

M A S S A C H U S E T T S

amazon

HQ2

LEOMINSTER



**Response for Amazon HQ2 Request for Proposal on
behalf of Leominster, Worcester County, MA**

Metropolitan Statistical Area 49340

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Executive Summary

Greetings Amazon, and welcome to Leominster Massachusetts. We are hoping to be considered for the location of your new HQ2. Leominster is a working class community of 43,000 located in north central Massachusetts, less than an hour drive from Boston. We have developable sites and existing building space available that would meet the criteria of your HQ2 Request for Proposals.

Leominster is an affordable place to live as well as operate a successful business. With all of the customary amenities available to make life enjoyable to live, Leominster is a community that can provide the right environment for almost anyone to enjoy. The north central Massachusetts area enjoys a generally lower cost of living, yet is still close enough to the Boston metropolitan region so that access to all of the big City amenities are available to you as well, both by automobile and direct public transportation.

Being located in the middle of the State, Leominster is located within driving distance of Boston, Worcester, and Springfield, Massachusetts, as well as Manchester, New Hampshire, and Providence, Rhode Island. Leominster has Interstate immediate access to both State and Interstate highways:



- Interstate 190
Immediate (north/south) 0 miles
Direct access to Worcester
- Route 2
Immediate (east/west) 0 miles
Direct access to Boston
- Direct highway access
Leominster to Interstate 495 (north/south) 12 miles
Direct access to New Hampshire, Main and Rhode Island
- Leominster to Interstate 95 (north/south) 38 miles
East coast travel and beyond
- Leominster to Interstate 90 (east/west) 50 miles
Direct access to New York, Boston and beyond

Although known worldwide as the Pioneer Plastics City, a title it earned through more than a century of innovation in the plastics industry. Leominster is home to a wide range of businesses, from independently-owned restaurants to international manufacturers.

Since the development of celluloid in the 1860's, plastics have been a mainstay of the Leominster business scene. Over the years, the City's reputation spread through popular products like Foster Grant sunglasses and the nationally-known pink flamingo. But there's more to the plastics story than consumer products like hair brushes, housewares and lawn decorations.

More than 120 Leominster companies are tied to the plastics industry, ranging from mold manufacturers and medical device producers to tool and die makers and manufacturers of raw materials. As the industry continued to develop through the 20th century, Leominster's status as a center for precision molding and innovation has grown substantially.

Beyond its worldwide reputation in the plastics industry, Leominster enjoys a broad economic base. Major employers run the gamut from the hospital/health care system to national retail chains. What you find in Leominster are all of the day-to-day amenities anyone might need or seek out to live a comfortable lifestyle in a nice, traditional New England town.

The Leominster team has touched every corner of the City, literally every neighborhood. Whether it's improving our infrastructure, creating and renovating our neighborhood parks, or partnering with the private sector to build new housing and create jobs. Our planning for the future has paid dividends in the form of a City that serves as a retail and manufacturing hub for the state while maintaining our small town charm.

The City offers a broad range of economic development resources, from Tax Increment Financing (TIF) programs to small business development forums that assist companies interested in locating and expanding within the City. Combined with an array of business programs offered by the Commonwealth of Massachusetts, Leominster's economic development incentives provide a welcome mat for industry.

- Successful, stable City leadership for 24 years
- Strong business development team
- Single tax rate since 1906
- Expedited project permitting
- Years of experience in tax incentive packages for companies of all sizes



Retailers do their market research. Over the past ten years, retailers have recognized what we have known for years. That Leominster is at the crossroads of excellent distribution points for

large industries, public transportation access, has a skilled and dedicated workforce, and has the high quality of life many employees are looking for. We welcome them to the mix of local businesses in our City.



Leominster offers a strong hub of retail:

- | | |
|----------------------|--------------------|
| Target | GAP |
| Wal-Mart | Barnes & Noble |
| Lowe's | Pier 1 Imports |
| Home Depot | JC Penny |
| Sears | Olympia Sports |
| Dick's Sporting Good | Michael's |
| Toys "R" Us | Victoria Secret |
| Petco | Marshall's |
| Bath & Body Works | TJ Maxx |
| Bob's Stores | Bed, Bath & Beyond |
| Footlocker | Aldi's |
| Tractor Supply | Best Buy |

Whatever your taste, we have the place:

- | | |
|----------------------------|---------------------------------|
| LongHorn Steak House | Pizzeria Uno |
| Outback Steak House | Friendly's |
| Applebee's | Papa Gino's Pizzeria |
| Panera Bread | D'Angelo's Sandwich Shop |
| TGI Friday's | Pizza Hut |
| Rye & Thyme (American) | McDonald's (multiple locations) |
| Boston Market | Jade II (Chinese) |
| Subway Sandwich Shop | Denny's Restaurant |
| Taco Bell | Olive Garden |
| Wendy's | Mezcal (Mexican) |
| Dunkin Donuts | Don's Diner (Breakfast) |
| Chopsticks (Chinese) | Tim's Diner (Breakfast) |
| El Camino (Italian) | Comeketo (Brazilian) |
| Papa John's Pizzeria | Arisu (Korean) |
| Chili's | North End Diner |
| Happy Jack's (American) | Jasmine (Asian) |
| Christina's (Italian) | 435 Bar & Grille (American) |
| Columbia Tavern (American) | Lemongrass (Vietnamese) |

A Taste of Vietnam (Vietnamese)
C&M Pizza
Union Square Pizza
Uno's Chicago Bar & Grill
Yamato Japan (Japanese)
Slate (American)
Roots (Natural Foods)
Gold Bowl (Chinese)
Starbucks
Fat Boys (Breakfast/Lunch)

Tang Dynasty (Chinese)
The Daily Bagel (breakfast/lunch)
T.C. Lando's (Specialty Steak & Cheese)
Athen's Pizza & Restaurant (American)
Leominster House of Pizza
Five Guys (American)
110 Grill (American)
Texas Roadhouse
Domino's Pizza



The City's vibrant downtown, featuring a host of historic buildings, is a blend of unique retail shops and busy office spaces. A walk through the downtown district offers both a rich shopping experience and a tour of New England history, reflecting the cultural diversity created by generations of immigrants from around the globe. More than an exceedingly walkable Main Street, the downtown district extends into the West Street and Merriam Avenue corridors, home to the public library,

Municipal Building, the Common, and a host of magnificent Victorian houses, many of them now converted to professional office spaces.

