

Amazon HQ2

*The Choice for Billerica, Tewksbury, Lowell,
and the Middlesex 3 Region
October 2017*



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Executive Summary

Billerica, Tewksbury, and Lowell have a unique opportunity to support Amazon as they satisfy their workforce needs, create the dynamics for future success in their marketplace, and transform the region. **THIS SITE AND REGION ANSWERS ALL THE REQUIREMENTS** plus includes great added value for an Amazon headquarters and their employees.

Exceeding the Requirements:

This proposal exceeds all the requirements requested. Particularly in the areas of Housing and Education, we are pleased to say that we exceed the requirements in all other areas: Public Transportation, Airport Proximity, Highway Access, Existing Buildings and Associated Sites. We also exceed in our collaboration among State and local governments to support a development of this potential.

Location and Acreage:

Located less than a mile from Interstate 495 and bisected by the MBTA Commuter Rail line is Riverview Business Park. This is an existing 563,000 square foot facility on a 135 acre campus. There is a 20 acre pad-ready site on the site. Adjacent to Riverview is another 130+ acre Greenfield site currently the location of Baker Commodities. This business has generously offered to participate in the region's pitch to Amazon. The Riverview/Baker Commodities sites offer a singular opportunity to develop a pedestrian friendly campus along the Concord River. Furthermore, almost immediately across the street is Brookwood Commerce Center – a 44 acre, 6 building, 448,000 SF center.

Regional Expansion-Lowell:

There is excellent regional expansion potential for Amazon, its suppliers or vendors such as the Hamilton Canal Innovation District (HCID) in Lowell. The HCID is creating a new mixed-use transit-orientated neighborhood reconnecting Downtown Lowell with the City's transportation infrastructure at the Gallagher Intermodal Transit Center (passenger service to Boston) and the Lowell Connector highway. The HCID has a fully entitled master plan for the district which will contain tremendous cultural, social, recreational, and dining amenities. These amenities will assist Amazon to address the needs of a growing workforce.

Connecting the Region:

The Middlesex 3 region follows Route 3 south from the New Hampshire border to Rte. 95. The communities of the Middlesex 3 region have a growing, highly educated population of over 310,000 with an enviable mix of rural, suburban, and urban living possibilities for employees. The proximity to Boston means that the amenities of a world-class city can be accessed without adding cost to a company's bottom line. Massachusetts is a magnet for entrepreneurs, and the colleges and universities – 52 of which are located within 30 miles of the site at Riverview Business Park – provide ample technical talent for a company like Amazon.



Multinational and National Presence:

Many key corporations have relocated to the Middlesex3 region for their businesses. Recognizable corporate names like Markley, Keurig, EMD Serono, iRobot, Kronos, Red Hat, Raytheon, EMD Millipore, Oracle, Shire, and GE, have located here. There is a very good reason: Route 3 and the access to the major regional highways of Routes 128, 495 and 93. State-of-the-art infrastructure has enabled the region to attract high quality and diverse companies in the life sciences, high tech, alternative energy and homeland security industries. Amazon would be well suited among the other national and international companies located here.

The political and business leaders of each community of Billerica, Lowell and Tewksbury are available at any time to meet and discuss the merits and enhancements of this excellent opportunity contained in this proposal.

Acknowledgements:

As with any regional response this document could not have been completed without the support and efforts of a collaborative team.

Thanks go to: State Senator Cindy Friedman, State Senator Eileen Donoghue, State Representative Marc Lombardo, State Representative Rady Mom, State Representative Thomas Golden, Jr., and State Representative David Nagle

Middlesex 3 Coalition: Board of Directors, Stephanie Cronin, and Erin Kokinda.

From Northern Middlesex Council of Governments: Beverly Woods and Jay Donovan

From Billerica: the Board of Selectmen, Town Manager John Curran, Assistant Town Manager Cathy O’Dea, and Katherine Durand.

From Lowell: Mayor Edward Kennedy, City Manager Kevin Murphy, and the economic development team of Kevin Coughlin, Tom Lamond, Maria Dickinson, and Allison Lamey, and all the city partners that provided data and letters of support for this document.

From Tewksbury: the Board of Selectmen, Town Manager Richard Montori and Assistant Town Manager Steve Sadwick.

From Bedford: the Board of Selectmen, Town Manager Richard Reed, and Economic Development Director Alyssa Sandoval.

From Burlington: the Board of Selectmen, and Town Administrator John Petrin.

From Chelmsford: the Board of Selectmen, Town Manager Paul Cohen, and Community Development Director Evan Belansky.

From Dracut: Town Manager Jim Duggan

From Lexington: the Board of Selectmen, Town Manager Carl Valente, and Economic Development Director Melisa Tintocalis.

From Tyngsborough: the Board of Selectmen, and Town Administrator Matthew Hanson.

From Westford: the Board of Selectmen, Town Manager Jodi Ross, and Director of Land Use Management Chris Kluchman



Riverview/Baker Commodities/Brookwood

Riverview Business Park (495R Billerica Avenue): Phase 1



Aerial view of Riverview Business Park; Baker Commodities to the South, and Brookwood Business Center across Woburn Street.

Existing space:	563,322 square feet
Expansion:	The site includes a 20-acre parcel for contiguous or stand alone expansion.
Uses:	R&D office, high-tech, manufacturing, light assembly and warehouse / distribution
Zoning:	Industrial
Year completed:	1970-1975
Structure:	Steel frame with brick, metal and glass panel exterior
Floor plates:	Upper level: 400,000 square feet; Lower level: 120,000 square feet
Loading:	11 loading docks; six (6) drive-in docks; space to add docks depending on a tenant's need
Parking:	1,814 surface spaces; expandable
Utilities	
Gas:	National Grid
Electric:	National Grid
Water:	Town of Tewksbury
Sewer:	City of Lowell
Power:	27,800 amps - 25,800 amps at 480/277 volts; 2000 amps at 208 volts
HVAC:	Closed loop system with air handlers, boilers, and condenser in 50% of the building.
Life safety:	New FCI fire alarm panel; wet sprinkler system
Tel/data:	Verizon. Additional conduit installed from the street to the building to accommodate multiple providers

Existing Building and Associated Sites



- Riverview is a world-class, 130-acre campus located just a ½ hour north of Boston.
- Offering flexible space and state-of-the-art amenities, the property is a premier destination for corporate office users.
- In addition to the existing 560,000+ square foot facility, there is a 20 acre pad site immediately across from the property in Tewksbury that can be developed.
- The site is zoned industrial and, like Riverview, is bisected by the Commuter Rail line running from Lowell to Boston. It is the Town’s expectation that the MBTA can add a specific Amazon stop onto the rail line as they did for New Balance in Brighton.
- The site is located ¾ of a mile from Exit 37 on Interstate 495. It is the Town’s expectation that as a result of Amazon choosing the location that the Commonwealth of Massachusetts will use the MassWorks Infrastructure Grant program to enhance the off-ramp from I-495, the entrance and addition of a traffic signal into the site from Billerica Avenue, and the addition of sidewalks along Billerica Avenue.
- The property is currently on the market.
- Key Contact: Bill Manley, *Chief Executive Officer*, **Calare Properties**, 978-627-1061, wmanley@calare.com



Campus images from Riverview Business Park



Baker Commodities: Phase 2/Phase 3+



The Baker Commodities facility located at 134 Billerica Avenue; shown in context to Riverview and Brookwood

- The site is 130 acres along the Concord River.
- The site is not currently developed and engineering would be able to determine the exact build out potential.
- Using the current Industrial zoning, the maximum allowed site coverage is 50% and the maximum height is 45' above grade; the potential for multiple 4-story buildings.
- The Town of Billerica has Planned Unit Development (PUD) mixed use language within the Zoning By Laws. This language gives more flexibility and density for developers. As an example, Billerica's PUD overlay allows for buildings of 5 stories (54') which is greater than the existing underlying zoning (Industrial - 45' above grade plane) and there is much more flexibility on parking requirements.
- The Town of Billerica would place the mixed use overlay onto the property as early as necessary to facilitate pedestrian site design.
- Like Riverview, Baker Commodities is bisected by the Commuter Rail line running from Lowell to Boston.
- The site has electric, water, and telephone service. Sewer passes in front of the property, but it is not actually connected at the moment.
- The property is not currently on the market; however, the Town of Billerica has done outreach to the owners, Baker Commodities, and received a commitment from them that they will partner with Billerica and Amazon for the HQ2 proposal.
- Key Contact: Walter Gurschick, *General Manager, Billerica, Baker Commodities*, 978-454-8811, wgurschick@bakercommodities.com





Brookwood Business Center: Phase 2/Phase 3/Campus Development Potential



Brookwood Business Center's six buildings are located in Billerica and Tewksbury. The Baker Commodities site and the Commuter rail can be viewed to the northwest.

- The property, which was constructed between 1985 and 2001, consists of two two-story office buildings and four single-story flex buildings that collectively contain 448,616 square feet of rentable space on 44 acres.
- The site is zoned industrial, the building are tied into water, sewer, and electric.
- The site is immediately across the road from the Baker Commodities site. The development of a pedestrian friendly campus is definitely a possibility.
- The site was purchased in 2010 for \$15,000,000
- The current owners have submitted a Storm water O&M plan to Billerica's Conservation Commission which is a first step toward selling the property; however, the property has not been marketed yet.

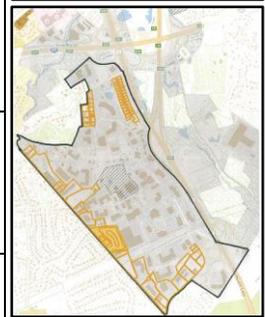


Street level images of the building types located on the Billerica Business Center campus.



Regional Expansion for Amazon, Suppliers, or Vendors

Regional Expansion for Amazon, Suppliers, or Vendors		
Community	Location	Notes
Bedford	35 Crosby Drive	This vacant building was formerly used as Hologic's executive office, manufacturing and R&D space. The 3-story, 201,600 square foot building is a modern facility that can accommodate a variety of uses for today's evolving tenant base, offering accessibility to major highways (Routes 128/3) and surrounding retail destinations.
Billerica	290 Concord Road	290 Concord Road is a high quality, single tenant 143,000 square foot office building. Its premier interchange location is coupled with its modern amenities, including a full service cafeteria, a health club, ATM, lightning protection, and robust backup power and UPS systems.
Burlington	Northwest Park	Northwest Park has various unique office spaces with ample on-site parking in addition to meeting venues within walking distance. Amenities, like luxurious living nearby at The Tremont, retail, 5 on-site restaurants, easy access to route 3, I-95/128, electric car charging, and jogging trails, bring state-of-the-art facilities and healthy lifestyle options to the suburbs.
Chelmsford	Route 129 Business Amenities Overlay District	With Boston just 20 miles to the south and New Hampshire only minutes away, Chelmsford's Route 129 business corridor is conveniently located for customers, suppliers, and employees. The "129 business corridor" is further enriched by its distinct location at the intersection of Interstate 495 and Route 3, which strengthens the competitive advantage of all businesses in the corridor; the Chelmsford - the Crossroads of Community and Commerce.
Lexington	Hartwell Avenue District	Bordered by Hanscom Air Force Base and home to MIT Lincoln Laboratory, this district is one of the most prominent defense industry and life sciences related hubs in the Boston area.
Lowell	Hamilton Canal Innovation District	A new mixed-use transit-oriented neighborhood reconnecting Downtown Lowell with the City's transportation infrastructure. At full completion the project will include the development of over 700 new units of housing, up to 55,000 square feet of retail, and up to 450,000 square feet of commercial/office space.
Tewksbury	836 North Street	The Center at Innovation Drive (CID) consists of four connected buildings totaling over 700,000 rentable square feet of creative office and flexible space. This offers a one-of-a-kind experience and flexibility for suburban Boston tenants of all sizes. An engaging workplace in renovated R&D space, CID is designed for the future rather than the past.
Tyngsborough	24 Old Tyng Road	Tyngsborough has 118-acre site of light industrially zoned land immediately off of Exit 34 on Route 3 North. Owners have a proposed site master plan and are looking for a developer interested in the site.
Westford	210 Littleton Road	210 Littleton Road is a two-story 53,000-SF, Class A office building strategically located less than a half mile off Exit 32 on I-495. Situated on a picturesque 22-acres with a pond and beautifully landscaped grounds, the site offers a quiet setting within walking distance of numerous amenities and highly visible corporate neighbors.

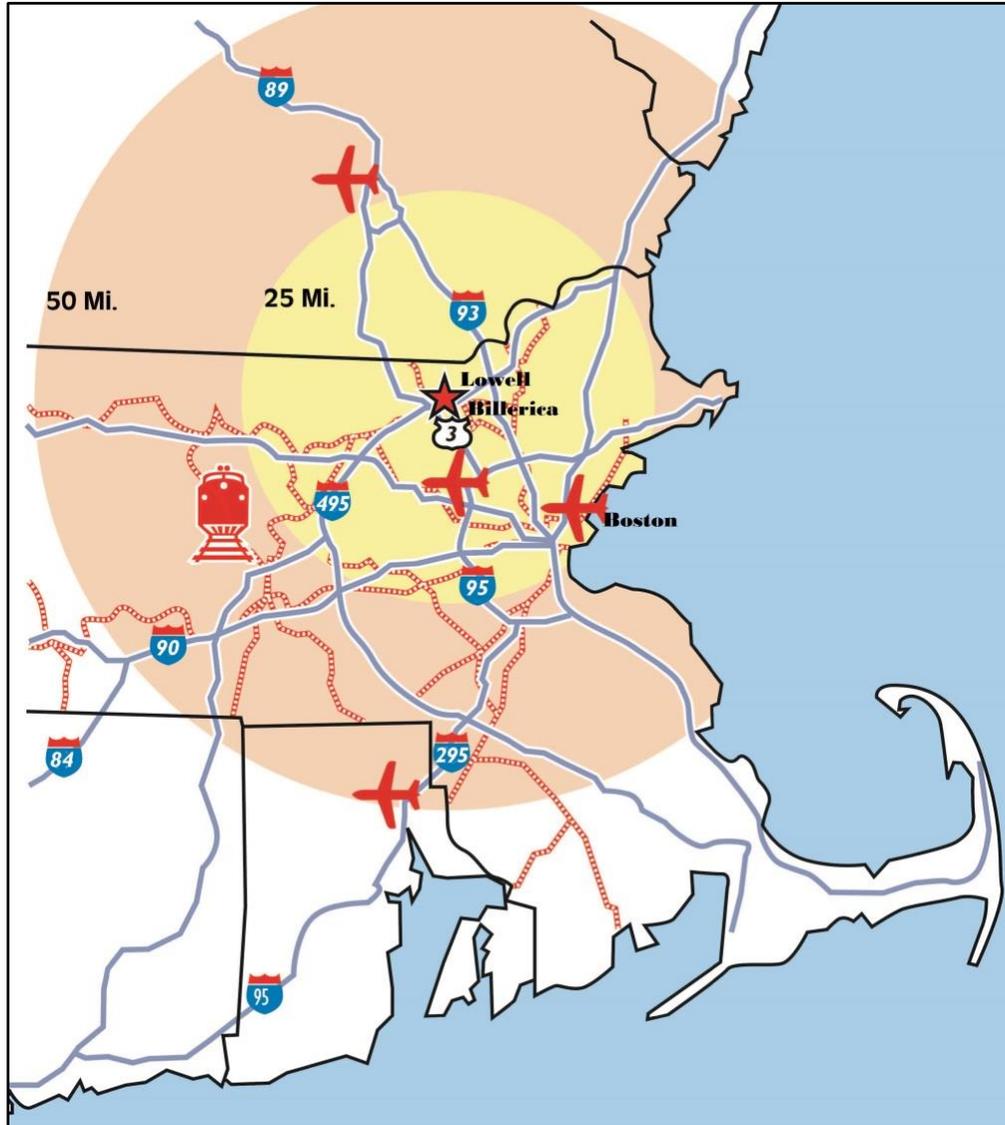


Regional Expansion for Amazon, Suppliers, or Vendors



Highway Access

- Route 3 acts as a major connector between two of the most traveled highways, Interstate 495 and Interstate 95/Route 128, in Massachusetts.



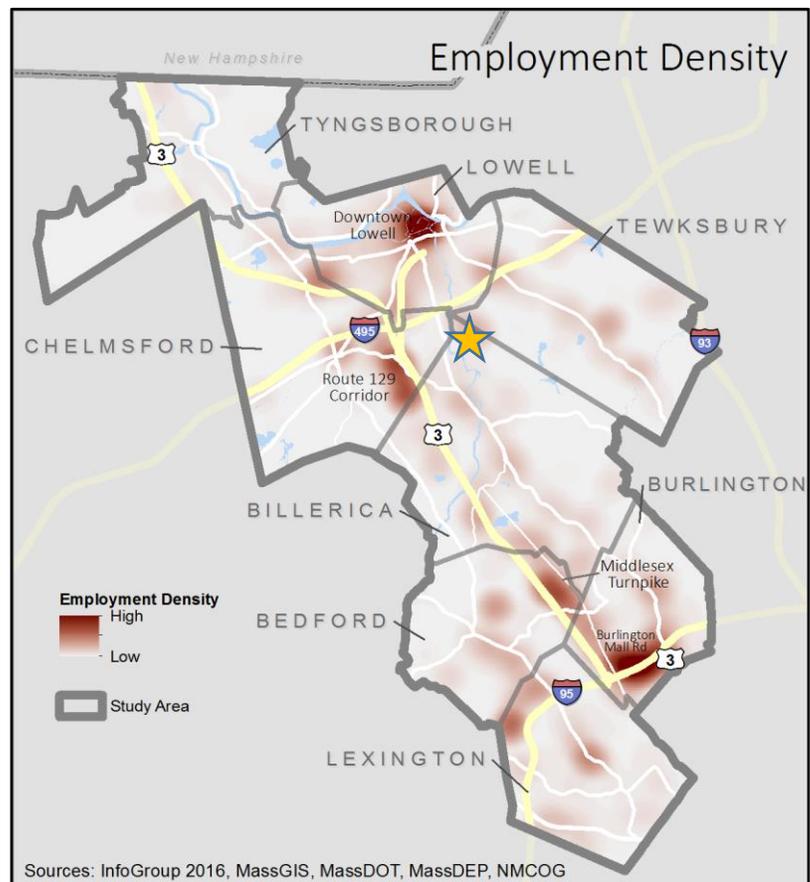
- A 30-mile radius goes from the edge of Manchester in the north to Worcester in the west in addition to covering all of Boston. The proximity to Interstate 93, Interstate 495, Interstate 95, and Route 3 are all means to bring the talent to the region.
- The economic density of the urban core in Downtown Lowell in the north and in Burlington to the south highlight the enviable position of the Riverview site located between these two amenity centers.

