest

Community Events & Speaking Engagements

AdvaMed MedTech Luncheon & Bus Tour
 Beers & Careers Podcast with The DAVIS Cos.
 Community Reading Day
 Governor Baker's Quest Diagnostics Tour
 Horribles Parade / Downtown Trick or Treat
 Infrastructure Roundtable
 MA Mayors Association Meeting
 Marlborough Hills Transportation
 Marlborough Labor Day Parade
 STEM Council's M20 Summit
 Taste of Apex
 Value of Opportunity Zones Panel
 Venture X - Be a Part of the Art
 WGBH News Feature Report

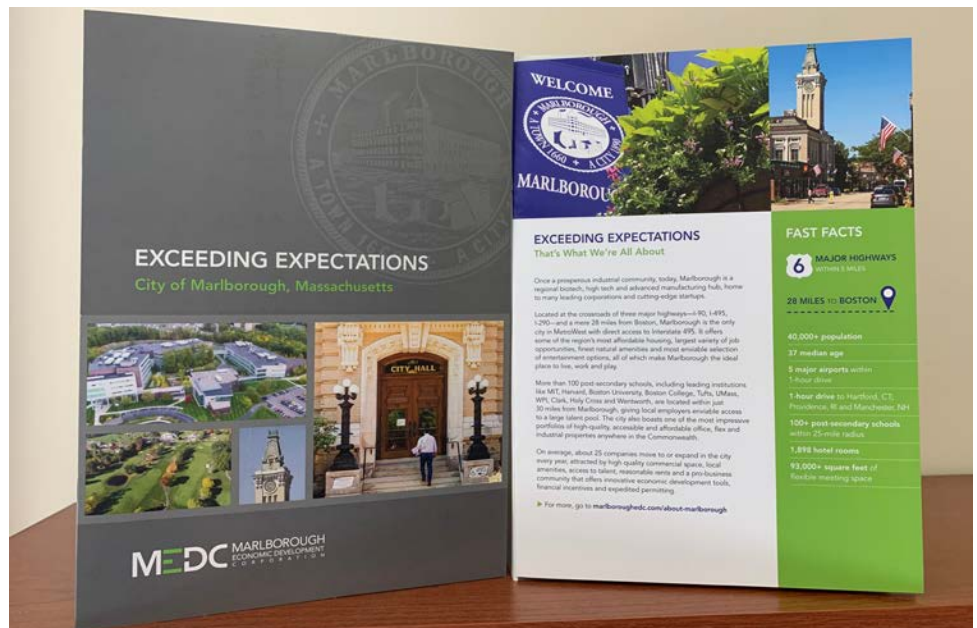
FOOD TRUCK FESTIVAL



MEDC, along with The City of Marlborough and the Central Massachusetts Food Truck Alliance, hosted the first annual Food Truck Festival in Downtown Marlborough. Over 2,000 attendees, 20 food trucks, and 6 local restaurants and breweries participated, including The Vin Bin, Welly's, FISH, Flying Dreams, Lost Shoe, and Strange Brew.

Building Marlborough's Brand

In addition to its ongoing marketing efforts, in 2019, MEDC focused primarily on brand building for both itself and the city.



MEDC Rebranding

In March 2019, MEDC launched a new logo, marking the most dramatic change in its visual identity since its renaming in 2010. Designed by local graphic artist Doreen Moscillo-Howes, the new logo projects a progressive identity of continued economic growth. Also in 2019, MEDC unveiled its newly redesigned "Think Marlborough" marketing folders, which contain a full update of visual and factual content that complements the organization's and the city's new modernized brand identity.



Schools & Citywide Branding Initiative

Along with branding consultancy NK&A Associates, MEDC worked with the city departments and the local schools to refine the city's brand messaging and streamline all external communications. In 2019, NK&A continued to collaborate with the various local stakeholders to implement and execute its recommendations, create and print marketing materials, facilitate a citywide communications calendar committee, and hold monthly meetings with each city department.