The pedestrian-friendly downtown lends itself to community activity, and has become a popular venue for events like a 1950's-themed Summer Stroll, Johnny Appleseed Festival, Johnny Appleseed Craft Beer Fest, Halloween Parade, and the Winter Stroll, with its roasted chestnuts, Holiday Parade and spirited carolers. Growing in popularity with each passing year, the family-oriented downtown happenings attract crowds of visitors to the heart of the City and remind residents of the City's history and unique businesses in their own backyard.

Leominster is conveniently located on the MBTA Commuter Rail with direct access to Boston's North Station and stops in between such as Concord, Brandeis University and Porter Square in Cambridge. Whether living in Leominster or communities to the east, your commute to and from work or leisure travel can be stress free and quick.

The Montachusett Regional Transit Authority provides bus service throughout the Gardner/Fitchburg/Leominster/Devens area on a regular basis during the day including transportation to shopping, downtown, hospitals and major employers. For those taking the commuter rail, the bus is a speedy connection to your destination across the region.

The Fitchburg Airport runway expansion recently received a \$1.15 million dollar grant. In a bid to increase the appeal of the Fitchburg Airport to corporate air travel, work on the proposed runway expansion continues. The expansion project would expand the 4,500-foot runway an additional 500 feet, bringing the length to 5,000 feet. The length required by many insurance agencies that cover corporate air travel.

What community has its own volunteer-run apple orchard? Leominster! Recognizing the value of open space, the City purchased the 167 acre parcel in 2001. Today, the farm boasts 32 varieties of apples, a host of other agricultural products, along with community gardens that are preparing for expansion. It's a lot to be proud of!

The City's Growth Management Plan of the 1990's created a strategy for our future: a prioritization of land use for how we wanted to grow our City while contributing to protect the quality of life through open space. Together we have:

- Preserved over 2,000 acres of open space
- Created 26 miles of established trails amongst our 12 hills
- Connected downtown with the 4200 acre Leominster State Forest
- Created and renovated parks in every neighborhood

Leominster believes strongly in a good education. Nearly seventy percent (70%) of our City budget goes to funding our schools so the next generation can get the education that will enable them to compete nationally and internationally. Whether it's investing in physical buildings, teachers in the classroom, or innovative programming, Leominster is out front on education spending.

2013 saw the \$45 million renovation of Leominster High School. The school, which houses over 2,000 students, also features the Center for Technical Education and Innovation—an advanced technology center that prepares students in trades that range from computers to advanced mold making to culinary. C.T.E.I. prepares students for advanced careers in a variety of professions and through its workforce training program, allows students to match with employers while in school.

- \$90 million invested in school buildings during the current administration.
- 70% of the City's budget goes toward our commitment to schools.
- Annual investment in technology in the classroom.
- \$18 million in City supplemental appropriations for education including transportation, energy initiatives, and school safety.
- Commitment to full day kindergarten since 2007.

The 30 square miles within Leominster’s boundaries encompass the very essence of New England, from a hilltop apple orchard to a lively downtown punctuated by historic buildings. At Carter Park, a bandstand provides the setting for summertime concerts by community musicians, while Sholan Farms reminds resident and visitors alike of the City’s rich agricultural heritage – and its most famous native son, Johnny Appleseed. This is New England at its finest: a montage of fascinating history, seasonal splendor and outstanding lifestyles. It’s a City of quality schools, diverse housing options, transportation access, a myriad of housing options and a dynamic economy – a City ready to welcome visitors, new residents and businesses today; a City ready for Amazon!

We sincerely hope that Amazon will allow us the privilege of showing you our fine City and the surrounding area, and all that it has to offer your company, your operations, and your employees.

Please give us at least one day to demonstrate what we can offer, and how this community and region can benefit you. We hope our Proposal Response will pique your interest enough to come give us a look.

Please enjoy this traveling suitcase in which our HQ2 proposal submission has arrived in. We have included a number of interesting items and products which are representative of our City and region. Among these items you will find complimentary invitations and gift cards to create a memorable visit to the City of Leominster. Under separate shipment a custom chair has been sent to you from Affordable Interior Systems, a Leominster based manufacturer. We welcome you to have a seat and relax while reading our Amazon HQ2 proposal. We are eager to share our community with Amazon, our seasoned workforce, abundant housing options, and 457 acres of pad-ready developable land in beautiful and historic Central Massachusetts.

Thank you for the opportunity to participate in this amazing journey as you search for a location for your new HQ2. Leominster is the place you need to be. The entire Leominster community is pulling together to invite Amazon to come take a tour of Leominster and see first-hand what we can offer both Amazon and your employees.



POTENTIAL
HQ2 SITE PROFILES
IN
LEOMINSTER
MASSACHUSETTS

The following pages outline potential sites for your development in Leominster, Massachusetts. These sites were selected specifically for Amazon according to your Request for Proposal and site selection criteria. These locations offer lucrative tax incentives, abundant infrastructure, easily-accessible highway points, workforce transportation, and streamlined permitting.

