

achievements HIGHER EDUCATION

NOTABLE WORCESTER ALUMNI IN BUSINESS

Assumption College

- Donald D'Amour, Chairman/CEO, Big Y Foods, Inc.

Becker College

- Colleen Barrett, President Emeritus, Southwest Airlines

Clark University

- Hugh Panero, CEO, XM Radio
- Fred Rosen, former CEO, Ticketmaster
- Jeffrey Lurie, Owner, Philadelphia Eagles
- Ron Shaich, Founder/Chairman, Panera Bread

College of the Holy Cross

- James Burke, former CEO, Johnson & Johnson
- John Hamill, former Chairman, Sovereign Bank
- Pedro Heilbron, CEO, Copa Airlines
- F. Donald Kennedy, Chairman, Goldman Sachs
- Brian Kelley, CEO of Keurig Green Mountain Coffee
- James W. Keyes, Former Chairman/CEO, Blockbuster, Inc.
- Victor Luis, President, Coach, Inc.
- James David Power III, founder, J.D. Power & Associates
- David A. Spina, former Chairman/CEO, State Street Corp.

WPI

- Joe Quinlivan, President/COO, Amazon Robotics
- Robert Stempel, former Chairman/CEO, General Motors
- Paul Allaire, former CEO, Xerox
- Curtis Carlson, President/CEO, SRI International
- Don Peterson, Chairman/CEO, Avaya Technologies
- Dean Kamen, Founder/CEO, DEKA (inventor of Segway)
- Eric Hahn, Former CTO, Netscape
- Naveen Selvadurai, Co-Founder, Foursquare

Nearly 40% of Worcester residents between the ages of 25 to 34 hold a Bachelor's degree or higher, more than most major United States cities.



existing and potential **programs & partnerships** HIGHER **EDUCATION**

The potential for partnerships is endless.

Worcester's leadership across industry, higher education, k-12, workforce training and government is extremely collaborative and continuously work together to address workforce gaps and training needs. **The Central Massachusetts STEM Network** recently inventoried the regional STEM programs and pathways and identified over 100 offerings from K-12, public libraries, community-based organizations, higher education institutions and industry. The Central Worcester County STEM organizations have been collaborating for 30 years.

WPI offers one of the nation's preeminent university-based K-12 STEM outreach programs to elementary, middle, and high school students. Each year, WPI hosts over 2,000 children and young adults to campus in a variety of programs, including the **Frontiers** program, a two-week long residential program during the summer that offer high school students classes in software development and cyber security.

The Aisiku Center for STEM Research and Education, at Worcester State University, is in place to enhance student learning and success in the STEM fields through facilitating interdisciplinary collabora-

tion and initiatives, connecting students with research opportunities, internships, and field experiences.

The Massachusetts Academy of Math and Science at WPI (Mass Academy/MAMS/MAMAS) was founded in 1992 by the Massachusetts State Legislature as a public, non-residential magnet school to serve academically advanced youth in grades eleven and twelve in math, science, and technology.



The Academy is a collaborative effort among the Commonwealth of Massachusetts, Worcester Polytechnic Institute, and the high schools of Massachusetts. In addition to passing all classes, the Academy also requires that all students complete 50 hours of community service per year. Since its inception in 1992, over 1,000 students have graduated from the Academy.



PAGE 6 **local & regional K-12** programs related to **COMPUTER SCIENCE**

Feeding into these successful colleges are strong K-12 programs available in the 47 public schools and 20 private, parochial, and charter schools in Worcester.

Worcester Public School Sysytem offers 109 sessions of 10 different computer science courses from Advanced Placement Computer Science to general computer programming courses. These classes enrolled 2,200 students in 2017.

Other notable high schools in the city, University Park Campus School and Massachusetts Academy for Math and Science (MAMS), feature strong STEM curriculum. MAMS was founded in 1992 by the Massachusetts State Legislature as a public, non-residential magnet school to serve academically advanced youth in grades eleven and twelve in math, science, and technology. The school emphasizes math and science within a comprehensive, interactive program. The rigor of the junior year classes exceeds high school honors and AP programs, with more than 1200 hours of instruction. Seniors complete a year of college, taking the same classes as other students at Worcester Polytechnic Institute. The Academy is a collaborative effort among the Commonwealth of Massachusetts, Worcester Polytechnic Institute, and the high schools of Massachusetts.



Welcome Mr. President

Notably, Worcester Technical High School, a 2013 National Blue Ribbon High School from the US Department of Education, was the only high school to have President Obama give the commencement address in 2014.

Within 45 miles of Worcester, there are 9 public technical high schools.





HECCMA
HIGHER EDUCATION CONSORTIUM OF CENTRAL MASSACHUSETTS

October 11, 2017

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

Dear Site Manager Golden and Members of the Amazon Site Selection Team,

As representatives of the higher education community, we are pleased to write this letter in support of the city of Worcester's proposal to host Amazon's second headquarters. As you search for a location with a pipeline of talented potential employees in a community that is both affordable and thriving, you need not look any further than our city.

Worcester is home to innovators. From the entrepreneurs who built a strong industrial economy to Robert Goddard, the father of the first liquid-fueled rocket that helped launch the space age, Worcester is proud of its history as the birthplace and workplace of creative, forward-thinking leaders in science, business, and technology, among other fields. We are also home to creative thinkers, writers, and artists who made our city a cultural destination and are vital to any flourishing society.

While we celebrate our past with pride, we also look to a bright future paved by the gifted students and faculty members who study and conduct innovative research in our institutions. As such, our institutions attracted \$329M in research dollars during the last fiscal year. Our 35,000 students consist of future leaders in the STEM fields, as well as business and finance. Our regional colleges and universities boast unique academic programs in robotics, game design, drones, and logistics/supply chain management, to name just a few.