Highway Access



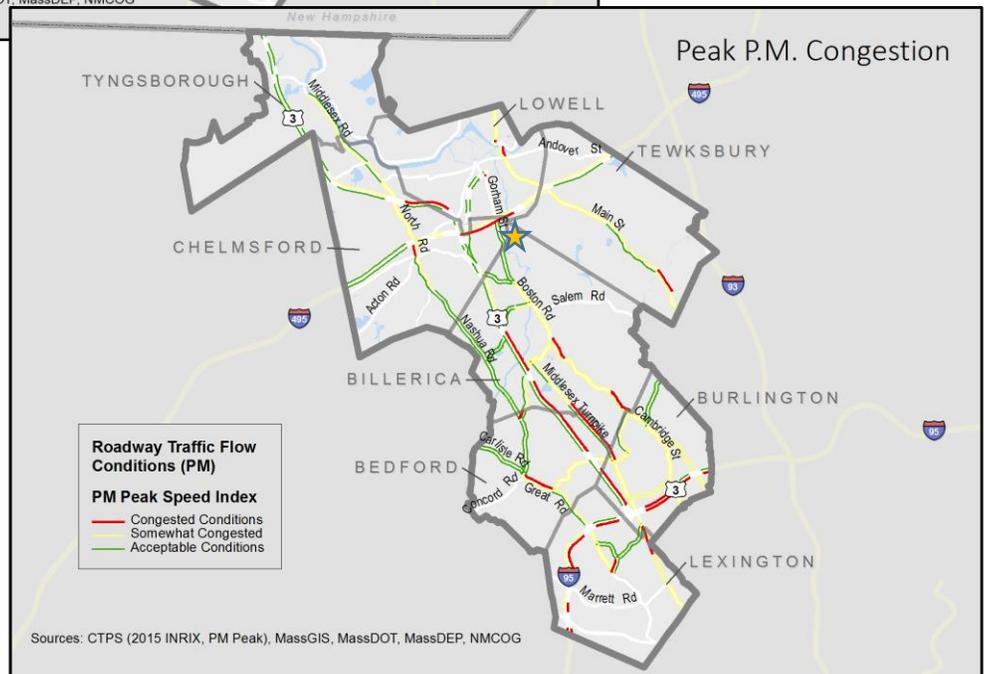
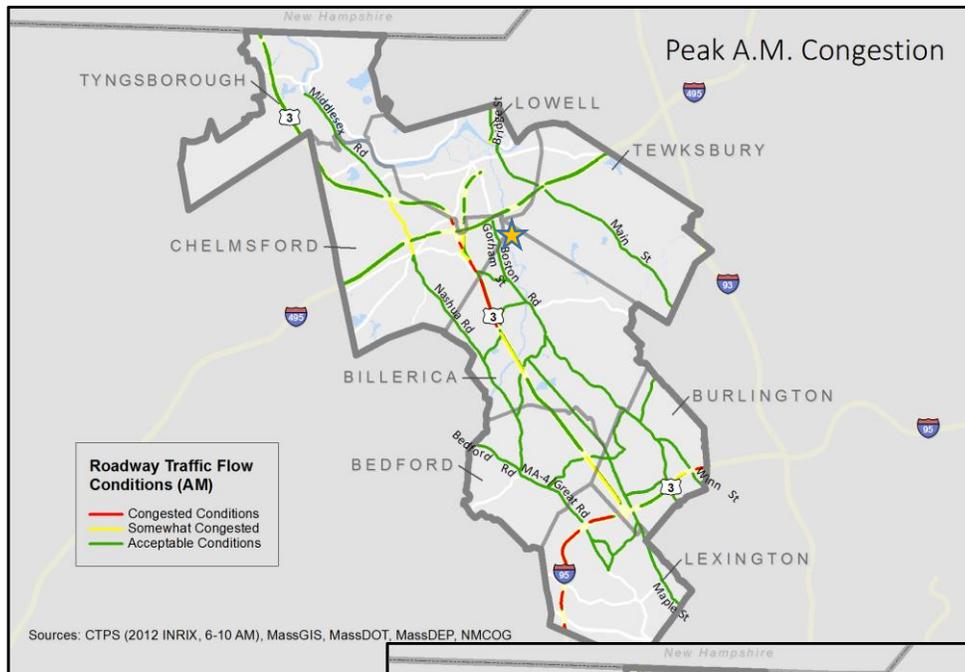
- Regional Highway Network Descriptions

- **Interstate 93** runs in a north-south direction from the Boston Metro area to St Johnsbury, Vermont for a total of 189 miles. I-93 serves Boston, Manchester, NH and Concord NH carrying approximately 150,000 vehicles per day through the region. I-93 provides direct access to international airports in Boston (Logan) and Manchester, NH, as well as the Conley Marine Terminal in South Boston.
- **Interstate 95** runs in a north-south direction through Massachusetts, originating at the Rhode Island border and connecting greater Boston to New Hampshire and Maine to the north. In the Boston metro area, I-95 joins with State Route 128 and follows a circumferential route between Canton and Peabody Massachusetts, essential looping around Boston. I-95 serves the Lowell area with interchanges at I-93 in Woburn and U.S. Route 3 in Burlington. I-95 carries approximately 190,000 vehicles per day near its interchange with I-93.
- **Interstate 495** is an auxiliary route of I-95 running for 120 miles in a circumferential manner around the Boston metropolitan area. I-495, beginning in Wareham and ending in Salisbury Massachusetts at I-95, intersects most major regional routes including I-93 in Andover, U.S. Route 3 in Lowell, Route 2 (Littleton), I-290 (Marlborough), I-90 (Hopkinton), U.S. Route 1 (Wrentham), I-95 (Mansfield) and Route 24 (Bridgewater). I-495 carries approximately 120,000 vehicles per day in the Lowell area. I-495 also serves as a major trucking route for New England with nearly 15,000 trucks per day moving through the region.
- **US Route 3**, between Burlington and the New Hampshire border, is a 19-mile limited access highway running in a general north-south direction. US Route 3 carries approximately 90,000 vehicles per day in the greater Lowell region, providing connections between I-95, I-495 and New Hampshire's Manchester-Boston Regional Airport.





- The Riverview facility is located within ¼ of a mile from Exit 37 off 495, and can be accessed via public transit through the Lowell Regional Transit Authority.
- It is a goal of the three communities of Lowell, Billerica, and Tewksbury to improve pedestrian and bike access along Billerica Avenue.
- It is the intention to apply for a joint MassWorks Infrastructure Grant to make these improvements. Although an economic development project such as Amazon can provide the more immediate impetus for this investment, the communities have already explored this opportunity and will collaborate on this project regardless of the Amazon choice.
- Peak traffic congestion maps for the morning and evening commutes are below.



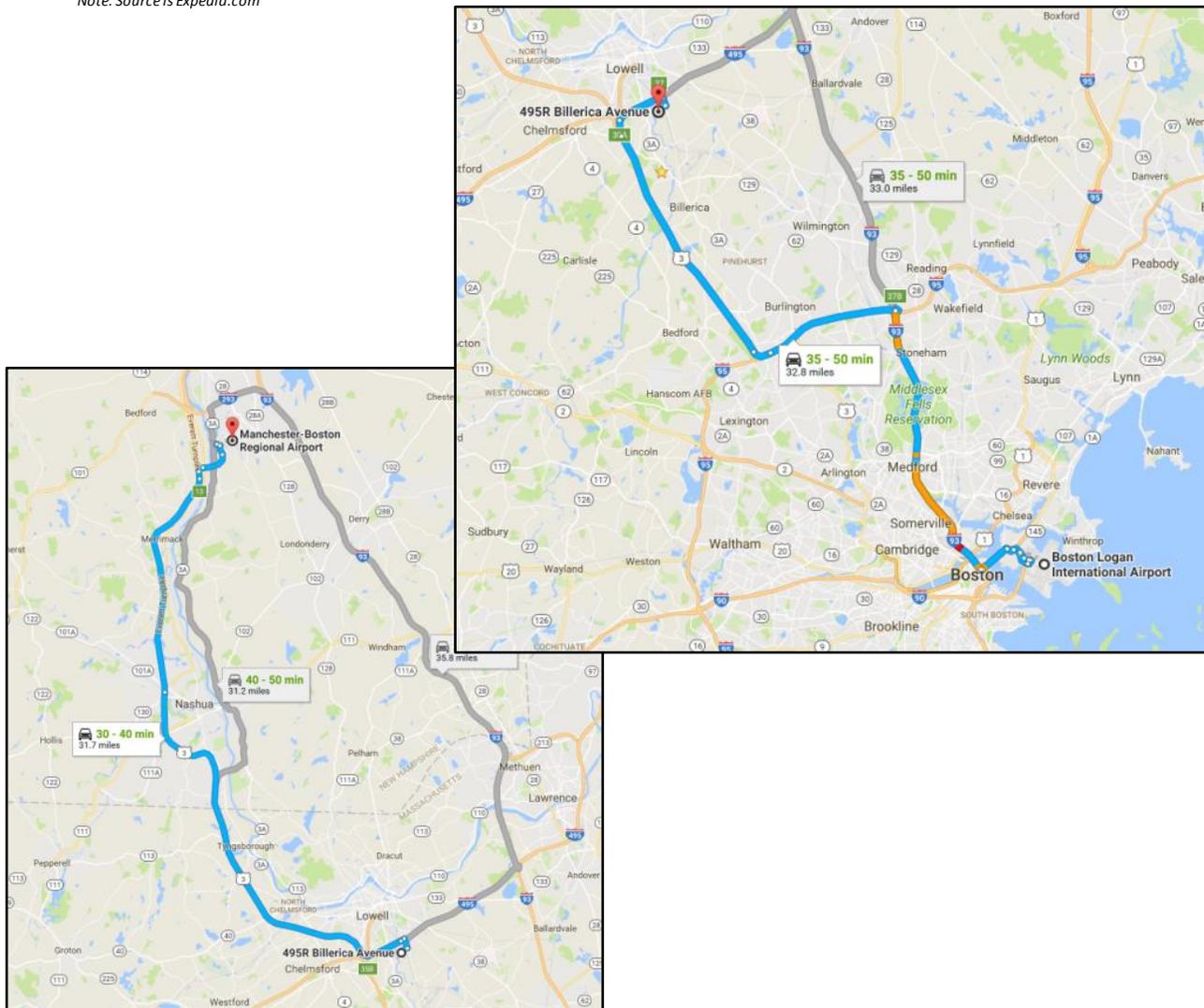


Airport Access

- Riverview Business Park is located within 45 minutes of both a large international airport, Boston’s Logan International, and a smaller regional airport, Manchester-Boston Regional Airport.
- Boston Logan International Airport is served by some 50 international destinations, and there are multiple non-stop flights from Boston to Seattle, New York, San Francisco, and Washington, D.C.
- Hanscom Field, New England’s largest general aviation airport, is located less than 18 miles away in Bedford. Hanscom can easily take charter and corporate jet traffic, as 17% of the flights from this functioning Air Force base is civilian traffic.
- Additionally, Lawrence Municipal Airport – with the opportunity for corporate jet access – is located 13 miles and 15 minutes away up 495, and Nashua, NH Municipal Airport is located less than 20 miles up Route 3 north provides business and corporate travel options.

	Non-Stop Flights			
	Seattle, WA	New York	San Francisco, CA	Washington, D.C.
Boston-Logan International	6	69	20	41
Manchester-Boston Regional	0	7	0	4

Note: Source is Expedia.com



Airports and travel times



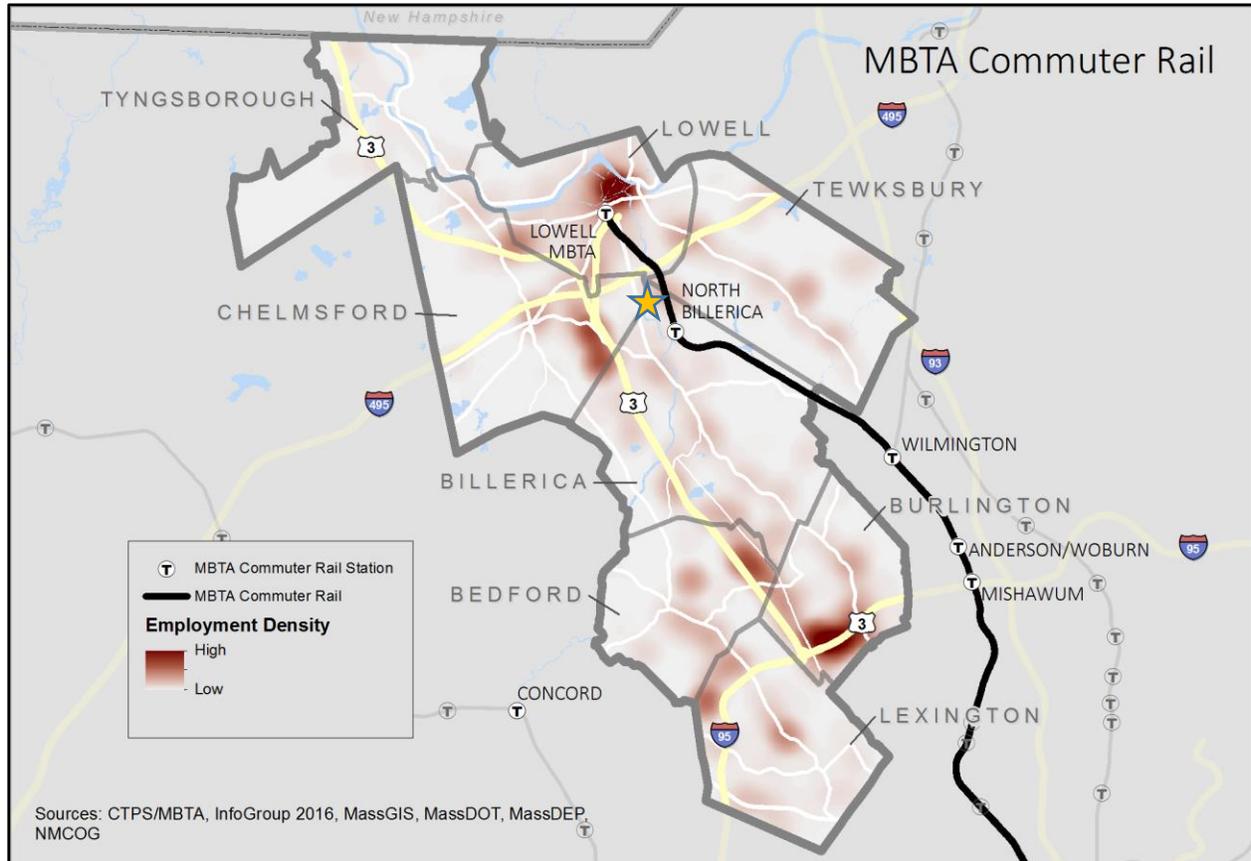
- Airport Descriptions

- **Logan International Airport (BOS)** is located in the East Boston neighborhood of Boston and partly in the town of Winthrop, Massachusetts.
- It covers 2,384 acres, has six runways and four passenger terminals, and employs an estimated 16,000 people.
- It is the largest airport in the New England region and 17th-busiest airport in the United States. In 2016, Logan reported an annual 8.5% increase in passenger traffic, serving approximately 36.3 million passengers per year.
- The airport serves as a hub for Delta Air Lines and focus city for JetBlue, which carries out the largest operations from Logan International Airport. The regional airline Cape Air and commuter airline PenAir all carry out hub operations from Boston. American Airlines also carries out many operations from the airport. All of the major U.S. air carriers offer flights from Boston to all or the majority of their primary and secondary hubs.
- It is also a destination of many major European airlines. Logan Airport has served as a hub for Air New England, Provincetown-Boston Airlines, American Eagle, Braniff International Airways, and Northeast Airlines, as well as a focus city for AirTran Airways, American Airlines, Continental Airlines, Continental Connection, Pan American World Airways, Trans World Airlines, and US Airways.
- **Manchester–Boston Regional Airport (MHT)**, commonly referred to as Manchester Airport, is a public airport 3 miles (5 km) south of the central business district of Manchester, New Hampshire, on the border of Hillsborough and Rockingham counties. The airport lies in two communities, Manchester and Londonderry. It can be accessed from the Lowell area by automobile in about 30 minutes.
- Founded in 1927, it moved more than one million passengers in a year for the first time in 1997. It currently handles about 4 million passengers per year.
- It is also New England's fourth-largest airport by passenger volume, behind Boston Logan in Massachusetts, Bradley International in Connecticut, and T. F. Green in Rhode Island. It is included in the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems for 2017–2021, in which it is categorized as a small hub primary commercial service facility.
- Certified for Cat III B Instrument Landing operations, the airport has a reputation for never surrendering to bad weather. The airport has closed only once, when the national airspace was shut down for two days following the September 11 terrorist attacks, and all American airports were required to close.



Public Transportation

- The Riverview Business Park is bisected by the MBTA Commuter Rail line and the North Billerica station is located less than 1.5 miles from the site.
- The MBTA has, in the past, worked with communities to add additional stops onto their lines. Most recently, New Balance's headquarters in Boston was connected to the rail network with a new station, Boston Landing. It is Billerica's hope that the Commonwealth of Massachusetts will partner with the municipality to improve the Billerica station as well as increase and expand the commuter rail service along the Lowell line.



Public Transit

- There are 24 trips from Boston to the North Billerica and Lowell Commuter Rail stations.
- The travel time from Boston to North Billerica's Train Station is 32-37 minutes depending on whether the train is an express.
- It is an 8 minute travel time from the City of Lowell's station to North Billerica.