As you review each page, please be aware of Leominster's city-wide plentiful capacity for water and sewer demands. We have invested heavily in maintaining a modern system of distribution in underground support for large developments. We did this knowing full-well that we will eventually attract a major employer in due time, and we are hoping that our shooting-star will be Amazon.

These five key selections of real estate are the last of their kind in the area and collectively total 457 acres all within the boundaries of Leominster. Our City is the leading municipality in north central Massachusetts as proven by the best practices developed by the Massachusetts Department of Revenue and the Massachusetts Department of Local Services.

Based upon our economic development team and real estate experts, we are confident that a large employer such as Amazon will eventually locate to Leominster, Massachusetts. The land that is becoming scarce and the millions of dollars spent on our infrastructure makes it a perfect fit for a large company willing to develop a large site for a major operation.

The first three sites on the following pages have aerial drone footage and narration for ease of selection and your convenience on the attached USB drive or at the following link:

Site #1 Leominster Gateway (former landfill)



Site Size (Acres)	30.86 Acres
Full Buildout Capacity (Sq. Ft)	858,000 SF+ or (3) 286,000SF Buildings Includes parking for 2,200+ spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	City of Leominster

Site #1 Leominster Gateway (former landfill) – Conceptual Site (before)



Existing Conditions



City of Leominster Amazon HQ2: Site #1 Leominster Gateway (Landfill)
Leominster, Massachusetts October 13, 2017



A. T. LEONARD & ASSOCIATES
SHAPING LANDSCAPES FOR LIVING AND LEARNING

Site #1 Leominster Gateway (former landfill) – Conceptual Site (after)



MBTA Commuter Rail Station

RT2 East to Boston

I-190 to Worcester

RT2 West to Western MA

Amazon Campus as gateway to City

proposed buildings
500,000 SF minimum

potential building location with garage below as expansion of phase 1

garage parking below buildings
750-1,000 spaces

marketplace
urban social plaza & outdoor workspace

Leominster Connector to Downtown Leominster
Bus Route

gathering lawn
park-like open space

meadow trails
passive walking trails with connections to City & surrounding neighborhood

orchard meadow
nod to leominster past & future building or parking location

Proposed Improvements



City of Leominster Amazon HQ2: Site #1 Leominster Gateway (Landfill)
Leominster, Massachusetts October 13, 2017



Site #1 Leominster Gateway (former landfill) – Narrative

Welcome to site number one. This parcel is known as the Leominster landfill, consisting of 30 acres of prime commercial real estate. The City of Leominster utilized a grant to cap the landfill 22 years ago. In recent years, post closure permits have been attained and Fidelity Bank has developed a portion of the site with a first class office building and headquarters location. The remaining 30 acres of the site has rolling topography and multiple access points. While creating one of the major entrances to the City known as the Leominster Connector, the City had the foresight to gain Massachusetts Department of Transportation approval of a traffic signal that has been installed for a main entrance point to this site for future development. The site has immediate access to the Route 2 and Interstate 190 Interchange that provides direct access to the cities of Boston and Worcester, MA as well as Nashua and Manchester, NH. This site offers Amazon the ability to construct three 286,000 square foot premium office buildings similar to your Urban Union Building in South Lake Union, Seattle. This site accomplishes your deadline of 2019 for phase one of your HQ2 project as well as a portion of phase 2. It is also important to note that because this is City owned land, the City is prepared to enter into sale negotiations or a long term lease agreement with Amazon. The City is prepared to offer a Tax Increment Financing agreement or Special Tax Assessment with Amazon to allow for the development of this site while granting Amazon the ability to meet its deadlines and cost effectiveness. You will find additional information about this site in our proposal.

Click on the link below to see the drone footage taken on September 23, 2017

Site #3 Jungle Road



Site Size (Acres)	216.50 Acres
Full Buildout Capacity (Sq. Ft)	8,100,000SF or (28) 286,000SF buildings Includes multi-level parking garages for 20,250 spaces and additional expansion
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Majority City of Leominster / Private Parcels

Site #3 Jungle Road – Narrative

This massive area of over 100 acres located on Jungle Road in Leominster, Massachusetts is primed and ready for development. This was proven when Leominster was chosen as a finalist for the development of a large casino on this very site four years ago. Although this project did not get one of the five licenses granted in Massachusetts by the State Licensing Commission, it provided the City with the knowledge of potential future development. The City of Leominster continues to plan its future by working with the Commonwealth of Massachusetts to create a master plan for the development of this site. This plan will enable the City to effectively manage smart growth with the highest and best use of this land mass for demanding markets that will provide an overall benefit to Leominster and its surrounding region. The City would love Amazon to be part of this plan. As you can see this site has immediate access to Interstate 190 and is located 2 miles south of Sites 1 and 2. This site is currently being quarried for development and has infrastructure already in place. The site provides direct access to rail delivery and the opportunity for a Tax Increment Financing plan or Special Tax Agreement with the City. All land owned by the City as well as the purchasing of the abutting sites from private owners can be included with the tax incentive proposals. This site provides the land and infrastructure necessary to develop all of Amazon's proposed 8.1 million square feet of building improvements at a reasonable price point with the opportunity for additional expansion. Additional information on this site is included in this proposal.