Our faculty members are celebrated academic leaders who contribute to significant advancements in their chosen fields. They consist of world-renowned scientists, including recipients of the Nobel Prize and other distinguished achievements. They are also gifted writers and critical thinkers who consistently ask how they can best use their talents to serve their community and lead a fulfilling life. An easy commute from Boston and its suburbs, many of our faculty members and former students live in Worcester, recognizing its affordability, diversity, and business friendly environment that has both the benefits of a big city but the sense of community often only found in smaller settings. They are proud, active members of the Worcester community, volunteering in our schools and non-profits, guided by the belief that we all have a stake in the success of our neighbors.

As leaders in Worcester's higher education community, we work collaboratively with our city's leaders, who provide the thoughtful stewardship that underscores the belief that Worcester's best days are yet to come. The active construction projects underway in our city are testimony to its continued growth and attractiveness to established businesses as well as new entrepreneurs looking for a welcoming environment with plenty of room to grow. We feel that Worcester is a prime location for your next home and we look forward to welcoming you.



HECCMA

HIGHER EDUCATION CONSORTIUM OF CENTRAL MASSACHUSETTS

Sincerely,

Mary Lou Retelle
President, Anna Maria College

Francesco C. Cesareo

Francesco Cesareo, Ph.D.
President, Assumption College

Nancy Crimmin, Ed.D.
President, Becker College

David P. Angel

David P. Angel, Ph.D.
President, Clark University

Philip L. Boroughs, S.J.

The Rev. Philip L. Boroughs, S.J., Ph.D.
President, College of the Holy Cross

Richard Lessard
Interim President, MCPHS University

Luis Pedraja, Ph.D.
President, Quinsigamond Community College

Deborah Kochevar, D.V.M., Ph.D.
Dean, Cummings School of Veterinary Medicine,
Tufts University

Michael F. Collins, M.D.
Chancellor, University of Massachusetts Medical
School

Laurie Leshin, Ph.D.
President, Worcester Polytechnic Institute

Barry M. Maloney
President, Worcester State University

Jeanine B. Went, Ph.D.
Executive Director, Higher Education Consortium
of Central Massachusetts, Inc.



*Association of Independent
Colleges and Universities
in Massachusetts*

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Amherst College
Anna Maria College
Assumption College
Babson College
Bay Path University
Becker College
Bentley University
Berklee College of Music
Boston Architectural College
Boston Baptist College
Boston College
Boston University
Brandeis University
Cambridge College
Clark University
College of the Holy Cross
Curry College
Dean College
Eastern Nazarene College
Elms College
Emerson College
Emmanuel College
Endicott College
Fisher College
Gordon College
Hampshire College
Harvard University
Labouré College
Lasell College
Lesley University
Massachusetts Institute of Technology
MCPHS University
Merrimack College
MGH Institute of Health Professions
Mount Holyoke College
Mount Ida College
New England College of Optometry
Newbury College
Nichols College
Northeastern University
Olin College of Engineering
Pine Manor College
Regis College
Simmons College
Smith College
Springfield College
Stonehill College
Suffolk University
Tufts University
Urban College of Boston
Wellesley College
Wentworth Institute of Technology
Western New England University
Wheaton College
Wheelock College
William James College
Williams College
Worcester Polytechnic Institute

October 10, 2017

Amazon.com
Office of Economic Development
C/O Holly Sullivan
2121 7th Ave
Seattle, WA 98121

Dear Ms. Sullivan,

Massachusetts' supercluster of world-renowned colleges and universities – as well as the thriving innovation ecosystem sustained by these institutions – makes Massachusetts the ideal location for Amazon's second corporate headquarters (HQ2). On behalf of the Association of Independent Colleges and Universities in Massachusetts (AICUM), I urge you and the team at Amazon to give your strongest consideration of sites within the Commonwealth for locating HQ2.

Amazon's HQ2 RFP identified numerous "decision drivers" for selecting the location for HQ2, including the need to be close to excellent institutions of higher education, a highly educated workforce, educational opportunities, and an overall high quality of life. The Commonwealth of Massachusetts can far outpace any other state or region in meeting each of these requirements.

Massachusetts is rightly known around the world as the hub of higher education. It is home to 124 colleges and universities, and as such it is uniquely-positioned to leverage its highly educated workforce in partnering with Amazon. The research taking place on these campuses serves as a magnet for federal research dollars (highest per capita recipient of NIH funding), venture capital funding, and exceptionally talented students, faculty and researchers from across the nation and around the world. In fact, each year Massachusetts attracts and educates more than 60,000 international students.

Massachusetts is proud of the fact that we have the highest percentage (50.2%) of adults with a B.A. or above. More significantly, the talent pipeline flowing from our campuses every year is primed to provide Amazon with the highly educated workers it needs to continue its phenomenal growth. Last year, Massachusetts 4-year colleges and universities enrolled over 504,000 students and awarded over 106,000 bachelors and advanced degrees. **These degree awards included 4,248 in computer science – a 91 percent increase in computer science degrees over the past five years - and 7,373 degrees in engineering.**

Massachusetts is also home to an incredibly robust and passionate startup community, powered by organizations such as MassChallenge and Greentown Labs, as well as by incubators and accelerators located on college and university campuses from Boston to Worcester to Springfield. The *Massachusetts Green High Performance Computing Center* is a perfect example of the infinite possibilities of scientific and engineering breakthroughs that can occur when industry and higher education partner to support research. Fostering the startup community is part of the Massachusetts DNA, and it is exactly the creative and “big” thinking environment that Amazon requires to feed its passion for invention.