Restaurant Outreach

MEDC renewed its exclusive partnership with the popular TV show Phantom Gourmet. As part of the year-long collaboration, Phantom Gourmet also produced a new 30-second commercial that aims to attract restaurateurs to Marlborough by highlighting the city's business friendliness, expedited permitting and financial incentives. MEDC's exclusive relationship with the TV show also helped to motivate Niche Hospitality to open a second location of its popular brand The Fix Burger Bar in Marlborough.



MEDC Website

In 2019, the MEDC website attracted more than 26,000 unique users, 87% of whom were new visitors. About 30% of all users found the website through organic search, while social media continued to be the largest referral channel, accounting for 38% of all inbound traffic.



Public Relations

In 2019, MEDC continued to focus on media outreach, which resulted in hundreds of online news articles mentioning MEDC and thousands referring to the city, its schools, businesses and community organizations. The organization also published op-eds promoting Marlborough in Banker & Tradesman and Main Street Journal. MEDC continued to distribute its monthly City Happenings! newsletter to over 2,000 email subscribers, about 30% of whom regularly engaged with the content.



Social Media

MEDC continued to engage with the Marlborough community online, mainly through Facebook and Instagram. Its Facebook page followers rose by 20% year-over-year, reaching 3,236 by the end of 2019. On average, Facebook posts reached close to 1,400 people and got about 90 engagements per day in the past year. MEDC's Instagram account acquired hundreds of followers in 2019, and is showing great potential for growth in 2020.



Advertising & Marketing

In 2019, MEDC continued to use marketing as an educational tool, aimed at both promoting its own offerings and showcasing the city as a great place to live, work and play. Some of its advertising campaigns included advertorials and full-page print ads in the Worcester Business Journal, Main Street Journal and Community Advocate. MEDC also published a new Food & Fun guide to promote the city's dining and entertainment offerings.

RECOGNITIONS



Top 10 Boston Suburbs
- *HomeSnacks.net*



Top 17% of The Best Small U.S. Cities
- *WalletHub.com*



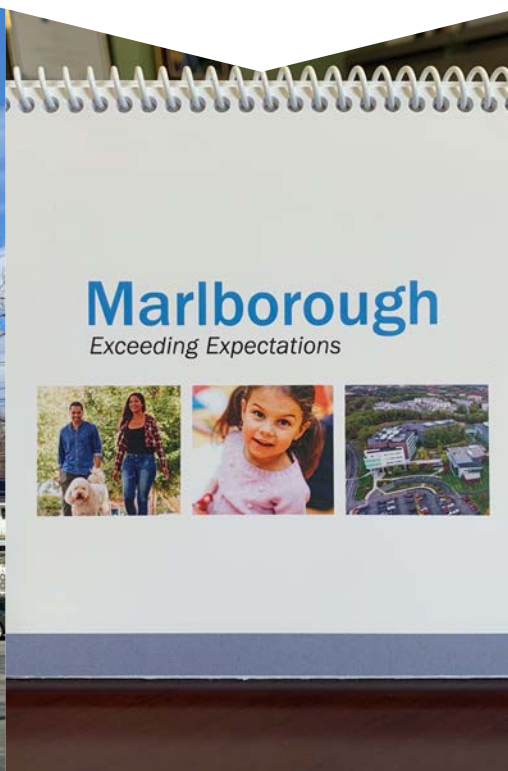
27th overall in "Education & Health" among 1,200+ of The Best Small U.S. Cities
- *WalletHub.com*



First AAA bond rating
- *S&P*



First MA community to install Museum in the Streets



Setting & 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.

2019



FILLING EMPTY COMMERCIAL AND INDUSTRIAL SPACES

More than 20 companies from a variety of industries, including Candela, Doble Engineering, Venture X, Nasuni and Akoya Biosciences, moved or expanded in Marlborough, filling over 225,000 SF of commercial space and bringing the commercial vacancy rate down to 9%. We worked with the City Council to approve zoning changes in French Hill and along Route 20 East.



2020



We will continue to promote vacant spaces and bolster relationships with commercial brokers, site selectors and potential tenants and investors. We will continue to develop the French Hill neighborhood and the Route 20 East corridor, while promoting the SouthWest Quadrant and other commercial areas of the city.