Monday to Friday

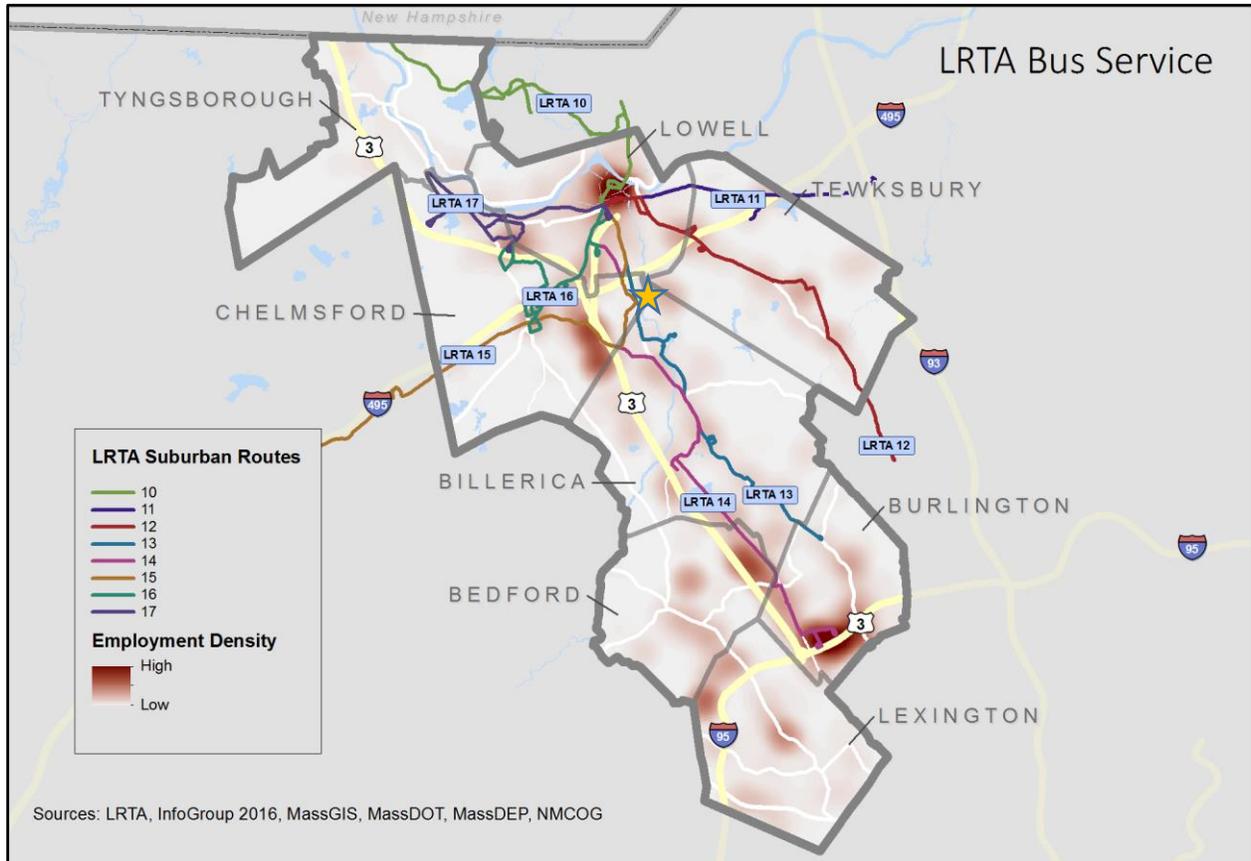
Outbound from Boston

ZONE	STATION	TRAIN #	AM												PM												AM	
			301	303	305	307	391	309	311	313	315	317	319	321	323	325	327	329	331	333	335	337	221	339	341	343	345	347
			♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️	♻️
1A	NORTH STATION	♻️	5:35	6:15	6:37	7:21	7:42	8:16	9:15	10:15	11:15	12:15	1:15	2:15	3:00	3:40	4:15	4:45	5:10	5:35	5:50	6:30	6:55	7:25	8:35	9:45	10:55	12:15
1A	West Medford	♻️	f 5:46	-	f 6:48	f 7:32	-	f 8:27	f 9:26	f 10:26	f 11:26	f 12:26	f 1:26	f 2:26	f 3:11	3:51	4:26	4:56	5:21	-	6:01	6:41	7:06	f 7:36	f 8:46	f 9:56	f 11:06	f 12:26
1	Wedgemere	♻️	f 5:50	-	f 6:52	f 7:36	-	f 8:31	f 9:30	f 10:30	f 11:30	f 12:30	f 1:30	f 2:30	f 3:15	3:56	4:31	5:01	5:26	-	6:06	6:46	7:11	f 7:40	f 8:50	f 10:00	f 11:10	f 12:30
1	Winchester Center	♻️	f 5:52	-	f 6:54	f 7:38	-	f 8:33	f 9:32	f 10:32	f 11:32	f 12:32	f 1:32	f 2:32	f 3:17	3:58	4:33	5:03	5:28	-	6:08	6:48	7:13	f 7:42	f 8:52	f 10:02	f 11:12	f 12:32
2	Mishawum	♻️	-	-	L 7:00	L 7:44	-	L 8:39	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Anderson/Woburn	♻️	5:59	6:34	7:01	7:45	8:02	8:40	9:39	10:39	11:39	12:39	1:39	2:39	3:24	4:05	4:40	5:10	5:35	5:54	6:15	6:55	7:20	7:49	8:59	10:09	11:19	12:39
3	Wilmington	♻️	6:02	6:37	7:04	7:48	-	8:43	9:42	10:42	11:42	12:42	1:42	2:42	3:27	4:09	4:44	5:14	5:39	5:58	6:19	6:59	7:24	7:52	9:02	10:12	11:22	12:42
5	North Billerica	♻️	6:12	6:47	7:14	7:58	-	8:53	9:52	10:52	11:52	12:52	1:52	2:52	3:37	4:19	4:54	5:24	5:49	6:08	6:29	7:09	VIA	8:02	9:12	10:22	11:32	12:52
6	Lowell	♻️	6:19	6:54	7:21	8:05	-	9:00	9:59	10:59	11:59	12:59	1:59	2:59	3:44	4:27	5:02	5:32	5:57	6:16	6:37	7:17	HAV	8:09	9:19	10:29	11:39	12:59

Trains in purple box indicate peak period trains.



- In addition to the Commuter Rail, the Lowell Regional Transit Authority (LRTA) has Route 13 that runs along Billerica Avenue directly in front of the Riverview Business Park.
- The LRTA has worked collaboratively with the Middlesex 3 Coalition to address the specific needs of businesses, such as adding stops onto existing routes and adjusting their schedules to meet the needs of the workforce.
- There are currently 7 trips from Lowell to Riverview Business Park with a travel time of approximately 13 minutes from Lowell’s Kennedy Center transit complex at 145 Thorndike Street.

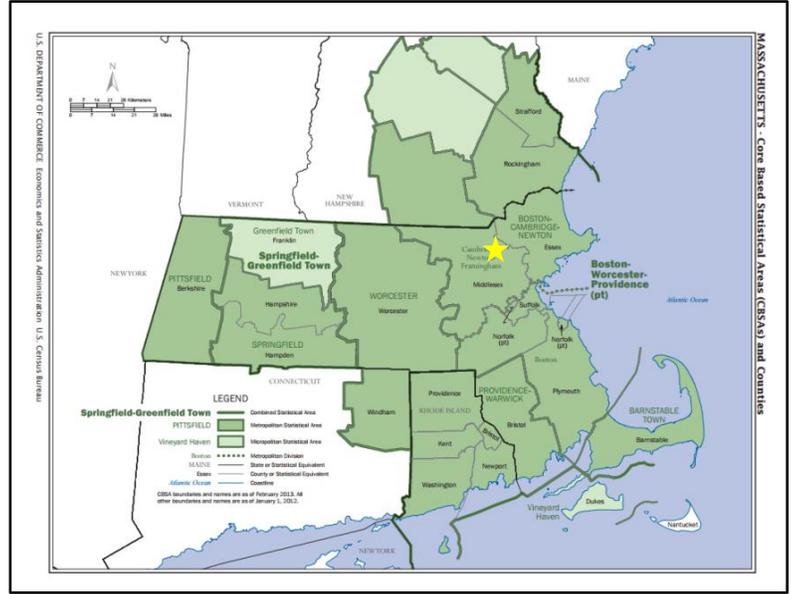


- Additionally, the Middlesex 3 Transportation Management Association (TMA) was formed by the Middlesex 3 Coalition to address transportation issues such as traffic congestion and to improve air quality in Bedford, Billerica, Burlington, Chelmsford, Lowell, Tewksbury, Tyngsborough and Westford.
- The TMA was formed for the purposes of:
 - Creating a community consciousness regarding transportation and the need to reduce traffic congestion and improve air quality;
 - Providing leadership in combining area resources to maximize mobility within and access to the communities;
 - Coordinating a network of transportation resources to effectively move people;
 - Offering direct bus/van services to business partners that encourage employees to choose not to drive alone to work;
 - Enhancing the area’s economic vitality while minimizing the impact of development and;
 - Making the most efficient use of nearby public transportation services.



Proximity to population center

- The Middlesex 3 Region is part of the Cambridge-Newton-Framingham, MA Metro Division, and is 20 miles as the crow flies from Downtown Boston.
- According to the 2010 Census, the population of the Cambridge-Newton-Framingham, MA Metro Division is 2,246,244 people. That includes the population of the City of Boston proper that has a population of 617,594, the City of Lowell with 106,519, and the City of Nashua, NH with 86,494 people.
- The Route 3 corridor can pull employees from a large radius based upon the public transportation and highway infrastructure.
- The Middlesex 3 region has communities of differing sizes and densities that can be attractive to a variety of potential employees.
- A New England city and town area (NECTA) is a geographic and statistical entity defined by the U.S. federal government for use in the six-state New England region of the United States. The Riverview site and the Route 3 corridor is part of the Boston-Cambridge-Nashua Metropolitan NECTA; the 2010 Census shows the total POP for the **Boston-Cambridge- Nashua NECTA of 4.7 million** (an increase of 4.5% since the 2000 Census 4.5 million).



	BEDFORD	BILLERICA	BURLINGTON	CHELMSFORD	LEXINGTON	LOWELL	TEWKSBURY	TYNGSBORO	WESTFORD
Population (2010)	13,320	40,243	24,498	33,802	31,394	106,519	28,961	11,292	21,951
Total Area (square miles)	13.87	6.4	11.88	23.18	16.4	14.54	20.7	16.9	30.6
Population Density (per square mile)	919	1,553	2,076	1,458	1,914	7,718	1,399	668	717
Median Household Income	\$113,729	\$93,761	\$95,465	\$93,643	\$137,456	\$49,164	\$87,496	\$93,108	\$125,143
Labor Force	7,069	23,223	13,922	18,689	15,853	54,407	16,803	6,802	12,117
# Establishments	713	1,290	1,713	1,205	1,329	2,953	879	390	732
Total Wages	\$2,031,027,385	\$1,745,729,481	\$4,033,616,054	\$1,608,741,974	\$2,968,861,779	\$1,932,563,522	\$1,087,061,678	\$219,593,684	\$992,077,931
Average Employment	21,942	22,964	43,747	22,886	21,320	35,465	15,399	4,697	11,900

Data Sources:

Population: US Census Bureau, 2010 Census

Median Household Income: US Census Bureau, 2011-2015 ACS 5-Year Estimates

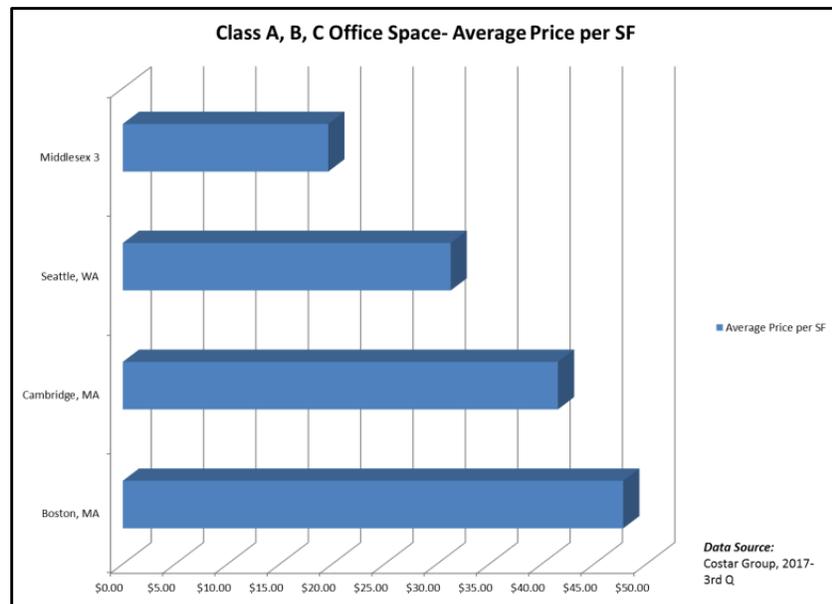
Labor Force: MA Executive Office of Labor and Workforce Development (2016)

Establishments, Total Wages, Average Employment: MA Executive Office of Labor and Workforce Development (2015)



Business Environment

- As competition for advanced manufacturers and high tech companies increases, the speed with which a community can get projects the correct permits becomes that much more important.
- Middlesex 3 is the ideal location in Massachusetts to live and work. Centered geographically within 15 miles of both Boston and Nashua, NH, the area's location and infrastructure have enabled Middlesex 3 to attract high quality and diverse businesses to the area.
- Businesses recognize that Middlesex 3 has available and relatively low cost real estate and a business friendly climate. Middlesex 3 communities work closely with the business community to provide assistance with available resources and to streamline the permitting process.
- The Middlesex 3 Coalition sets the standard for regional economic development partnerships which means that the nine communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough and Westford all have a seat at the table.
- This support and collaboration promotes regional assets and enhances Middlesex 3's standing within the Massachusetts Executive Office of Housing and Economic Development.
- Additionally, the communities of the Middlesex 3 Corridor have implemented pre-permitting meetings between businesses and the permitting entities, a best practice that the business community appreciates.
- There is a cost benefit to locating within the Route 3 Corridor; the lease rate for office space is significantly less than surrounding urban areas and there is available space for suppliers and vendors.



Office Space Statistics (Classes A, B & C), 2017-3 rd Quarter				
Office Markets	Total RBA	Total Vacant SF	Vacancy Rate (%)	Average Price per SF
Boston, MA	112,449,384	7,377,507	6.6	\$47.79
Cambridge, MA	32,355,980	937,019	2.9	\$41.55
Seattle, WA	--	--	7.3	\$31.31
Middlesex 3	20,648,265	3,129,037	15.2	\$19.62

Data Source : Costar Group, 2017-3rd Quarter



- Case Study: Kronos

- Kronos Inc., the global leader in providing workforce management solutions in the Cloud and one of the largest technology employers in MA, recently relocated and expanded their corporate headquarters to Cross Point in Lowell in the M3 region.
- The company has seen extraordinary and continuous growth over a number of years and decided it was time to unite their 1,300 employees under one roof to foster their “WorkInspired” culture and to accommodate future growth plans.
- Kronos invested approximately \$40 million to renovate the existing space into a high-performance workplace that will drive collaboration and innovation between employees. The availability of space at Crosspoint wasn’t the only driving force behind their decision to relocate to Lowell, MA.
 - The close proximity to the University of MA- Lowell (UMass Lowell) and Middlesex Community College (MCC);
 - Generous local and state tax breaks; and
 - Ample amenities for their employees made Lowell the clear choice.
 - With the move to Lowell in the summer of 2017, Kronos became Lowell’s fourth top employer and solidify the City of Lowell and M3 region as a great place to do business.

EMD Serono

“EMD Serono has a fabulous partnership with Billerica. As we’ve expanded our presence in Billerica, they have been responsive to our needs and made sure that any issues have been addressed quickly and professionally.” **Tony Meenaghan, Senior Director**



Workforce Innovation That Works™

“Of even more significance to Kronos is the ability to attract and retain the best and brightest talent to fuel our company. We have found the Merrimack Valley to have an outstanding workforce, and we have formed an internship and recruiting relationship with the University of Massachusetts at Lowell which has proven to turn out highly capable, qualified and driven students.”

Jonathan Profitt, Senior Director

ThermoFisher SCIENTIFIC

“Thanks for your assistance with both the Tax Incremental Financing (TIF) and your professional staff for their assistance in meeting with and working with us as we complete our planning process for the new Thermo Fisher Handheld Center of Excellence in Tewksbury.

Bill Jenkins

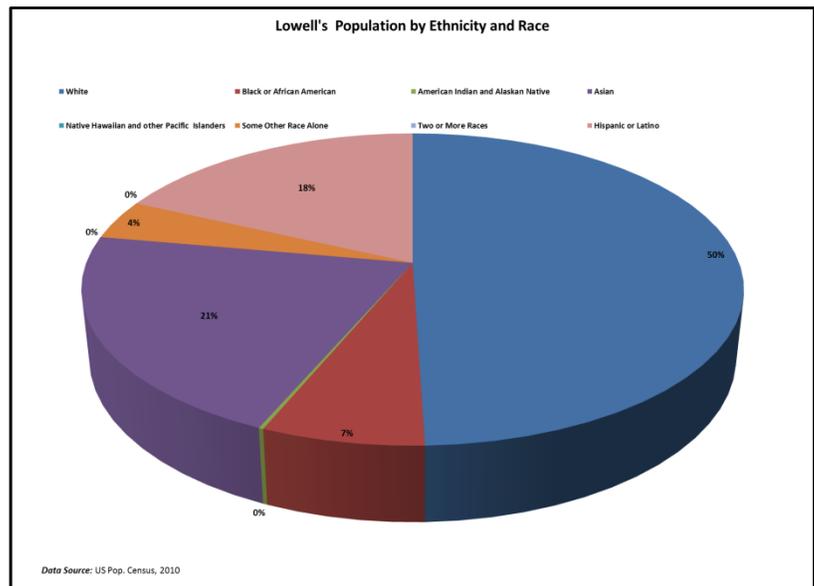


Diversity

- Since the City was incorporated in 1826 as America's first, large-scale planned industrial community, Lowell has been emblematic of the country's transition from a rural agrarian to an industrial society, (utilizing its rivers and canals to provide inexpensive, reliable waterpower for the mills) and helped transform American life with the growth of an urban working class and influx of immigrants to an increasingly diversified community.
- Lowell's melting pot of eateries is as charming as its neighborhoods. From the authentic Cambodian and other Southeast Asian dishes at "Simply Khmer", to authentic Irish bar at "The Old Court" - Lowell's culinary scene attracts residents from Boston and from New England.
- Whether it has been Irish, French-Canadian and/or Polish workers coming through the mill factories or waves of immigration from Southeast Asia, Africa, and Latin America fleeing from unthinkable acts of violence, Lowell has been able to carry on its proud tradition of welcoming and drawing upon the vitality of its immigrant communities.
- In fact, Lowell has the second largest Cambodian population in the country.
- Lowell has and continues to support the presentation of over 200 annual festivals, including the Southeast Asian Water Festival and the Lowell Folk Festival (one of the largest free folk festivals in the country), which in total attract over 3 Million visitors to the city each year.
- Lowell appreciates an annual economic impact of \$9.5 Million as a result of cultural activity. As a city that enjoys an authentic urban character and possesses many unique physical, cultural, and social amenities that are attractive to the populations driving growth and development trends across the country, Lowell has the potential to continue serving as a desirable place to live and work for years to come.
- The region's top employers benefit from a diverse workforce. Diversity, such as gender, race and ethnicity affects a company's aptitude to innovate, to grow and access new marketplaces. Lowell is an extremely ethnically-diverse city. 18% of Lowell residents are Hispanic. 21% are Asian. In addition, Lowell has a large number of residents who were born outside of the US (25%).