Our college and university campuses are also a crucial part of the cultural fabric that makes Massachusetts such a great place to live, work and raise a family. Many campuses are top tourist attractions in their own right. From museums to concerts to political debates to public policy lectures, all of our campuses add to the vibrancy of the local community.

Finally, last year, Massachusetts was again ranked the number one state on the Bloomberg U.S. State Innovation Index - largely on the strength of its higher education institutions and the partnerships formed between higher education and the R&D companies headquartered in Massachusetts. We have seen company after company choose to relocate to or expand in Massachusetts – seeking to capitalize on the educated workforce and collaborative nature between business, government and our collection of nonprofits, including higher education. Leadership strategies from the Baker-Polito administration, the Massachusetts Legislature, and our municipal leaders are built upon input they’ve solicited directly from the business community and our higher education community, all of which provide for a thriving business environment.

I am confident that if Amazon selects Massachusetts to locate HQ2, similar partnerships will quickly be established between Amazon and the innovation community throughout the Commonwealth. I again urge you to consider Massachusetts as the second home of Amazon and hope that our colleges and universities can partner with Amazon in the coming years.

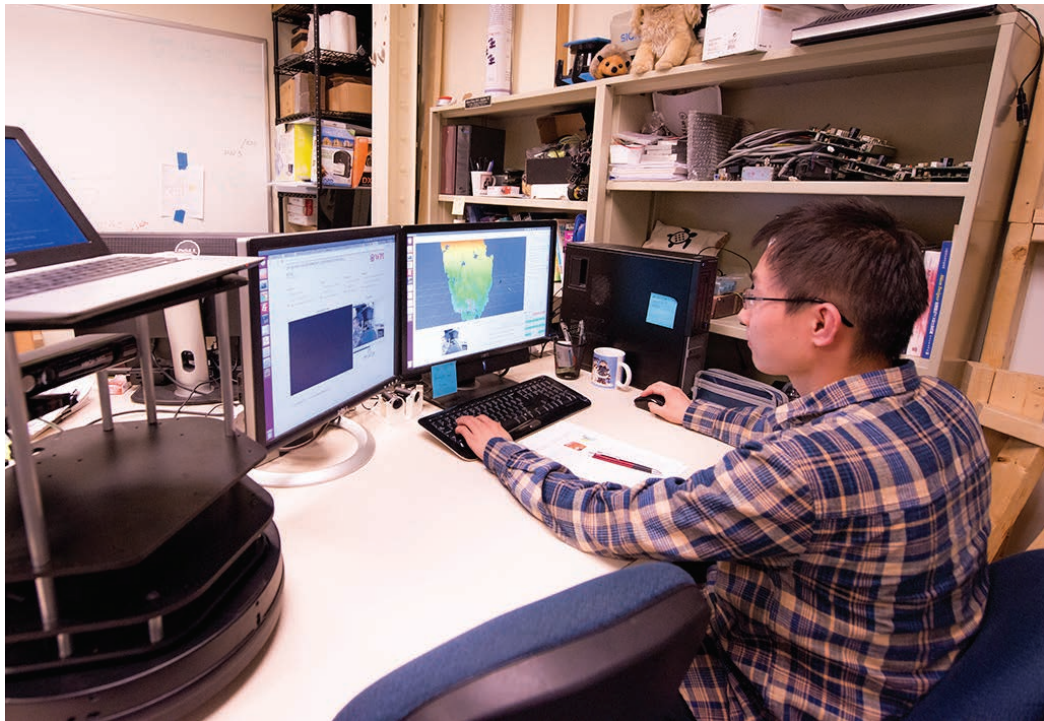
Please do not hesitate to contact me if I can be of any assistance during your deliberative process.

Very truly yours,



Richard Doherty
President

TECHNOLOGY & INNOVATION



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TECHNOLOGY & innovation

Worcester shares Amazon's passion for invention.

Robotics

WPI was the first college or university in the nation to offer an undergraduate degree and first in the nation to offer Master's and PhD in Robotics.

Joe Quinlivan, President & COO of **Amazon Robotics**, received his master's degrees in business management and computer science from WPI, and now serves on the board of WPI's robotics program.

The Accreditation Board for Engineering and Technology (ABET)—the world's leading accreditation organization—recently awarded the WPI Robotics program the inaugural ABET Innovation Award for developing and implementing the first ABET-accredited undergraduate Robotics Engineering program in the United States. ABET accredits a total of 3,709 programs at 752 colleges and universities in 30 countries.

Worcester's Innovations Changing the World

- First Liquid-fueled Rocket
- First Pressurized Space Suit
- First anti-gravity suit
- First Practical Typewriter (chirographer)
- Monkey Wrench
- Envelope Folding Machine
- Birth Control Pill
- Touch-color for the Blind
- Steam Calliope
- Commercialized Valentine Card

Autonomous Vehicles

WPI continues to expand their innovative, interdisciplinary curriculum as an academic leader for the emerging technology for autonomous vehicles. Alexander Wyglinski, associate professor of electrical and computer engineering, served as co-chair of the 82nd IEEE Vehicular Technology Conference in 2015.

Massachusetts is **#1** in
Technology & Innovation
Research and Teaching

- CNBC, 2017

UMass Medicine Science Park

The UMass Medicine Science Park is a 470,000 square-foot campus provides research and laboratory space for dozens of biotechnology companies. The park's location alongside UMass Medical School provides unique opportunities for collaboration between industry and academia. A world leader in biotechnology, Worcester is home to many industry leaders as well as budding ventures, including Abbott Laboratories (now Abbvie), the makers of Humira.