ATTRACTING INNOVATIVE COMPANIES & SUPPORTING LOCAL BUSINESSES

Through MEDC's Economic Development Toolbox efforts, we assisted the growth and expansion of The DAVIS Companies, Welly's and the Post Road Art Center, as well as attracted two new innovative companies: Power Line Models and Foxtec.



We will continue to encourage small business growth through our Toolbox and Revolving Loan Fund. We will focus on the revitalization of Downtown and French Hill and will increase awareness of available programs for new and existing businesses.



2019



2020



IMPROVING THE QUALITY OF LIFE FOR RESIDENTS

We saw the opening of three new breweries, helped launch the state's first Museum in the Streets, and managed the city's Zagster bike-share program. We continued beautification efforts along Main Street and Lincoln Street, and received a \$2M MassWorks grant to improve the Lincoln Street corridor.



We will continue to focus on adding unique amenities to the downtown area, while working to attract investors to aid revitalization efforts in the French Hill neighborhood and along the Route 20 East corridor.

DEVELOPING TRANSPORTATION AND ACCESSIBILITY

With help from the City Council, Mayor Vigeant, and State Rep. Gregoire, we launched the city's own Shuttle Bus Service to and from the Southborough MBTA station, helping close the "last mile" gap for commuters, while servicing our senior population.



We will continue to promote the shuttle service, evaluate ridership and look for grant funding to help secure long-term sustainability options.

SOLIDIFYING MARLBOROUGH'S IMAGE AS A BUSINESS-FRIENDLY CITY

We fostered relationships with commercial brokers and site selectors, while promoting Marlborough to companies at tradeshow and receptions in New York, Philadelphia, Chicago and Dallas. We introduced a new MEDC logo, and continued to work with NK&A to develop long-term city-wide branding and marketing strategies.



We will continue to promote the city and will create a new marketing campaign to support our short and long-term economic development goals. We will continue working with NK&A to increase Marlborough's visibility and brand.

BUILDING HOSPITALITY AND SPORTS TOURISM

We promoted the city's sports facilities and hotels through marketing and various events, and renewed our exclusive partnership with Phantom Gourmet. The city collected over \$1 M in Local Option Meals Tax, which will go towards improving the city's parks and fields. We worked with Niche Hospitality to attract the city's newest restaurant, The Fix Burger Bar.



We will continue to host training opportunities for Marlborough's hospitality industry. We will collaborate with Phantom Gourmet, and the local hotel, restaurant and sports groups, to promote Marlborough and draw new visitors to the city.

INCREASING WORKFORCE DEVELOPMENT OPPORTUNITIES

We actively engaged with the Marlborough STEM Council to bolster relationships between the city's three high schools and the business community. We helped strengthen school-to-business connections, held bi-annual job fairs and maintained a jobs page on our website for local job seekers and employers.



We will continue to explore opportunities with state and local officials, as well as local companies, to prioritize the development of Marlborough's workforce. We will ensure that job seekers of all ages are aware of and well-prepared for the job opportunities that are available to them.

MEDC 2019 Board



Executive Committee

Chair

Andrea Pion
The DAVIS Companies

Vice Chair/Secretary

David J. Walton
Patriot Ambulance Inc.

Treasurer

Michael Murphy
D.F. Murphy Insurance Agency

Members

Arthur G. Vigeant
City of Marlborough, Mayor

Michael Ossing
Marlborough City Council

Richard Tomanek
Embassy Suites Hotel

William M. Pezzoni
Day Pitney LLP



Board of Directors

Andrea Pion
Anthony Kotarski*
Arthur Vigeant
Brian Bouvier
Brian Douglass**
Chris Berglund
Christopher Horblit
Daniel Stanhope
Dave Walton
David McCay
Dean Dorazio
Diane Mohieldin
Doug Kelhelm
Ellen Carlucci
Greg Mitrakas
Joe Santos
Katrina Iserman
John Logomasini
Kevin Malloy
Michael Murphy
Michael Ossing
Michael Rodrigues
Richard Tomanek
Tom Clay
Wes Tuttle
William Pezzoni

*served until August 2019

** began serving September 2019



Thank You For Your Time



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ECONOMIC DEVELOPMENT
CORPORATION

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