Click on the link below to see the drone footage taken on September 23, 2017

Site #4 Tanzio Road



Site Size (Acres)	44.60 Acres
Full Buildout Capacity (Sq. Ft)	858,000 SF+ or (3) 286,000SF Buildings Includes parking for 2,200+ spaces
Proximity to:	
Major Highways	Interstate 190, Route 2, Route 495
Regional Train	Mass Transit Commuter Rail (1.5 Miles)
International Airports	Boston / Logan (1 Hour) Manchester (1 Hour) Bradley International (1 Hour) TF Green (1.25 Hours) Worcester Regional Airport (40 minutes) Fitchburg Airport (11 minutes) Hanscom AFB (40 minutes)
Local Tax Relief Available (Y/N)	Yes – STA/TIF – Gateway City Status
Ownership	Tanzio Realty Corp / Carter Hill Holdings

Site #5 Pioneer Park



Site Size (Acres)

91.00 Acres

Full Buildout Capacity (Sq. Ft)

8,100,000SF or (28) 286,000SF buildings
Includes multi-level parking garages for 20,250 spaces

Proximity to:

- Major Highways
- Regional Train
- International Airports

- Interstate 190, Route 2, Route 495
- Mass Transit Commuter Rail (1.5 Miles)
- Boston / Logan (1 Hour)
- Manchester (1 Hour)
- Bradley International (1 Hour)
- TF Green (1.25 Hours)
- Worcester Regional Airport (40 minutes)
- Fitchburg Airport (11 minutes)
- Hanscom AFB (40 minutes)

Local Tax Relief Available (Y/N)
Ownership

Yes – STA/TIF – Gateway City Status
Pioneer Park, LLC

MASSACHUSETTS
REGIONAL
MARKETING
&
HOUSING
STATISTICS

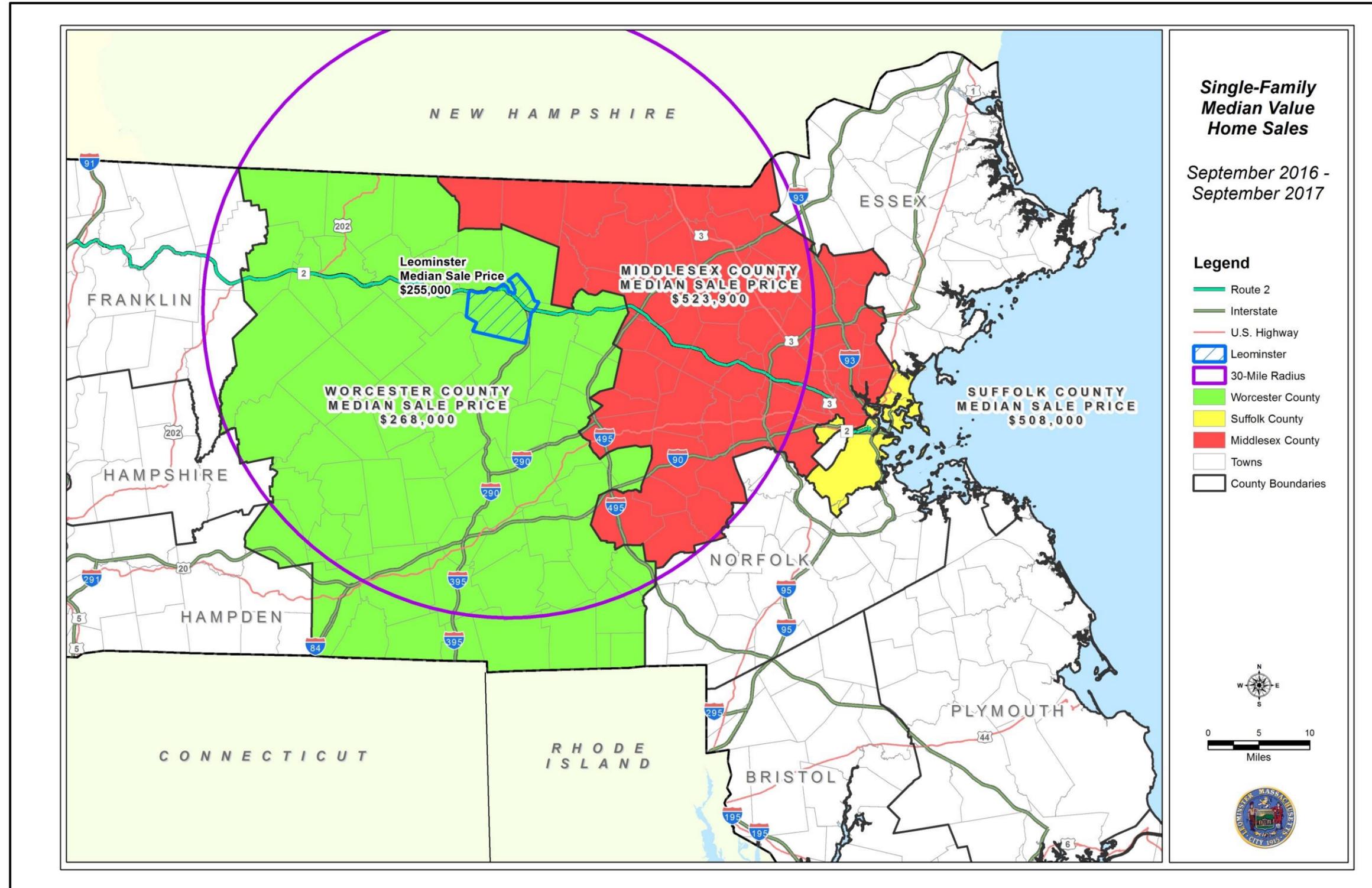
Leominster and the Central Massachusetts market areas are a viable option to the overpriced and congested Boston market place. The Boston Metropolitan area continues to show strong signs of tipping the scale for preferred housing in Massachusetts. That being said, affordability and supply are scarce. A recent article in the Boston Globe stated “In Greater Boston, \$1 million now buys you a fixer-upper”.