TECHNOLOGY & innovation



Professor Craig Mello, PhD, UMass Medical School

2006 Nobel Prize winner in Physiology or Medicine for discovering a new way to control the flow of genetic information.

UMass Medical School ranked 4th among the top 100 research institutions for the number of citations on third-party patents according to Nature, an international journal of science.

Gateway Park

"Gateway Park, once a decaying relic of the city's industrial past, has, through WPI's leadership, become a center of innovation and economic development in such 21st industries as biotechnology, chemical biology, and biomedicine."

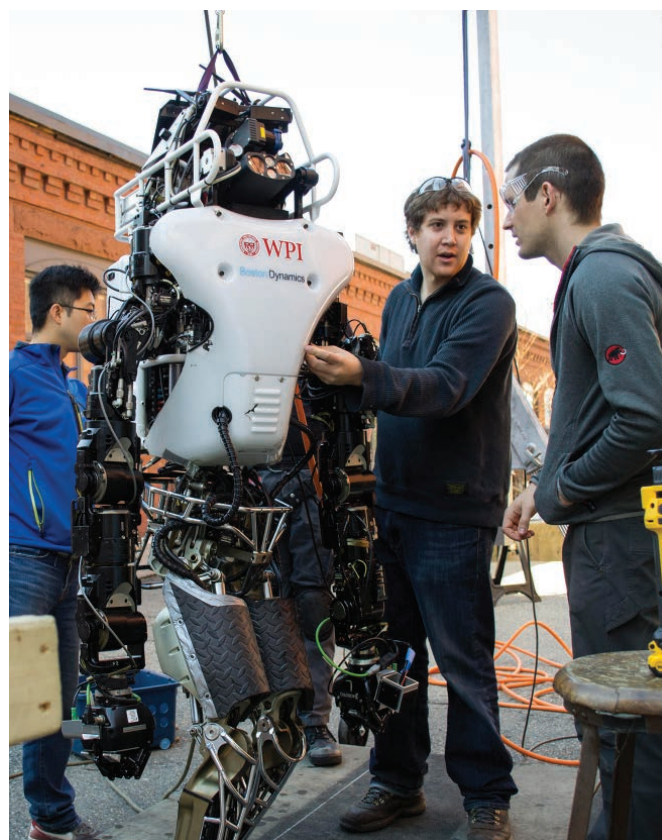
– WPI Provost Bruce Bursten

Gateway Park creates an environment for thriving partnerships among academia and industry. In 2007, Gateway Park was awarded the Phoenix Award from the U.S. Department of Commerce.

**Massachusetts is #2
in patent creation.**

– U.S. News & World Report, 2017

More than 5,500 U.S. Patents have included inventors from Worcester and WPI's Office of Intellectual Property and Innovation has handled more than 45 projects in the last year.



ENTREPRENEURSHIP



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entrepreneurship & Start-Ups

Worcester is one of the top
10 emerging startup hubs in
the U.S.

- Progressive Policy Institute, 2016

Entrepreneurial Ecosystem

Area colleges and universities help fuel the innovation and entrepreneurial ecosystem with their focus on incubation and an entrepreneurial mindset. Local programs include:

MassDiGI, the Massachusetts Digital Games Institute, is housed at Becker College. Between Becker and WPI, Worcester has the largest concentration of game design students in North America.

Tech Advisors Network, one of the cornerstones of the innovation and ecosystem at WPI is this virtual incubator. Over 80 advisors offer advice on business plans, marketing strategies, and leads on potential partners—and funding to students, faculty, and alumni aiming to turn ideas into commercial ventures.

Clark University's **Innovation & Entrepreneurship Program** sponsors an annual U-reka! Big Idea Challenge helping students bring business plans to life.



Becker College is the home to the first **Muhammad Yunus Social Business Centre** in the United States which incubates social business and entrepreneurial ideas and concepts into real world examples of social business and social entrepreneurship.

UMass Medical School's **Office of Innovation & Business Development** and the **Office of Technology Management** builds and executes a comprehensive business strategy that promotes innovation and entrepreneurship.

The **Center for Social Innovation** at Worcester State University seeks to create a culture of social innovation that tackles deep-rooted social problems.



MassDiGI 2012 Game Challenge Winners

PAGE 2 ADDITIONAL entrepreneurial ASSETS

A variety of services and organizations support and foster the startup culture that has taken root in Central Massachusetts as the region's innovation network has rapidly expanded.

Small Business Development Center at Clark University

Free and confidential business assistance in partnership with the U.S. SBA, Mass Office of Business Development and Clark University. Since 1980 they have worked with 20,000+ entrepreneurs and assisted in raising \$380+ million in financing for them.

Mass Biomedical Initiatives

To further strengthen this industry in Worcester, Mass Biomedical Initiatives (MBI) helps create private-public partnerships and provides a nurturing environment for early-stage companies. MBI has incubated more than 115 companies with 84% staying in Mass. and creating 500+ jobs.

StartUp Worcester

Partnership between the Worcester Regional Chamber of Commerce, The Venture Forum, and Worcester Clean Tech Incubator providing mentorship and memberships for local entrepreneurs.

Worcester Idea Lab

Incubator space for companies, organizations and individuals including private offices and a wide variety of programming for the entrepreneurial and startup communities.

Technocopia

Makerspace complete with an education center, professional wood and metal shops, as well as prototyping support for makers and artisans.

Mass Manufacturing Extension Partnership

Support services for scale-up manufacturing companies teaching innovative growth solutions and how to successfully align people, processes and best practices to develop customized strategies.