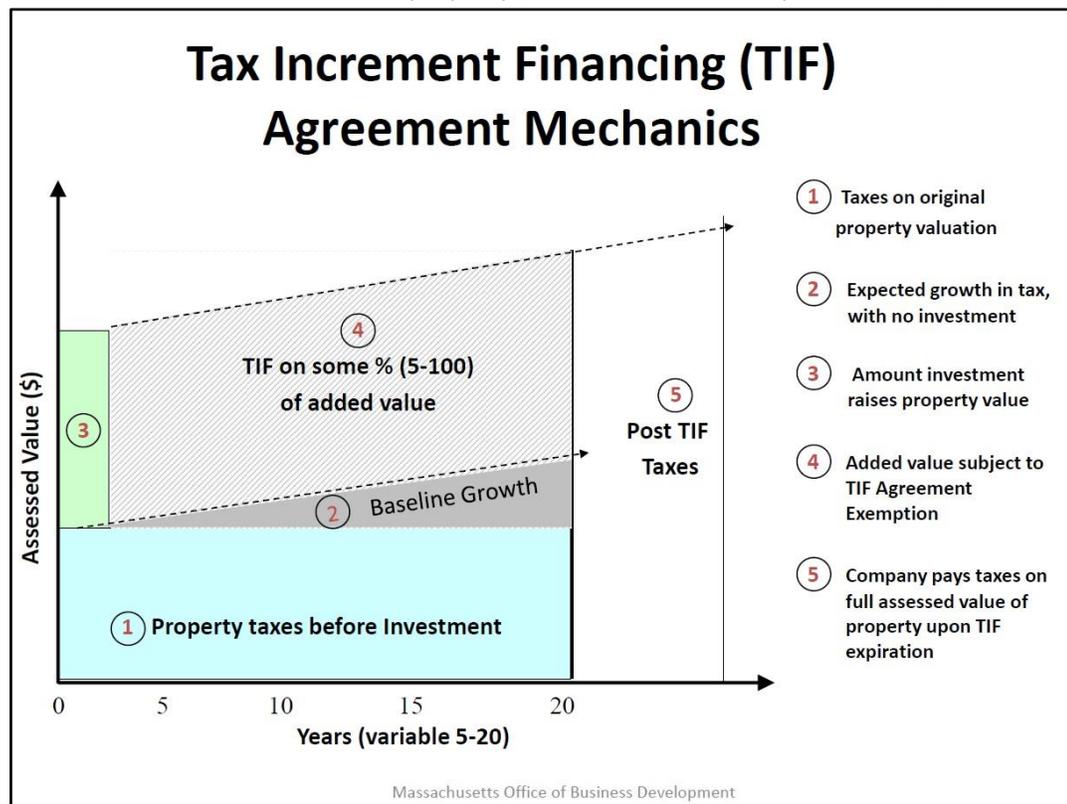


Diversity



Incentives

- One of the best incentives for businesses to locate in the Route 3 corridor and Massachusetts is the highly educated workforce.
- The state, municipalities, colleges and universities have programs that can enhance the benefits of the talented workforce:
- Economic Development Incentive Program
 - The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster job creation and stimulate business growth. Companies receive state and local tax incentives in exchange for job creation, job retention and private investment commitments.
 - The EDIP is a partnership between the company, municipality, and the state.
 - The state would offer an Incentive Tax Credit (ITC), and the municipality would offer Tax Increment Financing (TIF). The TIF is abatement on the real estate property taxes (and the potential for personal property exemptions too) for a business based upon the incremental increased assessed value of the property (the mechanics are depicted below).



- The communities of Billerica, Tewksbury, and Lowell have all participated in the EDIP in the past and have committed to doing the same for Amazon.
- In 2015, Markley Group, Inc. purchased the former Prince Spaghetti site in Lowell and announced the construction of their suburban cloud-computing and data center in Lowell. This new 350,000 S.F. facility represented a total of \$200 million in private investment. This project received strong support by city officials, who approved a very generous 20-year Tax Increment Financing (TIF) Agreement with Markley Group.



- A TIF needs the approval of the community’s legislative body; in the case of a City like Lowell that is the City Council, and Towns like Tewksbury and Billerica would require the approval of Town Meeting.
- Although each town has two regularly scheduled Town Meetings – one in the Fall and one in the Spring – each would schedule a special town meeting to approve incentives for the project.
- There is the expectation that the Commonwealth of Massachusetts will determine its own value and the potential refund ability of incentives for Amazon regardless of the location chosen in the state.
- The TIF with each community is for a length of time between 5-20 years and for a percentage of between 5% and 100%. A TIF can be structured for each phase of the project and negotiated with each community. A sample TIF percent schedule is provided beside this paragraph.
- All communities are willing to be aggressive with a TIF for Amazon.
- The Commonwealth of Massachusetts has a decertification and claw back provision on the ITC Award; however, a community has the choice to maintain the TIF for a business.

Year	Percentage
1	100%
2	95%
3	90%
4	85%
5	80%
6	75%
7	70%
8	65%
9	60%
10	55%
11	50%
12	45%
13	40%
14	35%
15	30%
16	25%
17	20%
18	15%
19	10%
20	5%

- Research & Development Tax Credit

- Massachusetts offers a tax incentive for R&D investment for both manufacturers and R&D companies. This tax incentive was designed to remove any obstacles to R&D investment and spur growth and innovation throughout the Commonwealth.
- R&D tax credit is available to any foreign or domestic corporation subject to the corporate excise under Chapter 63 Massachusetts Law.
- The Massachusetts R&D Tax Credit is divided into two categories:
 - The first credit category is designed for Qualified Expenses which are defined as any research expense incurred which would qualify for the Federal R&D tax credit. This credit is computed at 10%.
 - The second credit is available to Basic Research Payments, computed at 15%. This credit is available for any costs related to donations and contributions made to research organizations such as hospitals and universities.

- MassWorks

- The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to support economic development and job creation.
- The monies from the MassWorks program do not go directly to the business, and instead are used on projects such as sidewalks, roadways, traffic signals, off ramp improvements, and transit enhancements that are beneficial to the business.
- The communities of Lowell, Tewksbury, and Billerica would coordinate with Massachusetts Department of Transportation on the engineering, design, and construction to improve the Billerica Avenue interchange from 495, as well as streetscape improvements to make it easier to recruit and retain the workforce needed by Amazon.
- Independently, all three communities have experience in applying and receiving these MassWorks grants in the past.



Workforce Training Fund Grants

- The Workforce Training Fund Program (WTFP) provides Massachusetts businesses with the resources needed to invest in workforce development, improve employee skills, and maintain the economic strength and viability of the Commonwealth's businesses.
- Any for profit business in Massachusetts can take advantage of the program to enhance the skill set of their employees; local Billerica businesses like Cabot, Insulet, and Entegris have all participated in the past.
- The WTFP ensures companies can compete in the new economy, and the maximum amount of a training grant is \$250,000.
- This is a matching grant program that requires a contribution from the participating business. Grants must be matched dollar-for-dollar by the applicant and its partners, if any. The match can be cash or in-kind, and all trainees must be paid at their regular rate during training.
- Middlesex Community College (MCC), in conjunction with regional Workforce Investment Boards (WIBs) and local One-Stop Career Centers, works with a variety of local employers to educate and train their employees.
- The college runs customized onsite training for companies, including regular college-credit courses and industry specific programs. MCC can assist companies in writing Workforce Training Fund Program (WTFP) applications.



Education

- The Route 3 Corridor supports a highly educated workforce with a variety of skill sets ranging from computer science and engineers, to human resource and marketing professionals that can fulfill the needs of a large headquarters.
- That work force grows on a yearly basis from the graduates from the colleges and universities in the Commonwealth; there are over **70 schools** that offer computer science degrees in Massachusetts.
- There are **52 colleges and universities** in Massachusetts within a 30 mile radius of the Riverview, and many of those schools are churning out students with computer science degrees.

Colleges and Universities within 30-mile radius of Riverview with an Enrollment of over 1,000			
College/University	Location	School Level	Enrollment
Boston University	Boston	4 year	41,428
Harvard University	Cambridge	4 year	35,611
Northeastern University	Boston	4 year	26,439
Bunker Hill Community College	Boston	2 year	21,826
University of Massachusetts-Boston	Boston	4 year	21,027
University of Massachusetts-Lowell	Lowell	4 year	20,784
Boston College	Chestnut Hill	4 year	15,591
Middlesex Community College	Bedford	2 year	12,999
Bristol Community College	Fall River	2 year	12,514
Tufts University	Medford	4 year	12,091
Quinsigamond Community College	Worcester	2 year	11,926
Massachusetts Institute of Technology	Cambridge	4 year	11,889
Salem State University	Salem	4 year	11,888
Northeastern University Global Network	Boston	4 year	11,632
Fitchburg State University	Fitchburg	4 year	11,178
North Shore Community College	Danvers	2 year	10,950
Framingham State University	Framingham	4 year	10,590
Worcester State University	Worcester	4 year	10,078
Northern Essex Community College	Haverhill	2 year	9,573
Suffolk University	Boston	4 year	9,368
Endicott College	Beverly	4 year	8,582
Massachusetts Bay Community College	Wellesley Hills	2 year	8,198
Lesley University	Cambridge	4 year	7,292
MCPHS University	Boston	4 year	7,030
Worcester Polytechnic Institute	Worcester	4 year	6,744
Brandeis University	Waltham	4 year	6,415
Bentley University	Waltham	4 year	6,015
Simmons College	Boston	4 year	5,634
Berklee College of Music	Boston	4 year	5,433
Emerson College	Boston	4 year	4,972
Cambridge College	Cambridge	4 year	4,438
Wentworth Institute of Technology	Boston	4 year	4,283
Clark University	Worcester	4 year	3,823
Babson College	Wellesley	4 year	3,681
Merrimack College	North Andover	4 year	3,671
Curry College	Milton	4 year	3,649
Assumption College	Worcester	4 year	3,051
College of the Holy Cross	Worcester	4 year	2,886
Fisher College	Boston	4 year	2,854
Emmanuel College	Boston	4 year	2,765
Massachusetts College of Art and Design	Boston	4 year	2,707
Wellesley College	Wellesley	4 year	2,620
Regis College	Weston	4 year	2,601
Gordon College	Wenham	4 year	2,462
Lasell College	Newton	4 year	2,312
Becker College	Worcester	4 year	2,207
Wheelock College	Boston	4 year	1,561
New England College of Business and Finance	Boston	4 year	1,514
Bay State College	Boston	4 year	1,405
Mount Ida College	Newton	4 year	1,378
Urban College of Boston	Boston	2 year	1,328
Newbury College	Brookline	4 year	1,051

Data Source: CollegeStats.org

Large Computer Science Programs with 30-mile radius of Riverview Business Park	
College	Highlights
Boston College	In the Morrissey College of Arts and Sciences, 438 students graduated with majors in Computer Science, Mathematics, or Science, which is a 70 percent increase over the past ten years.
Bunker Hill Community College	A feeder program designed to prepare students for transfer to four-year college or university Information Technology (IT) programs where they can earn a baccalaureate degree or greater.
Harvard University	943 undergraduate students at the John A. Paulson School of Engineering and Applied Science; Harvard offers two master's degrees in Computational Science and Engineering
Middlesex Community College	Over the past three years MCC's Computer Science and IT programs have graduated between 56 to 60 students - out of total graduating classes averaging 1,100 - annually who either join the regional workforce or transfer to higher level educational programs.
Northeastern University	Offer Undergraduate, Master's, or PhD degrees from their College of Computer and Information Science.
Salem State University	192 undergraduate students enrolled in Computer Science classes in 2016, a number that has risen considerably since 2012 (144).
University of Massachusetts - Boston	Annual Enrollment of Undergraduate Majors in BS in Computer Science (Five-Year Trend): 2010/11: 180 2011/12: 216 2012/13: 269 2013/14: 257 2014/15: 294
University of Massachusetts - Lowell	The <ICS>: Innovation in Computer Science Living-Learning Community is designed for first-year students who aspire to use computing to solve technical and socially relevant problems.

Education



- University of Massachusetts Lowell

- The University of Massachusetts Lowell (UMass Lowell) is an active partner in the region's economic development strategy as well as the continuous revitalization of Lowell.
- UMass Lowell contributes \$921 Million a year to the regional economy and supports 7,000 jobs on and off campus.
- Research faculty at UMass Lowell are recognized at both a national and international level for expertise in areas such as human-robot interaction, machine learning, big data, advanced materials, alternative energy, additive manufacturing and cybersecurity.
- Over 3,500 degrees were awarded in the last academic year: over 700 undergraduates registered in the Computer Science program; over 200 graduate students as a Computer Science program; and over 600 undergraduate students registered as an Information Technology program.
- Lowell is home to an impressive array of research laboratories and research centers, including the New England Robotics Validation & Experimentation Center, the Printed Electronics Research Collaborative, the Nanomanufacturing Center, the Center for Internet Security and Forensics Education and Research.
- The Innovation Hub at 110 Canal in the Hamilton Canal District supports entrepreneurs and start-ups with premium office space, co-working space, equipment, programs and services. The site also features an expansion of the Massachusetts Medical Device Development Center (M2D2). The Innovation Hub is located adjacent to a developing Hamilton Canal Innovation District and a former textile mill turned hip shopping and entertainment venue at Mill No 5.
- UMass Lowell's 2020 Strategic Plan includes specific objectives related to mater planning, facilities renewal and sustainability. The Plan identifies operational and academic goals focused on sustainability and greenhouse gas reductions.
- Working with the city of Lowell and other partners, the university continues to improve the bike and pedestrian access to and among the three campuses. The university offers both bike-share and car-share (via Zipcar) services to students, faculty and staff to reduce the automobile use and parking demand.
- The university invested well over \$10 million in construction and renovations after acquisition and reenergized Lowell's 6,500 seat downtown arena. Maximum capacity is over 7,600 when no arena floor seating is utilized. The Tsongas Center at UMass Lowell hosts innumerable concerts, family events, conventions and tradeshow throughout the year.
- Edward A LaLacheur Park, also within walking distance of downtown, is the home to the Lowell Spinners, a Single-A Minor League affiliate of the Boston Red Sox. The park construction was made possible due to the university donating a portion of its East Campus for the construction. The university's NCAA Davison I baseball program utilizes the park as its home stadium.

- Middlesex Community College

- Middlesex Community College (MCC) with campuses in Lowell and Bedford provide a talented labor pool to businesses wishing to relocate or expand in the City of Lowell.



- MCC offers many opportunities for employers to make convenient and fruitful connections with their students through internships, co-ops and experiential learning experiences.
- The Computer Science Associate in science degree programs provides the technical and general education courses necessary for transfer to bachelor's degree programs in computer science or related disciplines. Programming knowledge and training in problem solving and analysis is stressed.
- A considerable amount of hands-on computer experience is incorporated into the curriculum. The Secure Software Development (SSD) Concentration is intended to prepare students for a 4 year program with the necessary skills and ability for the development of secure software. This concentration conforms to the framework for cybersecurity education developed jointly by the National Security Agency (NSA) and the Department of Homeland Security (DHS). Academic advisors work closely with students to assist them with course planning in accordance with their intended baccalaureate major and transfer institution.
- Career opportunities are open to students who transfer to a baccalaureate institution and complete a bachelor's degree. Upon completion of a baccalaureate degree students qualify for positions such as: Programmer, Applications Developer, Software Developer, Programmer Analyst, Systems Analyst, Software Engineer, Software Quality Assurance Engineer and Systems Administrator.
- Shawsheen Regional Technical High School (Billerica)
 - The internet and computer science pursuits are opening new economic and social opportunities on a daily basis. Local technical high schools like Shawsheen Regional Technical High School have programs dedicated to the next generation of innovators.
 - Students learn Information and Communication Technology (ICT) skills, such as social networking, cloud computing, e-commerce, web conferencing, and desktop virtualization.
 - Shawsheen's students who complete the Computer Science & Internet Technology program are equipped with skills that can be used to adapt and meet the challenging workplace needs of the global shortage of experienced qualified Information and Computer Technology candidates.
- Nashoba Valley Technical High School (Westford)
 - Located less than ten miles from Riverview Business Park, Nashoba Valley Technical High School has programs to train students to become computer programmers, web developers, and information technology specialists.
 - The program is designed to enable students to succeed in a highly technical, global environment.
 - Students master the skills necessary to create software for personal computers, in addition to gaining an understanding of network design and computer administration.
 - Graduates of this program are prepared for positions in the fields of computer software development, such as telecommunications, gaming, and networking. Other positions include web and application developer. Students who successfully complete this program easily continue on into an Associate or Bachelor degree programs at colleges or universities.



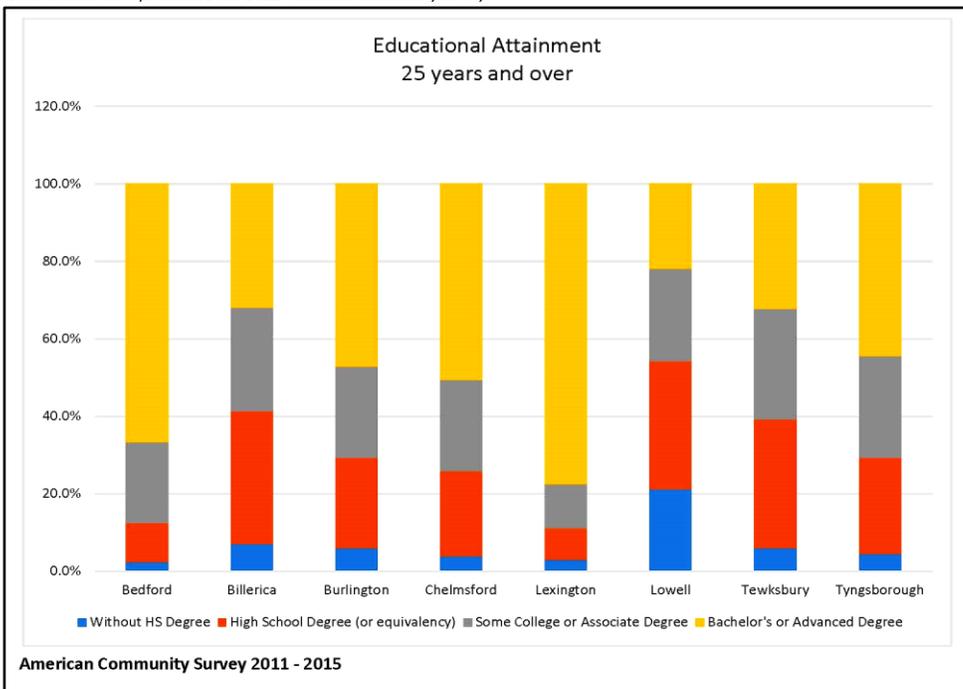
- Greater Lowell Technical High School (Lowell/Tyngsborough)
 - GLTHS commits to ensure students’ readiness for career, college, and citizenship in the 21st century
 - 72 acre campus located on the Tyngsborough/Lowell line
 - 512,000 square foot state-of-the-art facility
 - \$65M construction/renovation project recently completed with 13 new science labs
 - GLTHS offers technology driven fields such as Graphic Communications, Programming & Web Development programs to improve students’ readiness to current labor trends.
- Greater Lowell Workforce Investment Board
 - The Lowell Career Center and the Greater Lowell Workforce Investment Board (GLWIB) assist employers with their hiring needs by listing companies' job openings on their website, pre-screening job applicants, and offering employers on-site recruitment at the Career Center.
 - Additionally, the Greater Lowell Workforce Investment Board provides technical assistance to companies in securing training grants including the Workforce Training Fund and Hiring Incentive Grants (provided through the Commonwealth of Massachusetts to employers for incumbent or new worker training).