The emerging millennial generation is facing serious problems that include an economy where job growth is located in the service and part-time employment sectors, producing lower incomes. The U.S. Census Bureau estimates that the younger generation earn, even with a full-time job, \$2,000 less in real dollars than the same age group made in 1980. They are also saddled with ever more college debt, with fifty percent of students borrowing for their education during the 2013-14 school year, which is up from around 30 percent in the mid-1990s. Downward mobility is common place and it has been stated by Stanford economist Raj Chetty that someone born in 1940 had a 92 percent chance of earning more than their parents; a boomer born in 1950 had a 79 percent chance of earning more than their parents, and those born in 1980, in contrast, have just a 46 percent chance of earning more than their parents. Since 2004, homeownership rates for people under 35 have dropped by 21 percent, easily outpacing the 15 percent fall among those 35 to 44; the boomers’ rate remained largely unchanged. In some markets, high rents and weak millennial incomes make it all but impossible to raise a down payment. According to the real estate website Zillow, for workers between 22 and 34, rental costs now claim upward of 45 percent of income in Los Angeles, San Francisco, New York, and Miami. The costs of purchasing a house are similar. In Los Angeles and the Bay Area, a monthly mortgage claims approximately 40 percent of millennial’s income. Like medieval serfs in pre-industrial Europe, America’s new generation, particularly in its alpha cities, seems increasingly destined to spend their lives paying off their overlords, and having little to show for it.

Amazon continues to be a leader in the global market and continues to break new ground with innovative ways to provide health care benefits, paternity leave and a thirty hour work week to their employees. The millennial attraction to Amazon is obvious and for good reason. A large percentage of your workforce is made up of millennials, and the need to continue to be innovative to motivate them has never been more important to the success of your company. That being said, the millennial housing market should be a major part of establishing the HQ2 Amazon Project. The following pages will give you the information you need to make this vital decision.

The data on the following pages for the single family, condominium, apartment, and multi-family market statistics were taken from the Multiple Listing Service in Massachusetts. The data reflects the most recent market information from September 24, 2016 to September 24, 2017. The financing and loan information is gathered from multiple market statistics and financial institutions that may vary based upon actual credit ratings, debt to coverage ratios, and actual sale transactions.

SINGLE FAMILY MARKET ANALYSIS



The single-family home market is the preferred market in Massachusetts based upon sales and its market participants. The central Massachusetts area, also known as Worcester County, is what we refer to as “Boston Lite”. The most recent trend of marketing data has indicated that the housing market in this area has become a viable option to the Boston Market. Most millennials are willing to live thirty to fifty miles outside of Boston to afford housing and spend an hour or more commuting to work. Our sales inspections and interviews of buyers indicate people from the east are finding the Boston Lite market more and more attractive. Five buyers from Watertown, Massachusetts, two renters from Cambridge, Massachusetts, and twelve other buyers from east of Interstate 495 all agreed in saying they love this area, its people, and its plethora of things to do. They are excited to be working in a great job that allows them to own their own home and live their dream of raising a family in a solid community.

The Worcester County single family home market indicates a median selling price of \$268,000.

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	80	100	76	\$34,917	\$47,341	86	\$67,165	67
\$50,000 - \$99,999	253	108	72	\$76,740	\$83,900	94	\$96,726	84
\$100,000 - \$149,999	568	83	61	\$127,747	\$131,665	98	\$144,279	93
\$150,000 - \$199,999	1184	62	43	\$175,956	\$178,366	99	\$184,031	254
\$200,000 - \$249,999	1501	54	36	\$225,324	\$227,262	99	\$231,185	98
\$250,000 - \$299,999	1248	58	37	\$273,035	\$275,383	99	\$282,011	98
\$300,000 - \$349,999	890	62	42	\$322,700	\$326,583	99	\$335,398	97
\$350,000 - \$399,999	708	76	51	\$373,589	\$377,096	99	\$382,663	99
\$400,000 - \$449,999	557	72	50	\$422,931	\$424,982	100	\$430,763	98
\$450,000 - \$499,999	343	77	57	\$471,404	\$474,129	100	\$481,719	98
\$500,000 - \$599,999	373	85	59	\$542,103	\$543,981	100	\$551,638	99
\$600,000 - \$699,999	215	79	54	\$645,028	\$650,436	99	\$661,552	98
\$700,000 - \$799,999	112	97	63	\$746,147	\$756,128	99	\$765,876	98
\$800,000 - \$899,999	53	104	61	\$844,163	\$857,256	99	\$872,393	97
\$900,000 - \$999,999	33	110	89	\$944,134	\$966,303	98	\$994,258	95
\$1,000,000 - \$1,499,999	40	160	124	\$1,141,833	\$1,205,650	96	\$1,251,685	93
\$1,500,000 - \$1,999,999	0	0	0	\$0	\$0	0	\$0	0
\$2,000,000 - \$2,499,999	0	0	0	\$0	\$0	0	\$0	0
\$2,500,000 - \$2,999,999	0	0	0	\$0	\$0	0	\$0	0
\$3,000,000 - \$3,999,999	0	0	0	\$0	\$0	0	\$0	0
\$4,000,000 - \$4,999,999	0	0	0	\$0	\$0	0	\$0	0
\$5,000,000 - \$9,999,999	0	0	0	\$0	\$0	0	\$0	0
\$10,000,000 - \$99,999,999	0	0	0	\$0	\$0	0	\$0	0
Total Properties	8158	Avg. 69	Avg. 47	\$303,635	\$307,153	99	\$314,554	120
				Lowest Price: \$335	Median Price: \$268,000			
				Highest Price: \$1,450,000	Average Price: \$303,635			
Total Market Volume: \$2,477,051,650								

Based on the Multiple Listing Service data of single family home sales in Worcester County one year prior to September 24, 2017, 8,158 homes have sold with an average marketing time of 69 days. This means the average home loan would be approximately \$250,000. If the average employee earns \$70,000, then the cost of owning their own home is drastically reduced from 40% of their monthly earnings down to 15%.

As the market progresses east along the Route 2 corridor, homes become increasingly more expensive. The Middlesex County market area is situated between the “Boston Lite” market and the metropolitan areas of Boston. The Middlesex County single-family home market indicates a median selling price of \$523,900.