37% of Worcester businesses are minority-owned

Worcester is #1 city in New England for starting a business.

- Wallet Hub, 2016

Worcester Business Resource Alliance (WBRA)

This network includes representatives from most of the organizations listed and aggregates and disseminates valuable information about small business and entrepreneur training opportunities, events, resources, and funding.

The Venture Forum (TVF)

TVF learning and networking community for tech entrepreneurs at any stage.

Center for Women & Enterprise

Helps startups and business owners become economically prosperous through entrepreneurship by offering educational programs, classes, consulting and network opportunities.



SUSTAINABILITY



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a leader in SUSTAINABILITY

MASSACHUSETTS is **#2 GREENEST STATE** (Wallet Hub, 2017)

#1 STATE FOR LEED CERTIFIED BUILDINGS (USGBC, 2017)

Sustainability is a core value for Worcester. Designated a Green Community in 2008 by the Massachusetts Green Communities Act, Worcester has taken on a number of projects to further the goal of creating a sustainable, green community.



Greenwood Street Landfill Solar Project

This solar array is both a productive reuse of a former landfill and a future revenue stream, with an anticipated 6-year payback on the initial investment. The project is the **largest municipal solar array in New England** to date, producing electricity equivalent to powering 1,340 homes per year, while generating \$60 million in cost savings by way of energy credits over its 30 years of expected life.

LED Lighting Initiative

Approximately 14,000 municipal streetlights will be replaced with energy-efficient LED fixtures, with intelligent controls, dimming capabilities, and individual meters. The lighting retrofit is expected to save over \$900,000 a year in electrical costs – a reduction of 60%. In addition, the municipally-owned DCU Center (arena and convention center) was retrofitted with LED, equating to annual CO2 emissions for 194 homes; a carbon reduction equal to 1,243 acres of forests; and the reduction of greenhouse gas emissions equal to 277 cars being driven for a year.

a leader in SUSTAINABILITY

Worcester Clean Tech Incubator

Founded and operated by the Institute for Energy and Sustainability, WCTI is a community in the heart of central Massachusetts dedicated to building change. Over 10,000 square feet, consisting of private offices, co-working space, conference rooms, event space, and prototyping labs, offering startups the space they need to establish and grow.



Worcester Sustainability Hub

National Grid's Sustainability Hub provides hands-on education about energy efficiency and emerging technologies for National Grid's customers and the community at large. The 2,220 square foot interactive space was donated by Clark University and is an integral part of National Grid's Smart Energy Solutions Program, **the largest and most comprehensive smart grid pilot in Massachusetts.**



"Worcester's receptiveness to station-free bike-sharing is proof of the city's forward-thinking approach and ability to grow and evolve. After Seattle, we selected Worcester as our second U.S. city because of the city's eagerness to explore an alternative way of commuting and transportation that promotes sustainability, access for residents, and a healthy lifestyle."

– Grace Lin, Vice President, Ofo U.S.

Beyond Energy Sustainability

Worcester seeks to lead as an example Green Community by viewing sustainability as a mindset necessary to ensure healthy long-term growth with a minimal carbon footprint and an equitable community. A number of organizations work closely with community members to help Worcester position itself to reach long-term sustainability goals, including the Regional Environmental Council and Greater Worcester Land Trust.

PROPOSED SITE



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proposed WORCESTER SITE property map



PAGE 2 **proposed** ROUTE 20 **SITE** property overview



On the nation's longest road, in the heart of New England, close to major highways and the MBTA.

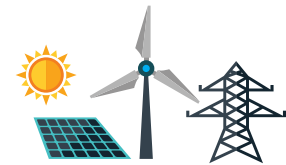
The proposed site is comprised of three adjacent areas totaling approximately 98 acres of land along Route 20, the country's longest road that extends across Massachusetts to Oregon. The site has easy, direct access to Interstate 90 and Route 146.

In addition, the Massachusetts Transit Bay Authority utilizes existing rail lines that abut the site providing 20 round trip daily commuter trains to Boston.

The land is presently zoned for manufacturing use, but can be rezoned for business uses at floor area ratios of 3.0 or higher, which will accommodate the required office demand.

Property Specifications

OWNERSHIP	Multiple Private Owners
LAND AVAILABLE	98+ Acres
CURRENT ZONING	Manufacturing Limited
UTILITIES	Gas, Electric, Phone, City Water & Sewer
FIBER CONNECTIVITY	Lighttower Fiber Networks
CELLULAR SERVICE	Multiple Providers



rates

COMMERCIAL TAX RATE	\$32.93 per \$1,000 of Assessed Value
PERSONAL PROPERTY TAX RATE	\$32.93 per \$1,000 of Assessed Value
CITY WATER RATE	\$3.67 per Hundred Cubic Feet of Usage
CITY SEWER RATE	\$7.08 per Hundred Cubic Feet of Usage
EXCISE TAX	\$25.00 per \$1,000 of Vehicle Value

about electricity in massachusetts

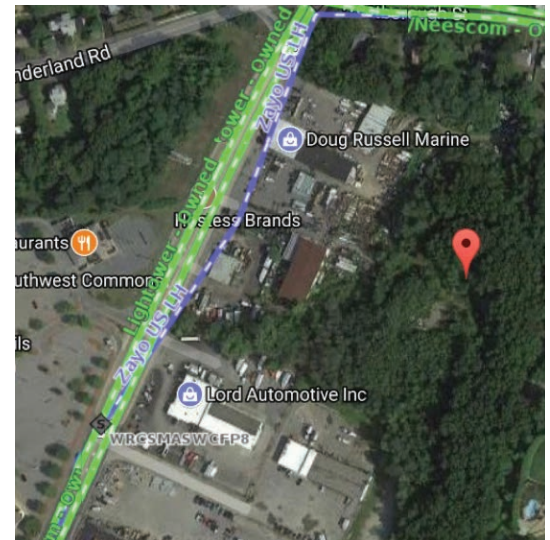
Massachusetts is an energy deregulated market allowing businesses to purchase electricity from a third-party vendor resulting in a more cost-effective and predictable bottom line.