Field of Bachelor's degree for first major for the population 25 years and over with a Bachelor's degree or higher attainment:			
Geographic Area	Science & Engineering	Science & Engineering Related Fields	Business
Boston-Cambridge-Quincy, MA-NH Metro Area	546,900	103,374	247,702
Middlesex 3	40,981	8,010	16,531

Data Source: 2011-2015 American Community Survey 5-Year Estimates

Educational Attainment:		
Geographic Area	High-School Graduates (%)	Bachelor Degree or higher (%)
Boston-Cambridge-Quincy, MA-NH Metro Area	93.5	55.7
Middlesex 3	91	46

Data Source: US Pop. Census 2008-2012- American Community Survey





Wages and Cost of Living

Occupational Employment and Wage Statistics					
Boston-Cambridge-Nashua MA-NH Metropolitan NECTA, May 2016					
Occupation Title	Employment	Median	Mean	Entry	Experienced
Total, All Occupations	2,677,320	\$49,340	\$64,080	\$26,420	\$82,910
Management Occupations	221,280	\$117,950	\$135,750	\$68,490	\$169,380
Computer and Information Systems Managers	14,390	\$144,750	\$154,660	\$100,850	\$181,560
Computer and Mathematical Occupations	133,660	\$94,720	\$98,380	\$58,630	\$118,250
Computer and Information Research Scientists	1,240	\$120,080	\$124,800	\$76,310	\$149,040
Computer Systems Analysts	12,650	\$89,910	\$94,670	\$64,320	\$109,850
Information Security Analysts	3,160	\$94,150	\$98,300	\$55,120	\$119,880
Computer Programmers	6,810	\$90,480	\$94,370	\$60,480	\$111,320
Software Developers, Applications	30,760	\$107,930	\$110,830	\$69,710	\$131,400
Software Developers, Systems Software	26,880	\$114,990	\$115,710	\$79,530	\$133,810
Web Developers	3,570	\$77,760	\$79,960	\$49,660	\$95,110
Database Administrators	2,520	\$86,730	\$89,090	\$55,710	\$105,780
Network and Computer Systems Administrators	9,050	\$87,580	\$91,000	\$63,040	\$104,980
Computer Network Architects	4,010	\$116,110	\$118,870	\$76,740	\$139,940
Computer User Support Specialists	17,030	\$60,300	\$63,980	\$41,240	\$75,350
Computer Network Support Specialists	2,300	\$79,230	\$83,630	\$52,790	\$99,050
Computer Occupations, All Other	5,870	\$92,740	\$95,340	\$57,930	\$114,050

Data: Occupational and Wage Information at http://lmi2.detma.org/lmi/lmi_oes_a.asp

Cost of Living Index--Selected Urban Areas: Annual Average 2010	
Urban Area	100% Composite Index
Boston, MA	132.5
Manchester, NH	116.8
Middlesex 3 Region	~124
New, York, (Manhattan), NY	216.7
Philadelphia, PA	126.5
Pittsburgh, PA	91.5
San, Jose, CA	156.1
Seattle, WA	121.4
Washington-Arlington-Alexandria, DC-VA	140.1

Source: C2ER, Arlington, VA, ACCRA Cost of Living Index, Annual Average 2010 (copyright).

Internet release date: 9/30/2011

- The cost of living along the Route 3 Corridor ranges somewhere between the Cost of Living Index for the City of Boston at 132.5 and the City of Manchester at 116.8 (where the national average is 100).



High Tech Neighbors

Significant Employers in the Middlesex 3 Corridor		
Company	Nature of Business	Municipality
Alexion Pharmaceuticals	Life Sciences	Lexington
Analog Devices	Technology	Chelmsford
ARRIS	Communications/ Broadband	Lowell
Aspect Software	Information Technology	Westford
Aspen Technologies	Information Technology	Bedford
Autoliv	Technology	Lowell
Avid Technology	Advanced Materials	Burlington
BAE Systems	Aerospace	Burlington
Booz Allen Hamilton	Consulting	Lexington, Burlington
Brooks Automation, Inc.	Robotics	Chelmsford
Cabot Corporation	Advanced Materials	Billerica
Corning Life Sciences	Life Sciences	Tewksbury
Cynosure	Medical Devices	Westford
e Ink	Advanced Materials	Billerica
EMD Millipore Corporation	Medical/Research & Development/Laboratories	Burlington
EMD Serono	Life Sciences	Billerica
Entegris, Inc.	Advanced Materials	Billerica
Evoqua Water Technologies	Advanced Materials	Lowell
F5 Networks	Information Technology	Lowell
FLIR Systems	Defense & Homeland Security	Billerica
InfraReDx Inc.	Medical Devices	Burlington
iRobot Corp.	Robotics	Bedford
Jabra	Consumer Products	Lowell
Keurig	Consumer products	Burlington
Kronos Inc.	Information Technology	Lowell
Lantheus Medical Imaging	Medical Imaginnng	Billerica
MACOM	Semiconductor	Lowell
Markley Group	Information Technology	Lowell
Microsemi Corp.	Advanced Materials	Lowell
MITRE	Research & Development	Bedford
Nuance Communications	Information Technology	Burlington
Nuvera Fuel Cells	Environmental & Clean Energy	Billerica
Oracle Corp.	Information Technology	Burlington
PARAEXEL International	Medical/Clinical Diagnostics	Billerica
Progress Software	Information Technology	Bedford
Raytheon	Defense & Homeland Security	Tewksbury, Billerica, Burlington
Redhat	Information Technology	Westford
Rockwell Automation, Inc.	Information Technology	Chelmsford
RSA Security, Inc.	Information Technology	Bedford
Shire	Life Sciences	Lexington
The Potpourri Group	Multi-Catalog Line Call Center	Billerica
Thermo Fisher	Electronic Manufacturing	Tewksbury
UTC Aerospace Systems	Defense & Homeland Security	Westford
Vantiv	Information Technology	Lowell
Verizon	Communications	Lowell
World Wide Technical Services	IT Consulting	Tewksbury
Zoll Medical Corp	Medical Devices	Chelmsford

High Tech Neighbors



Permitting Process

- Permitting and speed to market are key things for businesses looking to move into an area, and the region has the people in place to help make this a reality.
- The communities of Billerica, Tewksbury, and Lowell have a streamlined permitting process that can be brought to bear for large development projects.
- Each community has a key point of contact that will coordinate with Amazon and Secretary of Housing and Economic Development Jay Ash, in Massachusetts.
- The communities will then schedule a pre-permitting meeting with all relevant players (fire, police, health, public works, assessing, planning, community development, and conservation) to go over the submission processes and permits necessary.
- For Amazon, the communities will host joint permitting meetings for each board (conservation, planning, health, and appeals) to grant permits. This is a new initiative based upon the scope of the Amazon project.
- If there is a change needed with the zoning or the approval of incentives, the towns of Tewksbury and Billerica will schedule *Special Town Meetings* to make these adjustments to fit the requirements of Amazon.

- Case Study #1: EMD Serono

- **Expedited Permitting:** On August 2, 2006, Massachusetts General Law Chapter 43D was signed into law.
- 43D provides a transparent and efficient process for municipal permitting, and guarantees local permitting decisions on priority development sites within 180 days.
- Billerica was one of first communities in Massachusetts to opt into the program, and in partnership with EMD Serono worked on their campus at 45 Middlesex Turnpike.
- EMD currently employs close to 500 employees in their *North America Center for Excellence* where there is room for future expansion and the possibility of finding a cure for some types of cancer.



- Case Study #2: Hamilton Canal Innovation District

- **Proactive zoning:** The City of Lowell approved a new form-based code for the Hamilton Canal Innovation District (HCID) that creates new zoning and subdivision requirements for each parcel and new right-of-way that match the district's Master Plan and are in compliance with Massachusetts General Laws Chapter 40A. All construction in furtherance of the HCID Master Plan is as-of-right.
- In addition to removing discretionary Special Permit requirements and Site Plan Approval requirements, the specificity of the form-based code allowed the City to undertake significant additional pre-permitting work including:
 1. Approval for the entire build-out, including a new 975- spaces public parking garage,
 2. A Memorandum of Understanding that will be updated to ensure all public historic reviews, including review authority of the State Historical Preservation Officer (SHPO) and Lowell National Historical Park (LNHP), are delegated to a single review process with the Lowell Historic Board.
 3. Designation as a 43D site.
 4. Complete initial environmental investigations.





Quality of Life...Why to Choose the Middlesex 3 Region

- The Middlesex 3 region is an ideal location in Massachusetts and the nation to live, work, and play. Centered geographically within 15 miles of both Boston and Nashua, NH the area's nine communities are diverse and provide something for everyone in the Middlesex 3 area.
- This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes startup-businesses, high-tech and high-growth companies, and Fortune 500 corporations.
- **Easy access to major markets:** the Middlesex 3 region is at the confluence of Interstate 95/Route 128 in the south and Route 3 and Interstate 495 in the north. The region has easy access to two international airports, Logan International Airport and Manchester (NH)/Boston Regional Airport.
- **Vast pool of well-educated workforce:** the Middlesex 3 region is in close proximity to dozens of top-notch colleges, universities, business schools, and training centers. The Middlesex 3 region home to the University of Massachusetts-Lowell, Middlesex Community College, MIT's Lincoln Laboratory, and George J. Kostas Research Institute for Homeland Security at Northeastern University. With over 26,000+ area college students in the immediate Middlesex 3 region, the area has talented workforce ready to work. The proximity to top notch universities such as Harvard and MIT enhances the region as well.
- **Dedicated and business-friendly municipalities:** the Middlesex 3 region has built a reputation as a group of municipalities who works together to create a pro-business atmosphere throughout the whole region. The Middlesex 3 communities have created a permitting matrix which has helped streamline the permitting process for any commercial developments throughout the region. The region's municipalities are also proactive in offering tax incentives and exemptions to attract new businesses.
- **Hotspot for commercial real estate development:** the region is home to a diverse cross-section of world class businesses spanning a diversity of industry sectors including life sciences, defense, health services, consumer products, financial, and more. Businesses recognize that Middlesex 3 has available and relatively low-cost real estate compared to the Greater Boston area. Developers and companies continue to make long-term commitments to the region while exploring ways to encourage further development along the corridor. There has been an invigoration of aging industrial and office parks into mixed-use, amenity-rich real estate developments. Middlesex 3 communities are changing their zoning regulations to make these obsolete office parks into 24-7 pedestrian friendly "urbanized suburbia" communities where you'll find creative workplace, restaurants, multi-family housing, green spaces and recreational amenities.
- **Diverse housing options for all:** collectively the Middlesex 3 region has a population of over 310,000 with nearly 80,000 housing units. Housing options range from artist live/work studios in the urban core to a wide-array of single family homes, town homes, and condos in traditional small-town suburban, rural, and urban settings. There are regional social amenities that are



attractive to all ages, mirroring best practices from across the country to drive growth and development. The region and Lowell have the potential to continue serving as a desirable place to live and work for years to come.

- **Boasts wide array of high-quality health care services:** Circle Health and Lowell General Hospital provide high quality, lower cost healthcare locally. With two inpatient hospital campuses in the city of Lowell and over two dozen outpatient centers – including three urgent care centers - throughout the Merrimack Valley, Circle Health has 700 affiliated primary care providers and specialists and partnerships with Boston’s top teaching hospitals. A founding member of Wellforce, a unique health system formed with Tufts Medical Center in 2014, Lowell General Hospital is the second largest community hospital in Massachusetts and is consistently recognized both regionally and nationally for its high quality care and work environment. Lowell General Hospital is joined by Lahey Clinic in Burlington providing superior services to the region.
- **Creating alternative modes of transportation:** the Middlesex 3 region has been proactive in creating new modes of transportation for the business community’s employees. This includes a Transit Management Association (TMA) to work directly with companies and the support of an enhanced network of paths and trails for joggers, walkers, and bikers including the Minuteman Bikepath, the Bruce Freeman Rail Trail, Concord River Greenway, Yankee Doodle Bike Path, and proposed Tewksbury Rail Trail.
- **Excellent K-12 Education:** the region boasts some of the best public schools in the state, as well as close proximity to a variety of private school opportunities.
- **Vibrant recreational hub:** the region has many amenities that support a creative and active lifestyle. There are 18 public and private golf courses within a 15 mile radius, the Nashoba Valley Ski Area, a local ski area in Westford, offers some of the best skiing in New England and is only 10 miles away from Riverview, and the Merrimack and Concord Rivers offer white water rafting. The region also has a number of hiking, swim and tennis clubs, and much more for residents, employees, and visitors.
- **Lively cultural scene:** Lowell is the cultural heart of the Merrimack Valley. It is a city that celebrates its history and historic landscapes, its diverse communities, culture and the arts. Lowell is home to a core community of unique artists, performing and fine arts organizations, historic preservation groups and creative businesses. Traditional and avant-garde museums and galleries showcase a rich palette of fine arts with special exhibitions and open studios; nearly 600 artists call Lowell home. With a number of museums and art galleries, the region has no shortage of cultural and creative assets.
- **Festivals, fairs, and more:** Rich in cultural activities, the region has concerts, shows, performances, political forums, lectures, and historical reenactments and demonstrations year-round. Lowell and the surrounding region has a year-long schedule of special events and festivals celebrating holiday seasons, the arts, music, food and creative innovation. In particular, the Lowell Folk Festival is one of the largest free folk festivals in the country.



Local Culture

- The Route 3 corridor is filled with a variety of recreational and cultural amenities, from theaters and museums, to hiking and biking recreational activities.
- The transportation and infrastructure of the region also allows residents to access the benefits of a large city in Boston, as well as weekend trips to the seacoast of Maine or the Mountains of New Hampshire and Vermont.
- Proximity to myriad opportunities makes the region attractive to businesses since the potential to recruit talented employees that much easier.
- Theater and Entertainment
 - With large scale concert arenas and small clubs and theater venues, the Middlesex 3 region has it all. The 6,500 seat Tsongas Center at UMass **Lowell**, hosts concerts, family shows, tradeshow and conferences for all ages. Nearby is the Lowell Memorial Auditorium, a historic venue with a 2,800 seat capacity for concerts, family shows and conventions.
 - Theater companies including the Merrimack Repertory Theatre and the **Burlington** Players grace the regions with a variety of productions throughout the year. Every summer, the City of **Lowell** puts on a Summer Music Concert Series attracting thousands to the city for weekends of music and entertainment. Cary Hall, in **Lexington**, is a 750-seat venue that hosts concerts and popular events year-round.
 - For those looking for the urban experience, the City of **Boston** is less than 45 minutes away with venues such as The Wilbur Theater, Boston Opera House, Symphony Hall, the Wang Theater, or Blue Hills Bank Pavilion that host concerts, comedy shows, and Broadway or Off-Broadway productions throughout the year.
- Arts And Culture
 - The region has a thriving arts community with many galleries, studios, performing art venues, and artist live/work spaces there is something for everyone looking to enjoy the Middlesex 3 arts and cultural scene. Every summer, **Lowell** hosts the Lowell Folk Festival, the longest running, and second largest, free folk festival in the United States. The festival features five stages of traditional music, authentic crafts, ethnic foods, and much more!
 - Historic **Lexington** was central to the American Revolution, and The Battle Green and Buckman Tavern are examples of historical sites highlighting Lexington’s place in American history.
 - The urban capital of New England is Boston; an easy 45-minute drive, 30-minute train ride, or bike ride from all the communities in the Route 3 corridor. The variety of cultural assets in the city keeps even lifelong residents coming back for more.
- Shopping And Dining
 - The region is full of shopping and dining experiences which are bookended by Lowell in the North and **Burlington** in the South. Burlington is home to the Burlington Mall, and a variety of new restaurants and entertainment including the Third Avenue, The District, Wayside and various other shopping destinations.
 - In the heart of downtown **Lowell** is Mill No. 5, a revitalized mill space home to a number of thriving little boutiques and eateries. Each of our community’s downtowns and business districts provide a diverse range of shopping and dining from boutique storefronts to high-quality national retailers.





- Parks And Recreation

- Middlesex 3 region is home to two well utilized trail systems used for both recreation and transportation. The Minuteman Bikeway connecting **Bedford** and **Lexington** to Alewife in **Cambridge** is one of the most popular rail-trails in the country and was recently inducted into the national rail-trail hall of fame. The Bruce Freeman Trail follows the 25 mile route of the old New Haven rail line and traverses through **Westford**, **Chelmsford**, and **Lowell**.
- Nashoba Valley Ski Area is the Middlesex 3 region’s premier ski mountain offering 17 lifts with instruction and a snow tubing park. Additionally, the region is filled with local and regional park lands including the vast **Lowell-Dracut-Tyngsborough** State Park. Every weekend in April and May, the **Lowell** Parks and Conservation Trust operates rafting adventures, where rafters experience class III and IV rapids on the Concord River while learning about the region’s history and natural resources.
- Nearly every weekend sees unique events and activities with music, food vendors, beer gardens and activities in Lowell’s parks and along its historic canal ways.
- The regional amenities of New England are at the disposal of any resident or employee. **Mount Washington** is a daytrip for the adventurous, while the beaches of **Ogunquit**, Maine are within an hour’s drive. It is the ability to escape to nature while taking advantage of urban comforts that makes New England so unique.



- Sports Venues

- LeLacheur Park, home to the **Lowell** Spinners baseball team, the Class-A Minor League affiliate of the Boston Red Sox, is a family friendly stadium and a great place to spend an afternoon or night in the summer.
- Down the street the Tsongas Center at UMass Lowell is home to the NCAA Division I UMass-Lowell River Hawks Hockey and Basketball teams.
- With an annual attendance of over 575,000 athletes and family members, the Edge Sports Center in **Bedford**, has become the premier hub as a North West Boston athletic facility and sports complex. It has two ice hockey rinks, two outdoor turf athletic fields, a state-of-the-art athlete training center, and health club facility.





In Focus: Lowell National Historical Park

- Established on June 5, 1978, Lowell National Historical Park preserves and interprets the historic structures and stories of the Industrial Revolution and its legacies in Lowell, MA. Lowell was founded in 1822 as a seminal planned industrial city and became one of the most significant textile producing centers in the country.
- Lowell served as America’s model industrial city during the first half of the 19th century, offering the hope that the country would profit socially as well as economically by adopting industrialism as a way of life. The early Lowell system was distinguished by state-of-the-art technology, engineers, and inventors who worked in its waterpower system, monumental mill architecture, enormous production capabilities, rational city planning, and, its workforce of Yankee “mill girls” and later immigrants.
- The City of Lowell is not, as is sometimes claimed, the birthplace of the Industrial Revolution in America. Most of the developments associated with this phenomenon in the nation’s history had their origins elsewhere. But, it was in Lowell that these developments converged in a way and on a scale that made them revolutionary.
- Today, the Lowell National Historical Park represents an innovative partner-driven management concept between federal, state, and local governments, the private sector, and the local community. Together, partners work collaboratively to preserve important historic resources, rehabilitate historic structures for adaptive reuse, and interpret social, ethnic, cultural, and technological themes through creative and cooperative programming all as a vehicle for economic progress.
- Once again, Lowell has become a model for urban development. The city’s revitalization has capitalized on its working-class immigrant culture and the pride of its citizens, as well as extensive cooperation among local, state, and federal agencies and the private sector. Lowell National Historical Park is inextricably linked to the history, culture, and physical form of the city itself.
- Visitors and community members can immerse themselves fully in the landscape and culture of the city:
 - Visitor center in the Market Mills;
 - Ride the rails of historic replica trolleys that move people about the City;
 - Experience the clatter and motion of a working weave room and museum at the Boott Mill; or the restored Boarding House and immigrant exhibit; and
 - Connect to the River Transformed Exhibit at the Wannalancit Mill where a 14 foot flywheel is turned by a water powered turbine.
 - The park offers a variety of free programs targeted at the local community including “Wellness on the Walkways”, “Your City Saturdays,” “Staycation” and “Kid’s Week”. The Patrick Mogan Cultural Center is a commitment to Lowell’s heritage and ethnic communities.
 - Over 4 million people have experienced the Lowell Folk Festival, the premier cultural event of the year offering traditional music, crafts and ethnic foods.