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	1	27	27	\$48,000	\$59,900	80	\$59,900	80
\$50,000 - \$99,999	20	74	54	\$72,128	\$88,365	87	\$102,355	78
\$100,000 - \$149,999	53	100	61	\$132,463	\$140,857	95	\$149,969	90
\$150,000 - \$199,999	148	74	50	\$176,612	\$185,429	96	\$197,151	92
\$200,000 - \$249,999	300	54	37	\$226,927	\$229,891	100	\$235,785	100
\$250,000 - \$299,999	538	45	29	\$275,469	\$278,800	99	\$284,012	98
\$300,000 - \$349,999	825	42	27	\$325,395	\$325,535	100	\$330,427	99
\$350,000 - \$399,999	1054	37	24	\$373,816	\$372,482	101	\$377,921	99
\$400,000 - \$449,999	1121	41	27	\$423,370	\$419,943	101	\$425,665	100
\$450,000 - \$499,999	998	41	27	\$471,705	\$468,387	101	\$473,739	100
\$500,000 - \$599,999	1586	48	33	\$545,492	\$539,303	101	\$549,794	100
\$600,000 - \$699,999	1176	46	33	\$643,348	\$636,687	101	\$644,756	100
\$700,000 - \$799,999	820	55	37	\$743,369	\$739,715	101	\$751,068	99
\$800,000 - \$899,999	532	59	42	\$848,785	\$842,855	101	\$855,684	100
\$900,000 - \$999,999	354	54	39	\$943,405	\$933,336	101	\$953,470	100
\$1,000,000 - \$1,499,999	909	66	47	\$1,215,350	\$1,221,432	100	\$1,250,290	98
\$1,500,000 - \$1,999,999	337	88	62	\$1,703,874	\$1,742,860	98	\$1,788,323	96
\$2,000,000 - \$2,499,999	128	122	79	\$2,218,958	\$2,312,584	96	\$2,397,752	93
\$2,500,000 - \$2,999,999	39	163	129	\$2,720,125	\$2,817,454	97	\$2,919,610	94
\$3,000,000 - \$3,999,999	37	138	116	\$3,389,537	\$3,524,162	97	\$3,653,838	94
\$4,000,000 - \$4,999,999	11	213	202	\$4,445,455	\$4,819,455	92	\$5,152,909	88
\$5,000,000 - \$9,999,999	5	272	266	\$5,504,000	\$5,893,000	94	\$6,544,000	85
\$10,000,000 - \$99,999,999	1	126	127	\$15,600,000	\$16,900,000	92	\$16,900,000	92
Total Properties	10993	Avg. 51	Avg. 35	\$651,510	\$652,943	100	\$666,237	99
				Lowest Price: \$48,000	Median Price: \$523,900			
				Highest Price: \$15,600,000	Average Price: \$651,510			
Total Market Volume: \$7,162,053,776								

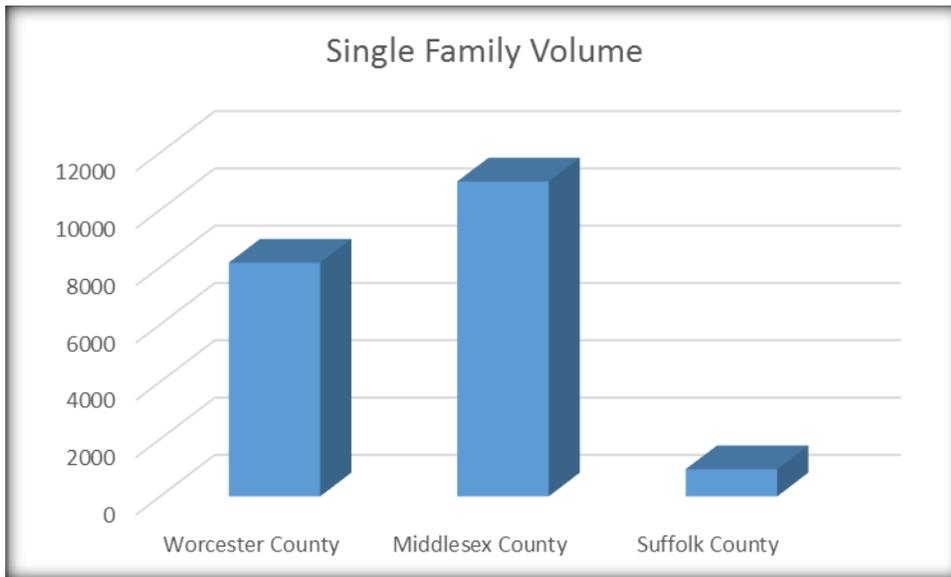
Based on the Multiple Listing Service data of single family home sales in Middlesex County one year prior to September 24, 2017, 10,993 homes have sold with an average marketing time of 51 days. This means the average home loan would be approximately \$470,000. If the average employee earns \$70,000, then the cost of owning their own home drastically increases from 20% of their monthly earnings when living in Worcester County to 27% if located in the Middlesex County Area.

Moving eastward to the preferred housing market of Metropolitan Boston and its surrounding areas, known as Suffolk County, the dream of owning your own home is crushed when you combine housing and cost of living expenses together. The Suffolk County market area is considered the most expensive place to live in Massachusetts. Although Boston offers a seaport hub with popular night life and a bustling commercial atmosphere, living in the area is near impossible for the average employee. The Suffolk County single-family home market indicates a median selling price of \$508,000.