SITE CONNECTIVITY & coverage

Worcester is Wired: The key elements necessary to support high-tech businesses are already part of the infrastructure.

Fiber Optic Network

The proposed location on Route 20 has existing dark fiber network connectivity on the correct side of the street. The map below is a snapshot from Lighttower Fiber Networks, a Massachusetts based fiber network company, showing dark fiber lines (purple dashed lines) at the site.



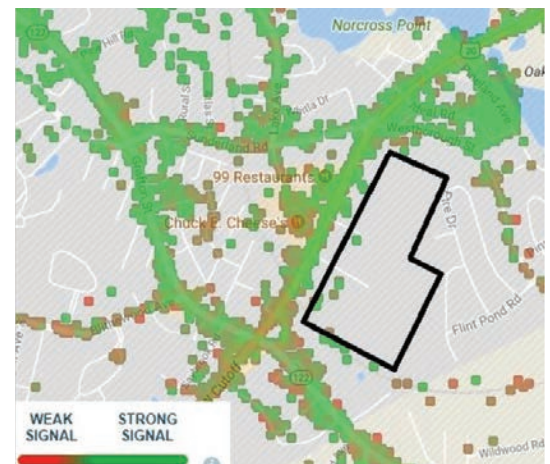
About Worcester's Fiber Network

- Redundant and diverse long-haul fiber optic network connectivity.
- Several long-haul, and local service providers.
- Excellent metropolitan fiber network density.
- A carrier hotel in the center of the city.
- Direct fiber connections to Boston, Hartford, and New York City.
- Eight data centers within 20 miles.



Cell Coverage

Shown in the map below, the proposed site has strong cell coverage for all major carriers with Verizon performing the best. The green shading concentrated along the road represents the signal strength of cell customers that live and work in that area. Latency speeds of Verizon users have been recorded as fast as 79ms.



PAGE 4 additional sites IN NEIGHBORING AUBURN

The Town of Auburn (pop. 16,516) is located in Central Massachusetts within Worcester County. It is a direct suburb to the south of the City of Worcester containing approximately 15.4 square miles of land area with a median household income of \$72,695.

Crossroads of Central Massachusetts

Auburn, federally designated within the John H. Chafee Blackstone River Valley National Heritage Corridor, is widely known as the crossroads of Central Massachusetts, as major Interstates I-90, I-290 and I-395 and state route 12 and 20 bisect in the center of the town, making Auburn a popular destination for commerce, shopping, working and living.

A Sustainable Community

Auburn was designated by the Commonwealth of Massachusetts as a Green Community in 2012 and has undertaken several energy efficiency projects and initiatives to reduce energy consumption by the municipality and the community.

Site of the First Rocket Launch

Auburn is home to the birth of modern rocketry as Dr. Robert Goddard launched the first successful liquid-fueled rocket in Auburn on March 16, 1926. The actual launch site of Goddard's rocket is located on the town-owned and operated Pakachoag Golf Course where the site of the launch was declared a National Historic Landmark in 1966. That spirit of innovation exists today as Auburn has a strong commercial/industrial base consisting of diverse industry sectors including warehousing, distribution, and light manufacturing and is also home to a significant retail industry and service related businesses.

Zoned for Business

This suburban community has several commercial, retail and industrial zoned areas with growth opportunities along its Route 12 and Route 20 corridors. Auburn has several industrial and business parks, multiple commercial clusters and a major regional retail shopping mall.

Auburn's Workforce

Auburn imports labor from other communities to fill jobs created by local industry resulting in a larger day time than evening population. Auburn's day time population swells to more than double that of its resident population, with an estimated 32,498 people in the Town during the day.

Utilities and Government

There are three public water utility providers in Auburn, and public sewer is easily available along the major business corridors. Auburn's form of government is representative town meeting with a town manager as the CEO.



PAGE 5 additional sites IN NEIGHBORING AUBURN

As part of a multi-year strategy begun in Fiscal Year 2009, in FY17 the Board of Selectmen voted again to reduce the tax differential and approved a factor of 1.20 in an effort to move Auburn closer towards a single tax rate. The CIP split of 1.20 is a significant movement towards a single tax rate as the split was 1.58 in FY08.

Auburn's Economy

As of 2015, Auburn is estimated to have 10,511 jobs in 650 establishments, generating almost \$491 million in wages according to the Massachusetts Executive Office of Labor and Workforce Development. Retail trade is Auburn's largest industry in terms of jobs and establishments, providing almost 25% of all jobs in town.