Sustainability

- The Middlesex 3 region and Billerica are working towards being as business friendly and green as possible, and have found that those two goals are not mutually exclusive.
- In 2014, the Town of Billerica – working hand in hand with the private sector – placed a 6 Megawatt, 20,000+ photovoltaic solar arrays on the town’s former Shaffer landfill site.
- The landfill was part of a former Superfund site that the community was committed to cleaning and using to the benefit of Billerica’s residents.
- The solar panels on the 40-acre site preserved the landfill cap and made sure that there were safeguards in place to protect against erosion and potential health issues.
- At the completion of the project, the Environmental Protection Agency (EPA) has awarded its first-ever “Superfund Excellence in Site Re-use” award in New England for this project in Billerica.
- The Shaffer Landfill project has been a successful endeavor for Billerica and as a result there are solar projects in the works at the Superfund site that will create an additional 14.75 Megawatts.
- Billerica is excited by the investment and the potential revenue to the town, while still making a commitment to environmentally friendly power creation.
- The commitment to sustainable building practices extends to all communities in the region, and the businesses that choose to expand here:
- EMD Serono in Billerica has one of the first buildings in the United States that will have both Platinum LEED status and WELL Institute certification. The WELL Institute standards measure the human health and wellness of occupants in the building environment.
- The City of Lowell is in the process of achieving Sol Smart Gold designation. This designation recognizes steps taken to address local barriers to solar energy and to help foster strong local solar markets.
- The Lowell Community Choice Power Supply Program is a municipal aggregation program that enables local government to combine the purchasing power of its residents and businesses. This allows local government to set its own energy related goals for the program such as savings, stability or green options.
- Clean Energy Commitment: The City of Lowell's Community Choice Power Supply Program is covered 100% by Renewable Energy Certifications.
- Strong Statewide Energy Efficiency Program: Massachusetts was named the most energy efficient state for the seventh year in a row by the American Council for an Energy Efficient Economy. Its Mass Save® program has strong incentives to help individuals and companies complete energy efficient upgrades.



Lowell’s former landfill with its 1.5MW solar array

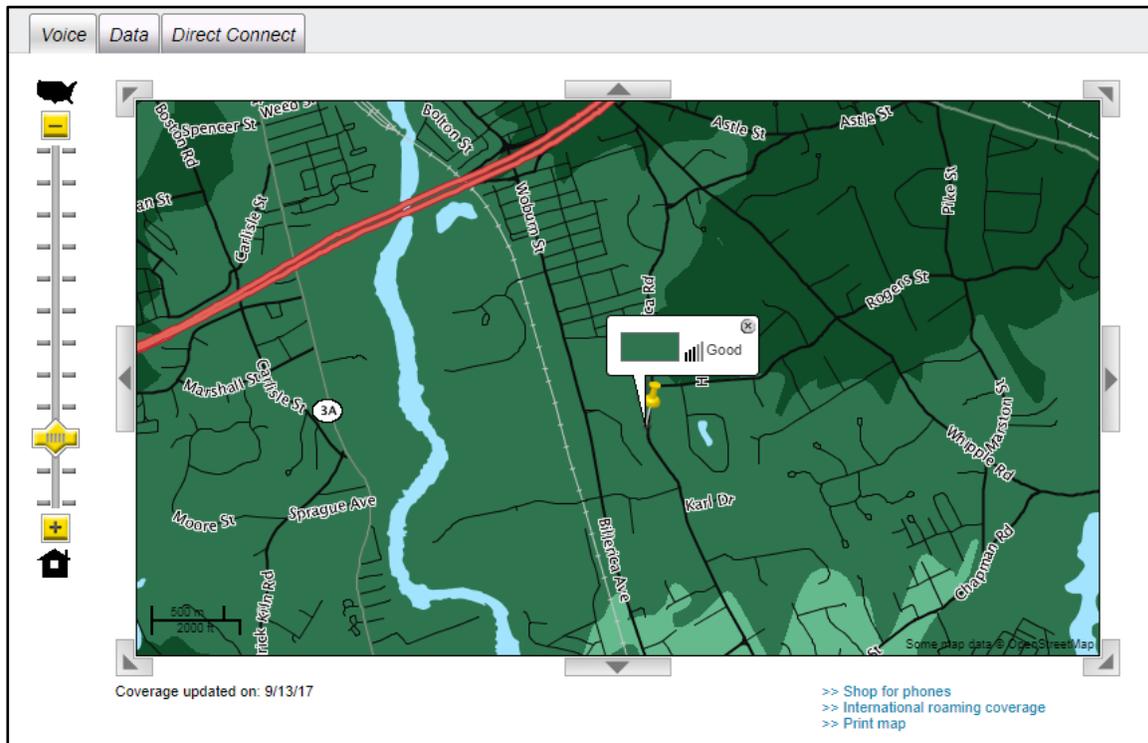


The 6MW Shaffer Landfill site in Billerica

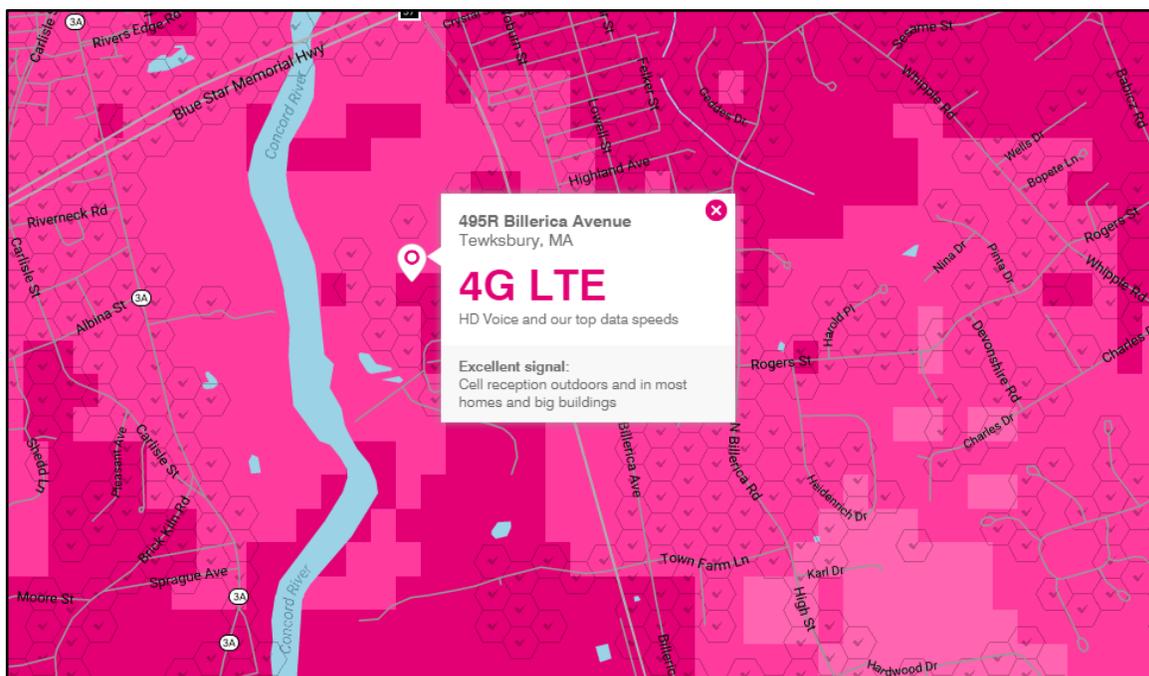


Fiber and Cellular Connectivity

- The Middlesex 3 region is connected by an impressive fiber and cellular network.

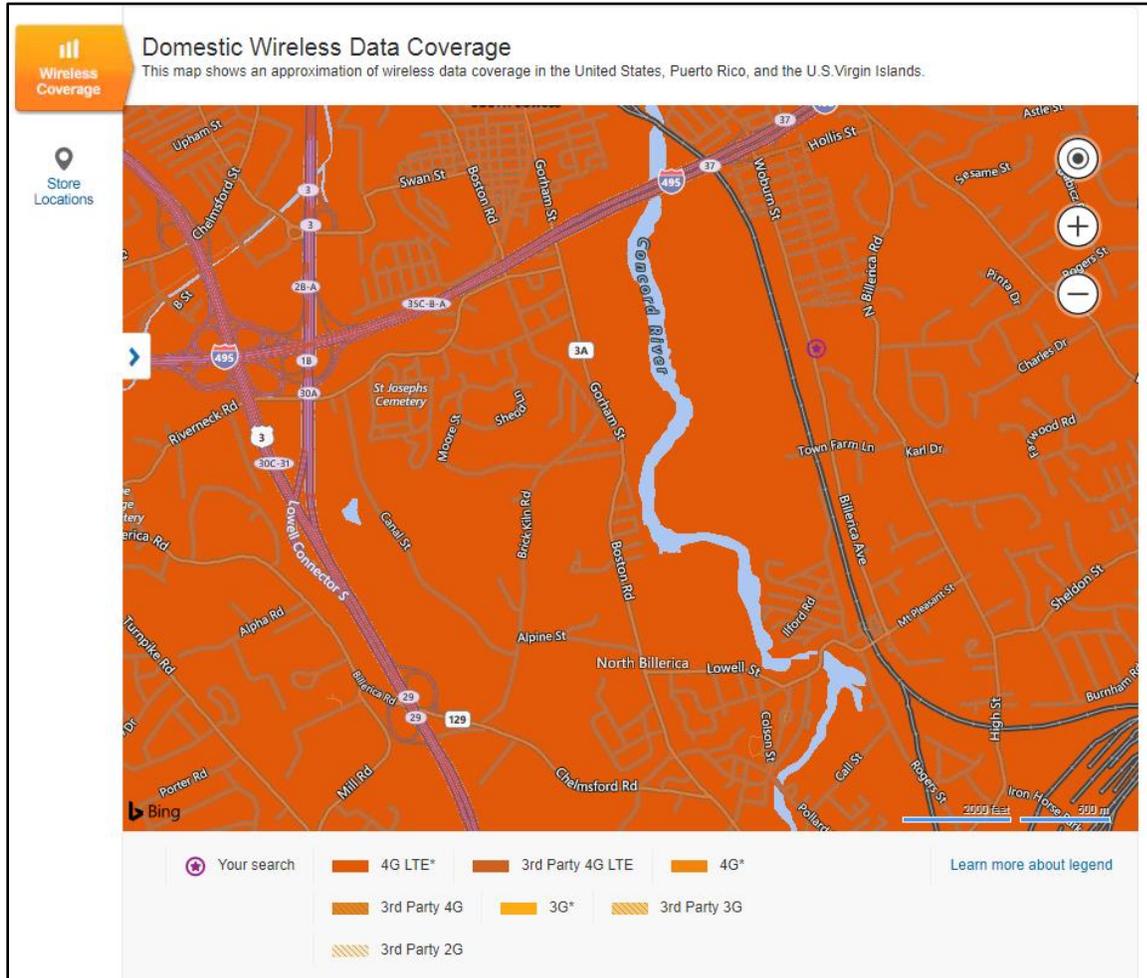


Sprint

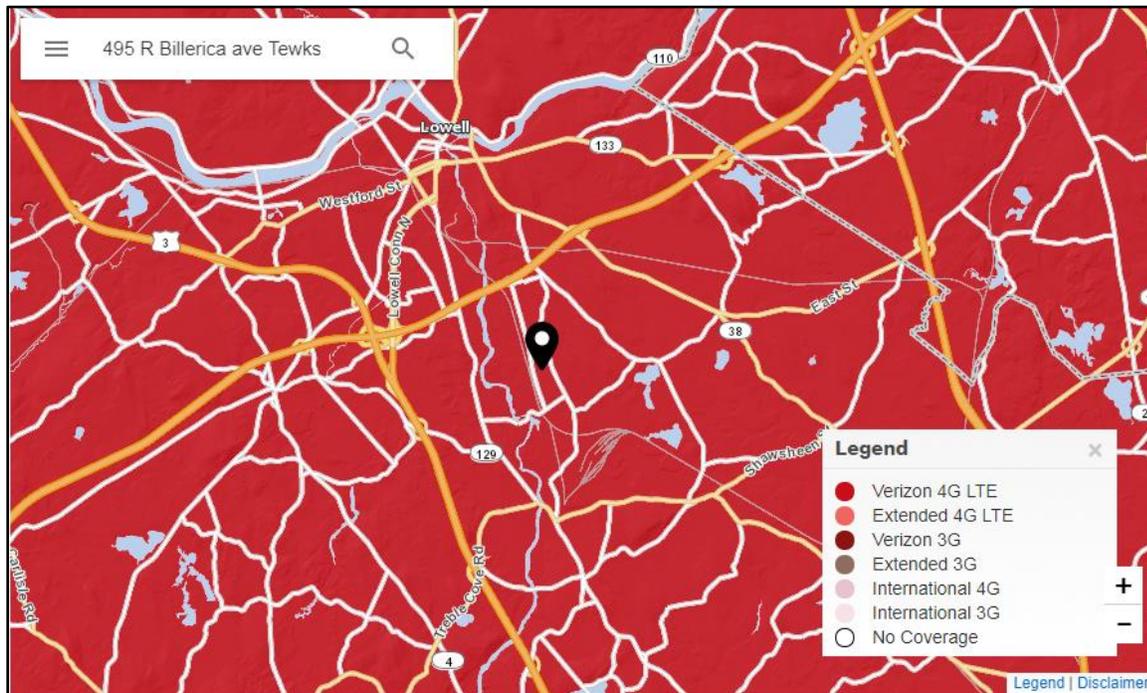


T Mobil

Fiber and Cellular Connectivity



AT&T



Verizon Wireless



- Case Study – Lowell/Markley Group

MARKLEY

- In addition to the superior infrastructure and coverage network, Lowell is home to a world class data center facility developed in 2015 by the Markley Group.
- Markley is the premier provider of mission critical data center and colocation services in New England and counts Amazon Web Services (AWS) as a client in its Boston facility, making the Amazon network easily accessible from Lowell.
- The fifteen acre, 350,000 square foot high-security mission critical campus is located just blocks from the Lowell Connector, and less than two miles from the Riverview Business Park campus.
- The facility provides 2N electrical infrastructure from diverse utility substations to the UPS systems and then to the rack. 2.5MW generators are also configured 2N and an onsite fuel supply is maintained sufficient for 72 hours at 2N or 37 hours at N. Highly efficient pumped refrigerant Liebert DSE CRAC units support the data halls in an N+1 configuration and provide free cooling at 55 degrees. Containment options are available for high density applications.
- Connectivity is obtained through a dozen of on-site providers, and access to Markley's Boston Carrier Hotel located at One Summer Street can be achieved through a variety of diverse dark fiber options or lit services.
- One Summer Street is the intersection of all networks in New England and offers connectivity to over 90 network providers. Amazon Web Services (AWS) recently opened New England's only Direct Connect location at One Summer Street so the Amazon network is easily accessible from Lowell.



Rendering of the Markley Facility located at 1 Markley Way, Lowell

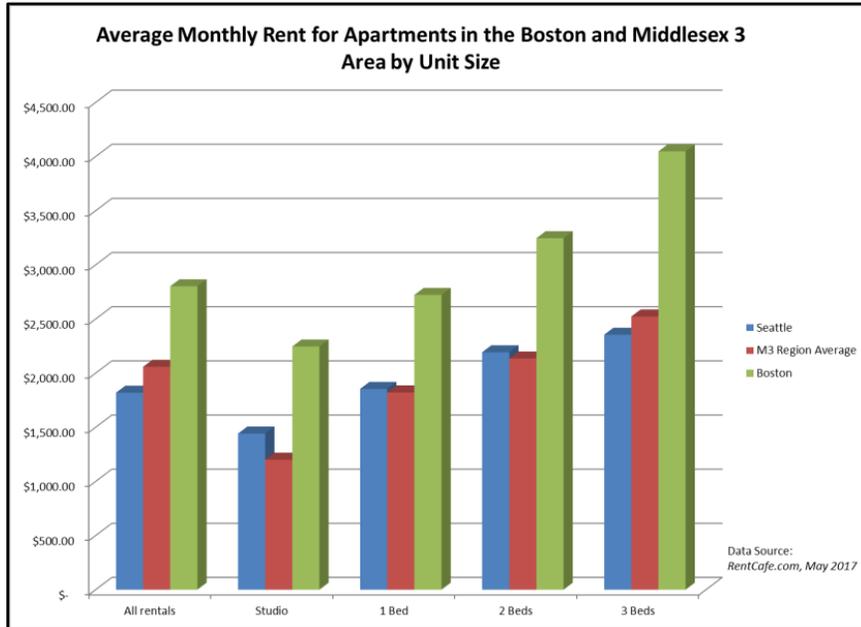


Housing

- The Middlesex 3 region boasts a variety of housing options from historic Victorian homes to modern spacious lofts in a variety of neighborhoods with a unique style and history.
- For employees looking for urban living, Lowell offers beautiful lofts units in renovated historic mills. The region offers a blend of unique urban amenities and suburban convenience.
- Over the past ten years, over 2,000 residential units have been built in Downtown Lowell. These projects represent a total investment of approximately \$877 million.
- The City of Lowell, in collaboration with the Merrimack Valley Housing Partnership and the Lowell Plan offers a robust First-Time Homebuyer Program providing pre-purchase counseling.
- Additionally there are a significant number of housing units being added to the region's rental housing inventory. There are over 4,000 rental units scheduled to be completed by 2021.