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	0	0	0	\$0	\$0	0	\$0	0
\$50,000 - \$99,999	0	0	0	\$0	\$0	0	\$0	0
\$100,000 - \$149,999	3	69	61	\$129,633	\$149,930	87	\$171,933	77
\$150,000 - \$199,999	6	49	7	\$168,167	\$152,967	110	\$152,967	110
\$200,000 - \$249,999	21	70	26	\$222,190	\$230,514	97	\$239,090	94
\$250,000 - \$299,999	32	36	30	\$273,296	\$273,755	100	\$281,836	98
\$300,000 - \$349,999	81	33	23	\$327,478	\$325,321	101	\$329,929	100
\$350,000 - \$399,999	104	39	27	\$374,463	\$371,807	101	\$377,405	100
\$400,000 - \$449,999	98	41	25	\$425,166	\$427,964	100	\$431,160	99
\$450,000 - \$499,999	129	37	23	\$471,986	\$467,082	101	\$472,779	100
\$500,000 - \$599,999	154	35	21	\$543,343	\$537,364	102	\$541,639	101
\$600,000 - \$699,999	107	30	16	\$641,272	\$635,430	101	\$639,970	100
\$700,000 - \$799,999	58	36	21	\$750,908	\$748,386	101	\$759,664	99
\$800,000 - \$899,999	44	35	25	\$843,686	\$839,400	101	\$1,005,532	97
\$900,000 - \$999,999	24	35	25	\$941,133	\$923,867	102	\$925,950	102
\$1,000,000 - \$1,499,999	59	36	25	\$1,193,348	\$1,180,874	102	\$1,205,113	100
\$1,500,000 - \$1,999,999	20	85	56	\$1,690,180	\$1,723,245	98	\$1,806,645	95
\$2,000,000 - \$2,499,999	6	19	17	\$2,188,833	\$2,154,000	102	\$2,229,000	99
\$2,500,000 - \$2,999,999	11	96	86	\$2,720,364	\$2,769,091	98	\$2,862,818	95
\$3,000,000 - \$3,999,999	10	122	115	\$3,347,850	\$3,504,900	96	\$3,560,900	95
\$4,000,000 - \$4,999,999	5	261	252	\$4,322,500	\$4,548,800	95	\$4,768,000	91
\$5,000,000 - \$9,999,999	8	70	62	\$6,013,750	\$6,411,250	94	\$5,724,438	11787
\$10,000,000 - \$99,999,999	0	0	0	\$0	\$0	0	\$0	0
Total Properties	980	Avg. 41	Avg. 27	\$702,912	\$706,166	101	\$718,826	195
Lowest Price: \$117,000				Median Price: \$508,000				
Highest Price: \$7,025,000				Average Price: \$702,912				
Total Market Volume: \$688,853,770								

Based on the Multiple Listing Service data of single-family home sales in Middlesex County one year prior to September 24, 2017, only 980 homes have sold with an average marketing time of 41 days. This means the average home loan would be approximately \$460,000. If the average employee earns \$70,000, then the cost of owning their own home is again going to be approximately 27% of their monthly earnings.

Of course finding a single family home in Suffolk County is near impossible.



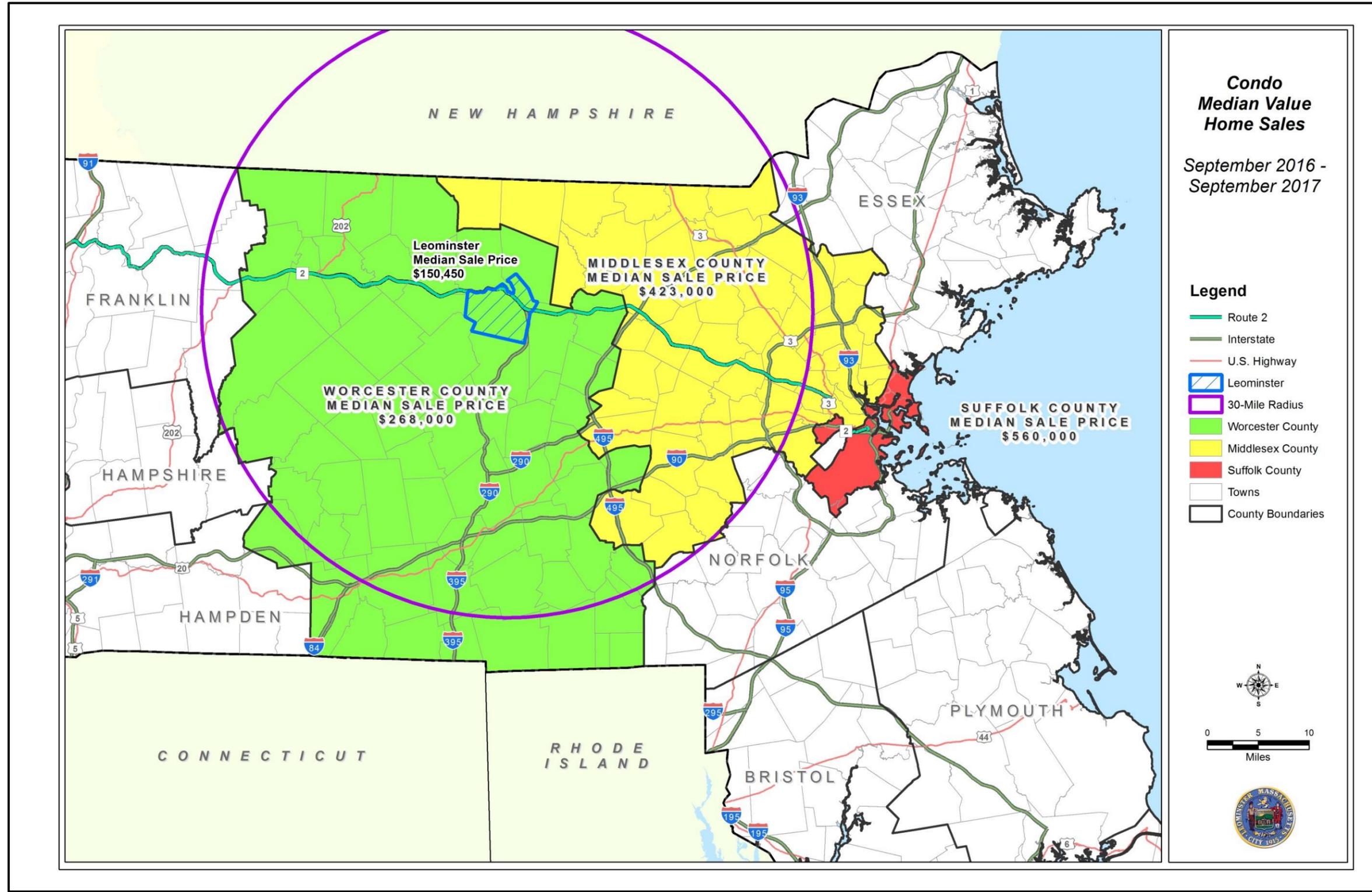
Locating Amazon’s second headquarters in the metropolitan area of Leominster, Massachusetts allows the company to provide housing options to the majority of its workforce with shorter commute times, which in turn would create more productivity. Other companies in Boston such as CarGurus, InVision, HubSpot, ezCater, Toast, and Rapid7 would be scrambling to keep up with Amazon and the City of Leominster in breaking new ground that changes the complexity of how businesses would operate.