Business Development

A Strategic Economic Development Plan was completed in April 2017 which identifies Auburn as the ideal New En-

gland location for distribution and warehousing. It also includes target industry strategies for professional office market opportunities on key undeveloped prime real estate parcels. The following parcels have been identified as favorable for new business:

614 Southbridge Street

Acres: 16.74	Public Sewer/Water: both
Frontage: 310 ft +/-	Ownership: Private
Zoning: Highway Business	Previous Use: Hotel (demolished in 2010)
Distance to I-90: 0.1 miles	Condition: vacant, asphalt and foundation scars
Distance to I-290/395: 0.4 miles	Notes: property abuts former toll plaza at I-90 exit 10

190 Washington Street

Acres: 56	Public Sewer/Water: both
Frontage: 725ft +/-	Ownership: Private
Zoning: Industrial (IP)	Previous Use: none
Distance to I-90: 1.7 miles	Condition: undeveloped heavily wooded lot
Distance to I-290/395: 4.5 miles	Notes: less than 1 mile from Worcester line

317 Washington Street

Acres: 8.85	Public Sewer/Water: both
Frontage: 870 ft +/-	Ownership: Private
Zoning: Industrial (GI)	Previous Use: none
Distance to I-90: 2.9 miles	Condition: undeveloped lot, lightly wooded
Distance to I-290/395: 1.3 miles	owns multiple lots in town



INCENTIVES



WORCESTER
MASSACHUSETTS

amazon proposal

city & STATE INCENTIVES

The City and State stand ready to assist Amazon in all elements of the development process, including securing the required local and state permits and approvals and providing financial assistance and workforce training programs and incentives.

Worcester is the clear choice. We are prepared to offer Amazon:



- Up To \$500 million in Local Real Estate Tax Savings
- 100% Personal Property Tax Exemption Over Twenty Years
- An Investment Tax Credit Through The Commonwealth Of Massachusetts
- Research and Development Tax Credits
- \$1 million in Job Creation Grant Funds
- District Improvement Financing Funding
- Massworks Infrastructure Program Funding
- Workforce Central Career Center Business Services
- A Quick and Streamlined Permitting Approval Process



Worcester, Massachusetts as Your Partner

The City is fully prepared to work with Amazon as a partner to ensure that every tool in the Commonwealth's cache is at your disposal.

The following is an overview of the programs and incentives available to Amazon in Worcester:

I. Job Creation and Investment Incentives

A. Economic Development Incentive Program (EDIP)

Through the EDIP, the City of Worcester, in partnership with the Commonwealth, can provide 1) real estate property tax exemptions, 2) personal property tax exemptions, and 3) investment tax credits to businesses locating to or expanding in the city. The EDIP is a three-way partnership among the state, a municipality, and the participating job-creating business.

PAGE 2 **city** & STATE **INCENTIVES**

EDIP - Potential Savings

- **Real Estate Property Tax Exemption Savings** – As Amazon develops new office space along Route 20 in Worcester which results in an increased value of the properties and creates new jobs for Worcester residents, the City is prepared to provide Amazon a Tax Increment Financing (TIF) Plan consisting of local real estate property tax relief in an amount of up to \$500 million over a twenty year period.
- **Personal Property Tax Savings** – Amazon will also qualify for a 100% exemption on personal property taxes over the life of the TIF Plan.
- **Investment Tax Credit** – The EDIP also has the potential to yield a substantial Investment Tax Credit to Amazon that can be utilized during the entire term of the TIF Plan between Amazon and the City of Worcester, plus an additional five years.

B. Research & Development (R&D) Tax Credit

Through the Commonwealth of Massachusetts, Amazon could be eligible for a tax incentive for research and development investment. Any costs that qualify for the federal R&D tax credit are also eligible for the Commonwealth's 10% R&D tax credit.

C. Job Creation Grant Funds

The City of Worcester administers a HUD Section 108 Loan Guarantee program to promote growth in both emerging and maturing industries as well as small business start-ups and expansions. Approved uses of the loan funds include working capital and the purchase of equipment and inventory. In order to be eligible for funding, each applicant must qualify as meeting one of the national objectives of the CDBG program: benefiting low- and moderate-income persons; preventing or eliminating slums or blight; or meeting an urgent need. The City of Worcester is prepared to provide Amazon with a deferred HUD Section 108 Loan in the amount of \$1 million If Amazon creates a minimum of 100, new permanent full-time jobs that are made available to or taken by low- to moderate-income Worcester residents within the first three years of its Worcester operation, the loan will be forgiven as a \$1 million job creation grant.

II. Infrastructure Improvement Funding

A. District Improvement Financing Program

The City of Worcester is committed to establishing a development district pursuant to Massachusetts General Laws Chapter 40Q to create a District Improvement Financing (DIF) program for the Route 20 headquarters. Under such a program, the city undertakes public infrastructure improvements that are necessary to enable the development of Amazon's second headquarters within the designated district and those improvements are paid for by the increased real property tax revenue raised within the district.

B. MassWorks Infrastructure Program

Through the MassWorks Infrastructure Program, the state provides a one-stop shop for municipalities and other eligible public entities seeking funding that supports and accelerates housing and job growth in the Commonwealth of Massachusetts. The Program provides grant funding for the construction, reconstruction and expansion of publicly owned infrastructure including, but not limited to sewers, utility extensions, streets,

PAGE 3 **city** & STATE **INCENTIVES**

roads, traffic signalization, curb-cuts, parking facilities, water treatment systems, and pedestrian and bicycle accommodation. The City of Worcester will seek MassWorks funding to complete infrastructure improvements that best satisfy Amazon's needs for the Route 20 site.

III. Workforce Training

With 8.5 million people living within a 60-mile radius, nine public and private colleges in the city and an additional 135 colleges and institutes within an hour's drive, and a \$90 million state-of-the-art technical high school that opened in 2006, the Worcester area boasts a diverse workforce that can continue to fulfill Amazon's needs.

The Central Massachusetts Workforce Investment Board (CMWIB) led a \$2 million United States Department of Labor grant to develop career pathways in Science, Technology, Engineering, and Mathematics (STEM) through expanded training and coordination of STEM related activities and resources at their One-Stop Career Centers. Although the grant recently concluded, the One-Stop Career Centers will continue to offer job seekers interested in STEM careers access to coaches who will assist them in developing a career plan and connecting with STEM industry employers. The nationally-recognized www.STEMPower.org website, a virtual career portal for STEM job seekers and employers, will also continue functioning after the end of the grant.