Housing Production in the Pipeline for the Middlesex 3 Corridor			
Project	Community	Rental Units	Scheduled Completion
Hamilton Canal Innovation District (various)	Lowell	595	Parcels 8, 9- 2019, Other parcels- 2019/2020
Aspen Apartments	Billerica	384	Early 2019
Northwest Park	Burlington	300	180 Complete; 120 complete in early 2018
20 Corporate Drive	Burlington	271	Early 2019
Connector Park	Lowell	240	2020
Residences at Westford West	Westford	240	Mid 2019
Broadstone Middlesex	Billerica	200	Early 2020
Princeton Westford Apt Homes	Westford	200	Opened 2013
Two Robbins Road	Westford	180	Mid 2019
Alpine Village	Billerica	179	Mid 2019
Turnpike Woods	Chelmsford	168	Mid 2020
Abbot Mill (converted Historic Mill)	Westford	131	Opened 2013
Mass Mills III	Lowell	129	Dec. 2017
Brick Kiln Cove	Chelmsford	124	Mid 2021
Princeton @ Mill Road	Chelmsford	108	Mid 2018
Beaver Brook Crossing	Chelmsford	84	Early 2019
Thorndike Exchange (Phase II)	Lowell	83	2019
Adden Building Lofts	Lowell	75	Spring 2018
1 East Merrimack St	Lowell	66	2019
Thorndike Exchange (Phase I)	Lowell	62	Summer 2018
Village at Taylor Pond (Phase 2)	Bedford	52	Late 2020
685 Lawrence St.	Lowell	50	Early 2018
145 Gorham St.	Lowell	47	2018
15 West 3rd St.	Lowell	40	2019
15 Kearney Square	Lowell	22	2018



Average Rental Rates in the Middlesex 3

City/Town	All rentals	Studio	1 Bed	2 Beds	3 Beds
Lowell	\$ 1,543.00	\$ 1,124.00	\$ 1,412.00	\$ 1,622.00	\$ 1,772.00
Billerica	\$ 1,867.00	\$ 1,109.00	\$ 1,761.00	\$ 2,027.00	\$ 2,318.00
Burlington	\$ 2,224.00	\$ 1,375.00	\$ 1,968.00	\$ 2,395.00	\$ 2,900.00
Lexington	\$ 2,870.00	n/a	\$ 2,506.00	\$ 2,909.00	\$ 3,190.00
Chelmsford	\$ 1,780.00	\$ 1,245.00	\$ 1,578.00	\$ 1,804.00	\$ 1,780.00
Bedford	\$ 2,400.00	n/a	\$ 2,100.00	\$ 2,586.00	\$ 3,020.00
Tewksbury	\$ 1,886.00	n/a	\$ 1,849.00	\$ 1,921.00	\$ 2,685.00
Tyngsborough	\$ 1,499.00	\$ 1,150.00	\$ 1,300.00	\$ 1,499.00	n/a
Westford	\$ 2,454.00	n/a	\$ 1,920.00	\$ 2,454.00	n/a

Riverview Communities Compared to Seattle, Boston, and Cambridge

City/Town	All rentals	Studio	1 Bed	2 Beds	3 Beds
Lowell	\$ 1,543.00	\$ 1,124.00	\$ 1,412.00	\$ 1,622.00	\$ 1,772.00
Billerica	\$ 1,867.00	\$ 1,109.00	\$ 1,761.00	\$ 2,027.00	\$ 2,318.00
Tewksbury	\$ 1,886.00	n/a	\$ 1,849.00	\$ 1,921.00	\$ 2,685.00
M3 Region Average	\$ 2,058.11	\$ 1,200.00	\$ 1,821.56	\$ 2,135.22	\$ 2,523.00
Seattle	\$ 1,819.00	\$ 1,442.00	\$ 1,854.00	\$ 2,193.00	\$ 2,355.00
Boston	\$ 2,802.00	\$ 2,246.00	\$ 2,722.00	\$ 3,246.00	\$ 4,048.00
Cambridge	\$ 2,977.00	\$ 2,315.00	\$ 2,694.00	\$ 3,477.00	\$ 4,111.00



Regional Overview of the Middlesex 3 Coalition – Amazon’s Business Partner

- The Middlesex 3 Coalition is a regional partnership of nine Middlesex County Communities, Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough and Westford with the support of the Massachusetts Executive Office of Housing and Economic Development.
- The coalition communities share a common goal of fostering economic development, job growth and retention, diversification of the tax base and enhancement of quality of life. Members include stakeholders in local government, business, finance, education and development who have combined resources to promote the competitive advantages of the region and advance the economic vitality of the corridor.
- The Coalition is comprised of over 70 businesses, municipalities, nonprofits, real estate developers, and healthcare, financial and educational institutions that support the idea that collaboration will benefit the entire region along Route 3 in Middlesex County.
- Over the last five years, the Middlesex 3 Coalition has formed numerous partnerships and subcommittees to address the below target issues:
 - Promote and market the Route 3 Corridor;
 - Improve regional transportation;
 - Promote educational and workforce development resources;
 - Improve infrastructure, utilities & health care resources; and
 - Encourage real estate development.
- Community Fun Facts



Bedford...home to 31 life science companies and was named a mini biotech hub within Greater Boston by the Boston Business Journal...hosts many world-class life science companies such as Instrumentation Laboratories, Thermo Fisher Scientific, Anika Therapeutics, among many others.



Billerica...America’s Yankee Doodle Town for its contributions to the classic song of American Independence...the hometown of Baseball Hall of Famer Tom Glavine



Burlington...has the largest ratio of jobs to citizens in the Commonwealth of Massachusetts...hub community for the Route 3/128 belt as it is home to the Burlington Mall, Lahey Hospital, and a myriad of other businesses and shopping centers.



Dracut...incorporated in 1701... provide ready access to the Lowell and Boston metropolitan areas, the Atlantic seacoast and the mountains and lakes of New England to the north



Chelmsford...recreational activities for families of all ages and interests...amenities include a state boat ramp to the Merrimack River, cultural center, and the Bruce Freeman Rail Trail.



Lexington... famous for its role in the American Revolution...On April 19, 1775, 77 local townsmen took on the British Regulars, and the first shot of the American Revolution took place on the historic Battle Green in Lexington.

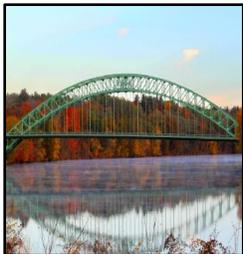


Lowell...birthplace of Bette Davis, an American actress of film, television, and theater and Jack Kerouac, an American novelist and poet...serves as the regions arts, cultural, and entertainment center with its numerous historic attractions, museums, art galleries, performing art venues, and sporting events...hosts the Lowell Folk Festival which one of the largest free folk festivals in the country!



Tewksbury... was home to Mico Kaufmann, world renowned sculptor...Flower growers of Tewksbury developed greenhouses and market gardens between 1890 and 1915 as the town's dominant business...By 1976, Tewksbury grew approximately 2,000,000 carnations, and was hailed as the "Carnation Capital of the World" by

Yankee Magazine.



Tyngsborough... 'The Gateway to the White Mountains' of New Hampshire, a popular vacation destination for New Englanders...once a vacation community with a large seasonal population, now the community is the home to a number of growing number of technology-based companies.

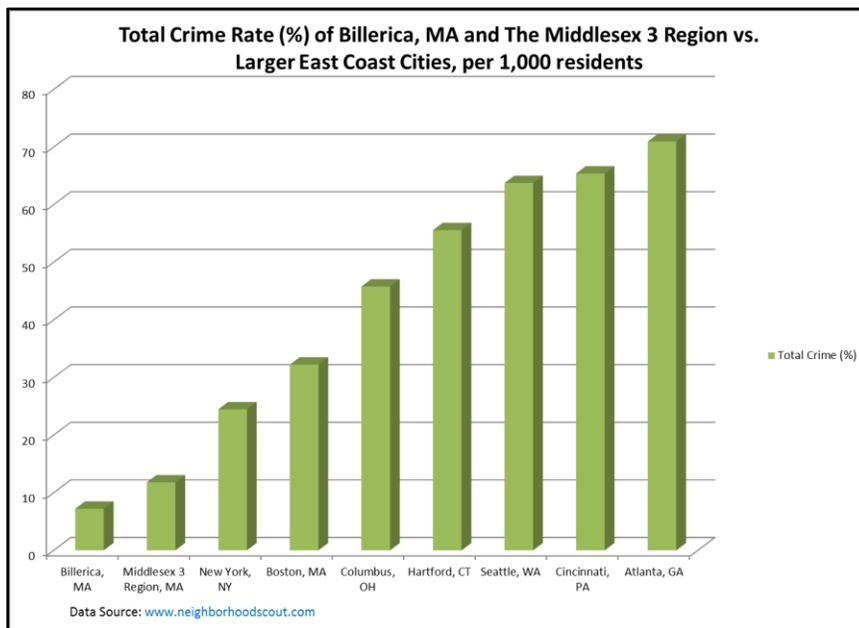
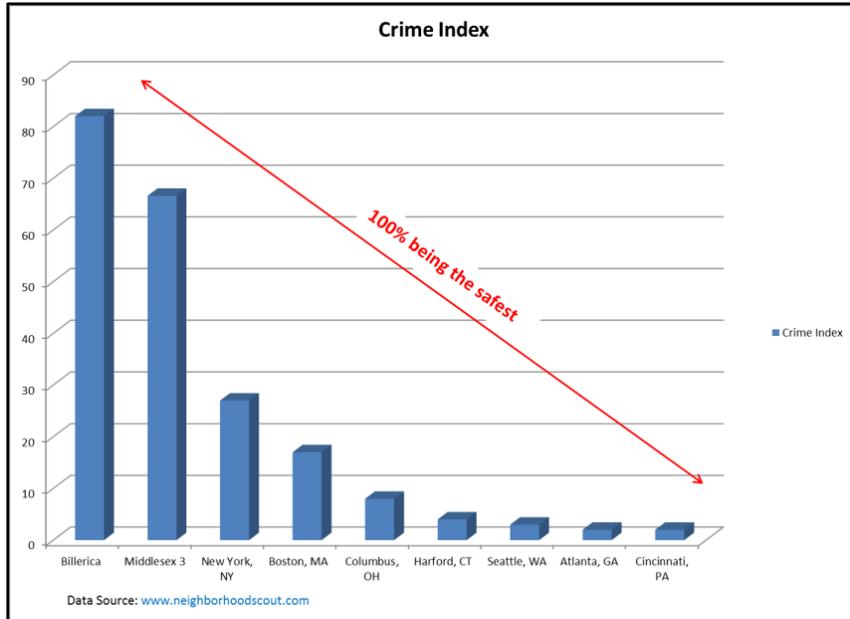


Westford...its history dates back to the first settlers to the area in the 1600s, who hewed granite from boulders left by a glacier deposit...known for its recreation, parks, and nature with its town beaches, golf courses, walking trails, Kimball Farm, the Nashoba Valley Ski Area, and 2,200 acres of protected conservation land.



Public Safety

- The residents of the Middlesex 3 Corridor have the benefits of a committed and attentive public safety system.
- In fact, according to Neighborhood Scout's research of cities in America with 25,000 or more people, based on the total number of property and violent crimes per 1,000 residents Billerica (#27) and Lexington (#8) are included in top 100 safest.





The Commonwealth of Massachusetts
MASSACHUSETTS SENATE

SENATOR CINDY F. FRIEDMAN
Fourth Middlesex District

STATE HOUSE, ROOM 413D
BOSTON, MA 02133-1053
TEL: (617) 722-1432
FAX: (617) 722-1004

CINDY.FRIEDMAN@MASENATE.GOV
WWW.MASENATE.GOV

Chair
JOINT COMMITTEE ON PUBLIC SERVICE

JOINT COMMITTEE ON LABOR AND
WORKFORCE DEVELOPMENT
JOINT COMMITTEE ON MENTAL HEALTH,
SUBSTANCE USE AND RECOVERY

September 29, 2017

Andrew Deslaurier
Chairman, Board of Selectmen, Town of Billerica
32 Mt. Pleasant Street
North Billerica, MA 01862

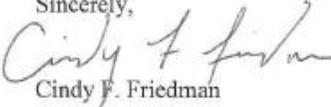
Dear Mr. Deslaurier:

On behalf of the Town of Billerica and of the many constituents and local businesses located along the Route 3 corridor in my district, I am writing to express my strong support for Billerica's application for Amazon's HQ2 RFP.

Billerica is an ideal location for Amazon's second headquarters. Located beside a major highway and just 30-45 minutes north of Boston and Cambridge, the community has access to the highly educated workforce that travels the Route 3 corridor on a daily basis. Billerica is also bisected by the MBTA's commuter rail line and bus route, granting additional access to the community via public transportation.

Billerica also has a history of partnering with a variety of businesses and has realized the economic development advantages of these partnerships. In fact, Billerica and the surrounding region are home to several thriving businesses, including EMD Serono in Billerica, Keurig in Burlington, Kronos in Lowell, and iRobot in Bedford. Partnerships with these businesses and communities would be readily available for Amazon to take advantage of should it choose Billerica as its second headquarters.

I am proud to stand with Billerica and its regional partners at the Middlesex 3 Coalition in support of this RFP. If Amazon selected Billerica as the site for its second headquarters, I have no doubt the partnership would be transformative for Amazon, the Town of Billerica, and the surrounding region.

Sincerely,

Cindy F. Friedman

Letters of Support



COMMONWEALTH OF MASSACHUSETTS
THE GENERAL COURT
STATE HOUSE, BOSTON 02133-1665

October 17, 2017

Amazon Corporation
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

To the Amazon Team,

Thank you for considering multiple sites within Massachusetts for your next headquarters. We, the undersigned, proudly represent the great City of Lowell in the Massachusetts legislature and enthusiastically endorse the application of the City of Lowell and the Middlesex 3 Coalition for the Amazon HQ2.

Amazon would greatly benefit by expanding in the Middlesex 3 region with its strategic location along U.S. Route 3 just north of Boston, with easy access to commuter rails and major highways, and in close proximity to major international airports in both Massachusetts and New Hampshire. The sense of history, energy and civic pride is palpable here. This beautiful business-friendly region has a proven track record of successfully unlocking economic potential and is a national leader in higher education, offering an excellent and diverse labor force of highly-educated graduates from some of the top colleges and universities in the Commonwealth including UMass Lowell. Amazon workers would be located in a vibrant, innovative, and exceptional urban community and also enjoy access to a wide array of excellent housing options at more attractive price points than those found in greater Boston.

We pledge to work collaboratively with the City of Lowell and the Commonwealth of Massachusetts to assist with Amazon's expansion.

Please feel free to contact us if you need any additional information or have any questions about this letter. We appreciate your consideration and wish you the best of luck in your search.

Sincerely,

Eileen M. Donoghue
State Senator
First Middlesex District

Thomas A. Golden, Jr.
State Representative
Sixteenth Middlesex District

Rudy Morn
State Representative
Eighteen Middlesex District

David M. Nangle
State Representative
Seventeenth Middlesex District



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1054

MARC T. LOMBARDO
REPRESENTATIVE
22nd MIDDLESEX DISTRICT
BILLERICA

Marc.Lombardo@MAhouse.gov

STATE HOUSE, ROOM 443
TEL: (617) 722-2460
FAX: (617) 722-2363

September 27, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

To the Amazon Team:

It is a pleasure to offer my endorsement and support for a Billerica and Middlesex 3 Coalition application to the Amazon HQ2 RFP. If Amazon were to pursue the exciting opportunity at Riverview Technology Park, it would undoubtedly have a positive impact for both Amazon and the Greater Billerica area.

The Riverview Technology Park is located beside a major highway which would allow Amazon to have access to the highly educated workforce that travels the Route 3 Corridor on a daily basis. The site is bisected by the MBTA Commuter Rail line, together my partners in town hall and I pledged to work with my state colleagues to bring a connection from public transit to the Riverview Technology Park site. The Town of Billerica has entered into incentive agreements with a multitude of businesses over the years and has realized the economic development advantages of participating in these programs.

The Commonwealth of Massachusetts would be a great location for Amazon. Local businesses such as Keurig in Burlington, Kronos in Lowell, iRobot in Bedford, and EMD Serono in Billerica have all invested in the labor force in the region, and Amazon could take advantage of these investments and partnerships.

I stand with my Billerica colleagues, and my regional partners in support of this RFP. If I can be of any assistance, please don't hesitate to reach out.

Sincerely,

Marc T. Lombardo
State Representative



BOARD OF SELECTMEN

TOWN HALL
365 BOSTON ROAD
BILLERICA, MASSACHUSETTS 01821
978-671-0939
FAX: 978-671-0947

Andrew N. Deslaurier, Chairman
Edward J. Giroux, Vice Chairman
Kimberly J. Conway, Secretary
George J. Simolaris, Jr., Member
Michael S. Rosa, Member

October 5, 2017

Amazon
Office of Economic Development

Dear Members of the Amazon Team:

As members of the Town of Billerica's Board of Selectmen, we are proud to give our endorsement and support to Billerica's Amazon HQ2 RFP application. We represent a unique community that honors hard work and a commitment to aiming high. These characteristics would undoubtedly be invaluable to a company of Amazon's caliber. We firmly believe that we would give your company a strong story to tell, should you decide to pursue the exciting opportunity at Riverview Technology Park.

The 260+ acre development opportunity is located beside a major highway with access to the highly educated workforce that travels the Route 3 Corridor on a daily basis. Riverview has an existing 563,000 square foot facility that can fill Amazon's Phase 1 development needs. In addition, the adjoining Baker Commodities' greenfield site is primed for investment. Both sites are bisected by the MBTA Commuter Rail line, and we have pledged to work with our state partners to bring a connection from public transit to the Riverview Technology Park site. The Town of Billerica has entered into incentive agreements with a multitude of businesses over the years and has realized the economic development advantages of participating in these programs.

The full Commonwealth of Massachusetts is dedicated to welcoming a new Amazon headquarters to our state. As our municipality streamlines the local permitting process, rest assured that the participation from the state legislature and administration will be dedicated to making the development and expansion within our state's borders a top priority.

The Town of Billerica, its business community, and its residents, stand united in support of this RFP. We hope you will agree that the Town of Billerica is the right choice for Amazon.

Sincerely,

Billerica Board of Selectmen

				
Andrew Deslaurier Chairman	Ed Giroux Vice-Chairman	Kim Conway Secretary	Michael Rosa Member	George Simolaris Jr. Member


John Curran
Town Manager

America's Yankee Doodle Town



OFFICE OF THE TOWN MANAGER
TOWN OF TEWKSBURY
TOWN HALL
1009 MAIN ST
TEWKSBURY, MASSACHUSETTS 01876

RICHARD A. MONTUORI
TOWN MANAGER

(978)-640-4300

October 12, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Town of Tewksbury, I am writing to express our full support for Amazon HQ2 to locate at Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

As one of the proposed host communities for this response to the Amazon HQ2 RFP, Tewksbury is looking forward to capitalize on its business-friendly environment and strong working relationships not only with Billerica and Lowell, but the entire Middlesex 3 region. The Middlesex 3 Coalition includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. The proposed sites in Billerica, Tewksbury and Lowell benefit from the Middlesex 3 region which includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Richard A. Montuori
Town Manager



Office of the City Manager
 City Hall • 375 Merrimack Street • Lowell, MA 01852
 P: 978.674.4400 • F: 978.970.4007
www.LowellMA.gov

Kevin J. Murphy
 City Manager
 Michael McGovern
 Assistant City Manager

October 12, 2017

Amazon Corporation
 Office of Economic Development
 c/o Site Manager Golden
 2121 7th Ave
 Seattle, WA 98121

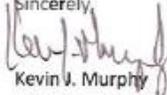
The City of Lowell strongly endorses this application to locate Amazon HQ2 in the Middlesex 3 corridor in Massachusetts. Lowell is the largest urban center within minutes to the proposed location, and only 40 minutes by rail from Boston. Lowell is alive seven days a week with spectacular sporting events, festivals and cultural activities, multi-cultural festivals and award-winning museums. Lowell is home to its own urban National Historical Park; minor league baseball affiliate of the Red Sox, restored historic commercial and residential mill buildings; restaurants serving international and ethnic cuisine, and a downtown lined with boutique stores and coffee shops.

Lowell's economy is thriving and the same spirit of innovation and entrepreneurship on which the City was built, continues to define our business environment. Cutting edge companies with a global presence, such as Kronos, Markley, JABRA, and Verizon call Lowell home. As the fourth largest city in Massachusetts we have the sophistication and expertise you would expect from a large city, with the personal attention and community commitment you would find in a small town.

The City of Lowell boasts a lively art and cultural scene, affordable housing costs, a dynamic business environment, and premium affordable commercial real estate within easy reach of all of New England's commercial markets. Home to two world class educational institutions, the University of Massachusetts, Lowell and Middlesex Community College, Lowell businesses have access to state-of-the-art research facilities, a talented workforce, corporate and community education, and the community spirit and engagement of a college town.

Lowell has a pro-business City Council, a proactive Department of Planning and Development, and highly talented, professional staff ready to assist Amazon where needed. My administration is eager to secure local and state permits, support your regional needs, and access technical assistance and financial incentive programs to make the Amazon transition into Massachusetts highly successful.

For additional information, please contact me personally so the City of Lowell can become a true partner in developing Amazon HQ2 to its fullest.

Sincerely,

 Kevin J. Murphy
 City Manager

The City of **LOWELL** *Alive. Unique. Inspiring.*



Office of the Town Manager

Paul E. Cohen
Town Manager

50 Billerica Road
Chelmsford, MA 01824-2777

978.250.5201
Fax: 978.250.5252

October 4, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Town of Chelmsford, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. We believe the Middlesex 3 region would be the perfect location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

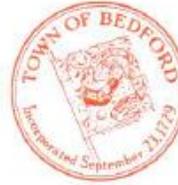
Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Paul E. Cohen
Town Manager



TOWN OF BEDFORD
BEDFORD, MASSACHUSETTS 01730



www.bedfordma.gov

Richard T. Reed, *Town Manager*

Town Hall
10 Mudge Way
Bedford, MA 01730
781-275-1111

October 10, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

I am writing to express my support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. I believe the Middlesex 3 region would be the perfect location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. I believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Richard T. Reed
Bedford Town Manager and Past President, Middlesex 3 Coalition



**TOWN OF WESTFORD
OFFICE OF THE TOWN MANAGER**

TOWN HALL
55 Main Street
WESTFORD, MA 01886
Telephone (978) 692-5501 Fax (978) 399-2557

October 4, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the town of Westford, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts. This letter includes a few facts about Westford that support the proposal for Amazon's HQ2 headquarters in our region.

Westford is a thriving suburban community at the crossroads of Interstate 495 and Route 3 with high-tech businesses such as Red Hat, UTC Aerospace Systems, Juniper Networks New England Innovation Center, NetScout Systems and many small business start-ups. Community amenities include restaurants, Whole Foods Market, retail shops, medical centers and hotels. Westford's schools are ranked 6th in Massachusetts and the regional Nashoba Valley Technical High School just opened its Engineering Academy program. The Town's population is growing more diverse: Asian residents make up almost 15% of population, an increase of over 200% between 2000 and 2010-2014 according to the American Community Survey.

Westford offers an array of housing choices, from loft units in historic mill buildings, garden apartments, single family homes on one-acre lots and town houses. Our active Economic Development Committee has worked with local and state leaders to support expansion of businesses through Tax Increment Financing (TIF) mechanisms in the past 5 years, which were approved with unanimous support by Town Meeting. We work closely with our regional partner towns and organizations such as Middlesex 3 to promote and grow community based transportation services to improve connections to regional commuter rail stations and fixed route transit. There is a regional rail-trail that runs from Lowell through Chelmsford and Westford, providing for bicycle commuting and recreation.

Westford has incredible natural resources; it has lakes and ponds, 2,200 acres of town owned conservation areas, and apple orchards. Residents have numerous recreational opportunities such as hiking, canoeing, golf, and apple picking. We have a ski area, horseback boarding and



riding facilities, and amazing ice cream made locally at Kimball Farm, which also hosts corporate events.

We think that the Riverview Business Park and the regional attractions of the Middlesex 3 area offer great opportunities for Amazon employees and a nurturing environment for Amazon's business relationships.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Jodi Ross,
Town Manager



Town of Lexington, Massachusetts

OFFICE OF SELECTMEN

SUZANNE E. BARRY, CHAIRMAN
PETER C.J. KELLEY
JOSEPH N. PATO
MICHELLE L. CICCOLD
DOUGLAS M. LUCENTE

TEL: (781) 698-4580
FAX: (781) 803-0468

October 16, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Town of Lexington, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. We believe the Middlesex 3 region would be the perfect location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Suzanne E. Barry
Chairman

1625 MASSACHUSETTS AVENUE - LEXINGTON, MASSACHUSETTS 02420
e-mail: selectmen@lexingtonma.gov



TOWN OF BURLINGTON
Board of Selectmen/Town Administrator's Office

John Petrin, Town Administrator

Betty McDonough, Office Manager

October 5, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Town of Burlington, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. We believe the Middlesex 3 region would be the perfect location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

John D. Petrin
Town Administrator

29 CENTER STREET • BURLINGTON, MASSACHUSETTS 01803 • TEL (781) 270-1635
jpetrin@burlington.org • www.burlington.org • Bmcdonough@burlington.org



TOWN OF TYNGSBOROUGH

Office of the Town Administrator

Town Offices | 25 Bryants Lane

Tyngsborough, MA 01879

Tel: (978) 649-2300 Ext. 100 | Fax: (978) 649-2320

October 17, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Town of Tyngsborough, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. We believe the Middlesex 3 region would be the perfect location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. We believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and we look forward to welcoming you to our communities.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Matthew J. Hanson
Town Administrator



Dr. James C. Mabry
President, Middlesex Community College

October 10, 2017

Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

Middlesex Community College (MCC) is proud to support the city of Lowell and the Middlesex 3 Coalition's response to the Amazon HQ2 request for proposal to locate a second corporate headquarters. MCC has joined with our community partners, including legislative and municipal leaders from our service communities to discuss opportunities wherein the college, and specifically, its corporate and community education as well as select academic programs, could complement the bid response for our region.

MCC has two campuses, located in the historic mill city of Lowell, Massachusetts, as well as a suburban Bedford campus, both of which fall into the service region of the Middlesex 3 Coalition and enroll more than 12,000 students annually. The college's Executive Director of Institutional Advancement, who oversees the college's corporate training programs, serves on the Board of Directors for Middlesex 3.

MCC's division of Corporate Education and Training currently serves hundreds of incumbent and prospective regional employees each year through short-term non-credit courses, contract training with employers, and grant funded initiatives including MA Workforce Training Fund Program (WTFP) and US Department of Labor grants. Courses in this division cover a broad array of content areas including Cybersecurity for Managers, preparation for a variety of computer science certifications such as Certified Computer Examiner and CompTIA™ Security+ as well as programming language instruction in JavaScript, PHP and MySQL, ASP.NET, and Linux. Other available training addresses human resource management through preparation of SHRM-CP™/ SHRM-SCP™ certifications, project management training, technical writing, and web design. MCC's Corporate Education and Training division frequently joins with local employers to develop customized contract training to meet their specific business needs.

Credit programs including Information Technology offer MCC students one-year credit certificates and two-year Associate's degrees in high-demand fields such as Cybersecurity that prepares students to take the exams for valued industry credentials such as CISCO Certified Network Associate I and II, and CISCO CCNA Security Certification. Over the past three years MCC's Computer Science and IT programs have graduated between 56 to 60 students - out of total graduating classes averaging 1,100 - annually who either join the regional workforce or transfer to higher level educational programs.

Should you require any further information on behalf of Middlesex Community College, please do not hesitate to contact me directly. Thank you on behalf of the college community.

Sincerely,

James Mabry, Ph.D.
President

Bedford Campus | 591 Springs Road | Bedford, MA 01730-1197

Lowell Campus | 33 Kearney Square | Lowell, MA 01852-1987





University Crossing
220 Pawtucket Street, Suite 400
Lowell, MA 01854-5120
tel: 978.934.2201
fax: 978.934.3000
email: Jacqueline_Moloney@uml.edu

Jacqueline F. Moloney
Chancellor

OFFICE OF THE CHANCELLOR

October 13, 2017

Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

Dear Site Manager Golden,

I am writing to express my enthusiastic support to bring Amazon HQ2 to the Middlesex 3 Region.

At UMass Lowell we believe very strongly in the goals of transformational education that fosters student success, lifelong learning and global awareness. We were founded on traditions of innovation, entrepreneurship, and business and community partnerships to address challenges facing our region.

We contribute \$921 Million a year to the regional economy and support 7,000 jobs on and off campus. We recently welcomed the largest and most diverse class of 18,000 students – a record number – and the Chronicle of Higher Education has ranked us the fastest growing public doctoral institution in New England and fifth in the nation. Through Co-ops, service-learning and internships, students are exposed to real world training to prepare them for future employment. About 95% of last year's graduating class obtained employment or went on to graduate school. We have 92,000 living alumni, including more than 53,000 in Massachusetts.

At UMass Lowell it is a priority for us to keep our curriculum current and in tune with industry and community partner needs. Our industry-based advisory boards are populated by successful and engaged alumni. Our multi-disciplinary academic programs require multi-disciplinary faculty and research teams.

We've made significant facility and equipment improvements over time. That equals 14 new buildings in 8 years, including a new 8,000 square foot MakerSpace in the College of Engineering; the Mark and Elisia Saab Emerging Technologies and Innovation Center; Pulichino Tong Business Center; a Health and Sciences building and University Crossing student-engagement center.

We partner with over 200 companies in our core research facilities and have 136 partnerships with top educational institutions in more than 45 nations. Our strategic partnerships and co-location of industry partners in our campus facilities allow for the exchange of ideas, accelerates research and results in significant economic impact.



We collaborate with our partners at Middlesex 3 and especially the city of Lowell on infrastructure improvements, economic development initiatives and civic engagement. We do this to capitalize on the many strengths of our respective organizations and to provide the best opportunities to people in our region. Through our association with Middlesex 3, we take a regional approach to economic development, job growth and enhancing the quality of life.

UMass Lowell is located less than 30 minutes away from the proposed Phase I site and we are committed to continue to work with our partners and expand our reach to a new Amazon HQ2 in our community.

I welcome you to contact my office to arrange a visit to campus to learn more about our programs, services, talent and location.

Very truly yours,

Jacquie Moloney
Chancellor



297 BILLERICA ROAD
CHEMLSFORD, MASSACHUSETTS 01824

October 15, 2017

Kevin Murphy, City Manager
City of Lowell
375 Merrimack Street
2nd Floor, Room 43
Lowell, MA 01852

Dear Manager Murphy,

When searching for a new location for our global headquarters, it quickly became apparent that Lowell, Massachusetts was the place for us.

We were pleased to find 500,000 square feet of available space at the Crosspoint Towers which was suitable to house all 1,500 headquarters employees under roof in space that was able to be retrofitted to meet the needs of an innovation company such as ours. We have had an outstanding experience working with the City of Lowell throughout the site selection, permitting and construction phases of our project. The city has repeatedly delivered on its promise to provide us with all of the support we need to be successful and we have had a wonderful experience doing business in Lowell.

Of even more significance to Kronos is the ability to attract and retain the best and brightest talent to fuel our company. We have found the Merrimack Valley to have an outstanding workforce, and we have formed an internship and recruiting relationship with the University of Massachusetts at Lowell which has proven to turn out highly capable, qualified and driven students. This strategic partnership and others has helped us to access a talent pipeline to meet our every need.

Kronos is very proud to be doing business in the City of Lowell and the Merrimack Valley and we strongly recommend it for other corporate headquarters.

Regards,

Jonathan M. Proffitt
Sr. Director, Global Real Estate & Corporate Services

KRONOS, INC.
Telephone: (978) 250-9600 Facsimile: (978) 367-5800



E Ink Corporation
1000 Technology Park Drive
Billerica, MA 01821
www.eink.com

October 4, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of E Ink Corporation, I am writing to express my full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford. I believe the Middlesex 3 region would be the perfect location for your second headquarters as these nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and recreational and cultural opportunities. In addition, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and Fortune 500 corporations, who all need the educated and high-quality workforce that is located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. I believe Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and I look forward to welcoming you to the area. Please accept this letter of support for this regional Amazon HQ2 proposal.

Sincerely,

Dean LaMothe
Sr. Director of Finance



2017.

Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of the Lowell Spinners minor league baseball team, proud affiliate of the Boston Red Sox, I am writing to express our full support for Amazon HQ2 to locate to Riverview Business Park in Billerica, Lowell, and Tewksbury in the Middlesex 3 region of Massachusetts.

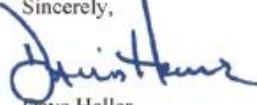
The Middlesex 3 region includes nine communities along the U.S. Route 3 highway and begins 15 miles northwest of downtown Boston. It includes the communities of Bedford, Billerica, Burlington, Chelmsford, Lexington, Lowell, Tewksbury, Tyngsborough, and Westford.

We at the Spinners believe the Middlesex 3 region would be an ideal location for your second headquarters as our nine communities are diverse and provide something for everyone. This includes excellent educational and workforce training resources, business-friendly municipalities, diverse housing and commercial real estate options, alternative transportation resources, high-quality healthcare facilities, and numerous recreational, entertainment and cultural opportunities, including, of course, affiliated Minor League Baseball at what was in 2017 voted by Ballpark Digest "the best short-season ballpark in the country."

Most important, Middlesex 3 has a strong and diverse business base, which includes start-up businesses, high-tech and high growth companies, and numerous Fortune 500 corporations, who all make great use of the educated and high-quality workforce located in and around the Middlesex 3 area.

The Middlesex 3 Coalition, a regional public-private partnership of business, municipal, entertainment and educational leaders, will help streamline the process and provide you with the resources and amenities needed for your employees to thrive and for your company to succeed. I am sure Amazon would feel right at home at the Riverview Business Park in the Middlesex 3 region, and I would love nothing more than to join in welcoming Amazon into our wonderful communities.

I hope you will give every consideration and, ultimately, support for our regional Amazon HQ2 proposal in the heart of Red Sox Nation!

Sincerely,

Dave Heller
Owner

450 Aiken Street • Lowell, MA 01854 • (978) 459-2255 • www.lowellspinners.com





October 6, 2017

To Whom it May Concern,

I am pleased to write this letter in strong support of the proposal our community has developed to encourage Amazon to build its second headquarters in the Greater Lowell area of Massachusetts.

As President and Chief Executive Officer of Circle Health and Lowell General Hospital, I am passionate about the countless strengths and unique benefits the Greater Lowell community offers to its residents and visitors. Given our close proximity to the international city of Boston, our area boasts one of the highest educated and diverse populations in the country. A unique blend of urban amenities and suburban convenience has established Greater Lowell as a hub of extensive arts and entertainment including eclectic galleries, Broadway headlining theater, diverse concert performances, sports and diverse dining options.

Of course, any business is concerned about providing the highest quality and most affordable healthcare to its employees and their families. The businesses that settle in Greater Lowell reap the benefits of just that. Circle Health and Lowell General Hospital provide high quality, lower cost healthcare locally. With two inpatient hospital campuses in the city of Lowell, we also provide over two dozen outpatient centers throughout the Merrimack Valley, including three urgent care centers that operate seven days a week in Billerica, Lowell, and Westford. Many of our services are recognized as centers of excellence, including the important areas of cancer care, heart and vascular, surgical services like orthopedics, gynecological and robotic surgery, as well as maternity and pediatrics. And our outpatient centers provide convenient access to specialty services like diabetes, pain and weight management.

Circle Health has 700 affiliated primary care providers and specialists and partnerships with Boston's top teaching hospitals and specialists. A founding member of Wellforce, a unique health system formed with Tufts Medical Center in 2014, Lowell General Hospital is the second largest community hospital in Massachusetts and is consistently recognized both regionally and nationally for its high quality care and work environment.

We are proud to support our community's proposal to bring Amazon to Greater Lowell, and would welcome the opportunity to provide the very best healthcare to your team.

Sincerely,

Joseph A. White
President and Chief Executive Officer
Circle Health and Lowell General Hospital

295 Varnum Avenue, Lowell, Massachusetts 01854-2193 • 978-937-6000 • TTY 978-937-6889



Markley Boston, LLC
One Summer Collocation, LLC
Markley Lowell, LLC
One Summer Street
Boston, Massachusetts 02111

MARKLEY GROUP

Writer's Direct Dial Number 617-671-0550

Date: October 16, 2017
To: Amazon HQ Search Team
From: Jeffrey Flanagan
Executive Vice President
Markley Group
Re: Middlesex3 Corridor Application

To Whom It May Concern:

As both a partner with Amazon Web Services ("AWS") and the City of Lowell, Massachusetts, we wanted to provide a letter of support for the Middlesex3 Corridor Application for Amazon's new headquarters.

Markley is a data center/colocation provider with a mission critical development resume in excess of 4M square feet. AWS operates New England's only Direct Connect service at Markley's Boston facility. Three years ago, Markley purchased a 15 acre property in Lowell and began a phased development of a 350,000 square foot colocation facility. The support Markley has received from Lowell's Planning and Development professionals, Zoning & Building Departments up to and including the fire department has been outstanding and exemplary. Having developed properties throughout the United States and Europe, I can confidently say the professionals at the City of Lowell approached our development in a manner which we have never experienced before. Lowell treated the project as a partnership, showed a great deal of flexibility and was willing to compromise and work with us to solve problems to ensure a mutually beneficial result.

I would be happy to discuss our experiences concerning our development and the positive and supportive environment Lowell fosters. Please feel free to reach me at the number above should you wish to hear specifics about our highest endorsement of working with the Lowell team.

Very truly yours,



October 17, 2017

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Ave
Seattle, WA 98121

RE: Amazon HQ2 RFP

To Whom It May Concern,

On behalf of Alliance Residential Company's New England division, I am writing to express our full support for the regional proposal for the new Amazon HQ2 to locate at Riverview Business Park in Billerica, Lowell, and Tewksbury.

Alliance is currently partnered with the Town of Billerica for the processing of a \$70M mixed use redevelopment including 200 mixed-income apartment homes targeted directly at the area's immediate concentration of young technology oriented employees. Billerica features a forward-thinking government with strong leadership with a track record of accomplishing major projects including the expansion of the Middlesex Turnpike, a direct artery connecting the area's technology focused zones. With their foresight, they've bridged major infrastructure projects with creative and progressive programs to encourage sustainable redevelopment such as our proposed community.

While the area features a robust technology focused employment market, like many communities in Greater Boston, most of the surrounding communities shun the development of the very housing the area's workforce demands. Billerica has a track record of welcoming this kind of development, wisely understanding the importance of connecting this young, well-educated workforce with proximate, affordable and amenity rich housing.

While a strong local government was a nice discovery for our development team, it was not the reason Alliance selected Billerica for our next redevelopment. Billerica is tremendously well located in the Route 128 north submarket, along the northwesterly alignment of Greater Boston's most prominent technology and R&D oriented firms stretching out from Cambridge MA. Billerica combines the attractive tree-lined suburban dynamic with a 21st century take on economic development and excellent proximity to major regional arteries.

We couldn't be more excited about working with the Town and completing this fantastic redevelopment in partnership with Billerica. We know they'll treat Amazon with the same progressive, professional and responsible posture that will make our redevelopment and the community at large a great place to do business.

Please accept this letter of support for our regional Amazon HQ2 proposal.

Sincerely,

Michael J. Boujoulian
Managing Director
Alliance Residential, New England