A. Workforce Central Career Center - Business Services

Workforce Central is a locally managed Massachusetts One-Stop Career Center with offices in Worcester. The following services can be offered to Amazon at no cost:

- Listing job openings locally, statewide, and nationally
- Job matching of qualified applicants
- On-site recruitment services at Workforce Central, including job fairs
- Access to federal Work Opportunity Tax Credits for pending new hires
- Connections to State programs, labor market, and other workforce development information

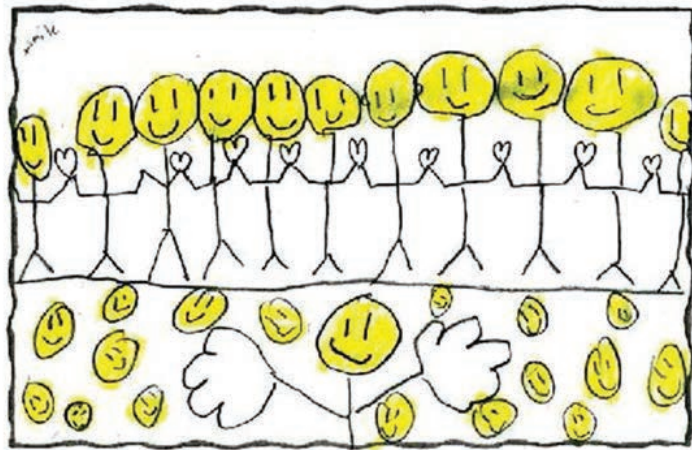
B. Workforce Training Fund (WTF)

Depending on funding availability, the Massachusetts Business Resource Team can assist Amazon in applying for workforce training grants via the Massachusetts WTF. The WTF provides grants to train new employees and/or to upgrade the skills of existing employees. The WTF has no income requirements and companies applying to the program for the first time receive preference. Companies can receive multiple grants. This flexible program requires a company match that can be met by "in-kind" costs incurred in providing the training.

IV. Streamlined Permitting Process

Through the Interdepartmental Review Team, which consists of City administrators and staff who review development projects with the proponents, the City can provide technical assistance to Amazon and its team to ensure all local and state permits and/or approvals are secured in an efficient and timely manner.

WHAT PEOPLE ARE SAYING



Zeke P., age 9, Midland Street School



WORCESTER
MASSACHUSETTS

amazon proposal

What people **love** about **WORCESTER** m a s s a c h u s e t t s

Kelly Square
smells like pie.
I <3 Worcester!
Julianne, 38

Worcester is on the rise and the possibilities are endless; it's a blank canvas propped up on an easel of rich history and good people.

Suzi, 32



I love the diversity and the new art and murals.

McKenzie, 22



I like the people in Worcester.

Jenny, 10

Worcester is a welcoming, diverse city. It's also blessed by geography with its favorable location as the nexus of New England.

Cory, 20

Worcester is a city on the rise.

Every day there is something else popping up whether it's beautiful housing, a great new restaurant, or new small businesses that make living here a true experience.

Amazon would be a great addition and Worcester as a home would only give them the ability to attract millennials and keep them here in our vibrant college town.

Ryan, 31

Small town feel (affordable, great neighborhoods, parking) with all the benefits of a city (restaurants, transportation, industry, schools, entertainment) and none of the hassle (parking, costs, etc).

Colleen, 37

What I love about Worcester is the foliage this time of year [autumn] – it's beautiful.

Nicole, 44



What people **love** about WORCESTER m a s s a c h u s e t t s

I like the new bike path and the housing opportunity here.

Stephanie, 37



Being born and raised in Worcester I have seen our city grow and flourish to become an incubator for innovation, creative talent, and small businesses which will greatly compliment a company such as Amazon.

Derek, 34

I love all of the new restaurants and improvements.

Siobhan, 26

Worcester's community brings people together no matter where you from what language you speak or the color of the skin you'll always feel safe.

Yazin, 18

I like the things we are able to afford.

Evelyn, 10



I like that the city offers good education.

Ramon, 44



I love the service at the Dive Bar; the ribs at Deadhorse Hill and the empanadas at Sazon Latino; the views from Bancroft Tower and College Hill; the hidden gem that is the Antiquarian Society; and those murals everywhere.

Che, 28

I love the City Parks with one of the best being Green Hill Park. Where else but Worcester can you have a beautiful park with a free barnyard zoo that is open to the public year round?

Deb, 48

What people **love** about WORCESTER m a s s a c h u s e t t s

Worcester is an affordable, centrally located city that offers a great deal to residents and businesses with its many restaurants, museums, universities and entertainment.

Nick, 30



I like that there's nice people, and schools. It is the best city ever!

Sadia, 8

I love Worcester's affordability, its many festivals, central location near highways, vibrant art and culture scene, its universities, and its museums.

Jenn, 38



Worcester has everything you would ever need!

Kim, 26



I like the parks that we have. There's South Worcester Sports Center where we can do sports instead of doing bad things.

Wilberto, 11



What I love most is Worcester's diversity. It gives me great pride and joy to know that we're a welcoming city where we can all learn from and respect our cultural differences and similarities.

Lindiana, 34

Coming from a rural community, I love that the community in Worcester is diverse and has many cultures. I love that everyone is supportive of the many cultures in the City.

Leandra, 32

I like public transportation that allows me to go everywhere.

Aura, 51