According to a recent Boston Globe article on September 21, 2017 by Andy Rosen:

“For years, Massachusetts tech executives have been complaining about how hard it is to fill job openings — that whether they’re looking for a few or 50, there just aren’t enough qualified candidates for companies to grow at the pace they want. So imagine if one tech company came in and tried to hire 50,000 people. That’s the potential if Amazon selects Boston for its second headquarters. Overnight, just about every company with a tech focus or IT department would find itself in head-to-head competition with one of the biggest draws in the business.”

What Andy does not realize is the growing popularity of the “Boston Lite” market. Millennials are also interested in quality of life. Working at Amazon HQ2 located in Leominster, Massachusetts with a 15 minute commute to work and the option of going home during lunch to let the dog out and eat healthy is the best option for them. If Amazon locates in Leominster, all the other companies in Boston will be scrambling to change their business model to compete.

CONDOMINIUM MARKET ANALYSIS



There are other housing options that the majority of your workforce will be seeking. Let's look at the Condominium housing market as well.

The Worcester County condominium market indicates a median selling price of \$268,000.

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	27	89	67	\$38,185	\$72,719	79	\$78,464	74
\$50,000 - \$99,999	166	77	57	\$79,560	\$83,861	95	\$89,771	619
\$100,000 - \$149,999	331	53	38	\$127,520	\$130,649	98	\$137,423	96
\$150,000 - \$199,999	356	60	43	\$172,055	\$174,712	99	\$176,949	378
\$200,000 - \$249,999	271	60	45	\$223,136	\$226,107	99	\$227,147	474
\$250,000 - \$299,999	172	67	47	\$272,972	\$276,307	99	\$279,772	98
\$300,000 - \$349,999	157	101	81	\$325,117	\$326,183	100	\$327,297	100
\$350,000 - \$399,999	116	92	77	\$372,655	\$372,658	100	\$376,462	99
\$400,000 - \$449,999	43	70	56	\$421,453	\$426,784	99	\$431,186	98
\$450,000 - \$499,999	33	61	41	\$475,756	\$475,349	100	\$479,531	100
\$500,000 - \$599,999	42	117	91	\$546,659	\$532,147	103	\$534,778	103
\$600,000 - \$699,999	19	75	62	\$638,738	\$623,262	103	\$620,230	104
\$700,000 - \$799,999	5	239	215	\$737,159	\$726,876	102	\$748,496	99
\$800,000 - \$899,999	1	14	7	\$835,000	\$895,995	93	\$895,995	93
\$900,000 - \$999,999	0	0	0	\$0	\$0	0	\$0	0
\$1,000,000 - \$1,499,999	0	0	0	\$0	\$0	0	\$0	0
\$1,500,000 - \$1,999,999	0	0	0	\$0	\$0	0	\$0	0
\$2,000,000 - \$2,499,999	0	0	0	\$0	\$0	0	\$0	0
\$2,500,000 - \$2,999,999	0	0	0	\$0	\$0	0	\$0	0
\$3,000,000 - \$3,999,999	0	0	0	\$0	\$0	0	\$0	0
\$4,000,000 - \$4,999,999	0	0	0	\$0	\$0	0	\$0	0
\$5,000,000 - \$9,999,999	0	0	0	\$0	\$0	0	\$0	0
\$10,000,000 - \$99,999,999	0	0	0	\$0	\$0	0	\$0	0
Total Properties	1739	Avg. 70	Avg. 52	\$225,894	\$228,480	98	\$232,020	263
Lowest Price: \$107				Median Price: \$197,500				
Highest Price: \$835,000				Average Price: \$225,894				
Total Market Volume: \$392,829,941								

Based on the Multiple Listing Service data of condominium sales in Worcester County one year prior to September 24, 2017, 1,739 condominiums have sold with an average marketing time of 70 days. This means the average condominium loan would be approximately \$170,000. If the average employee earns \$70,000, then the cost of their mortgage is 10% of their monthly earnings with an added expense for condominium fees on average taking up another 4% to 5% of their monthly earnings. Condominiums are an excellent choice for both Millennials and the Boomer population of your workforce.

As with the single-family market, as you progress east along the Route 2 corridor, condominiums become increasingly more expensive. The Middlesex County condominium market indicates a median selling price of \$423,000.

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio	
\$0 - \$49,999	0	0	0	\$0	\$0	0	\$0	0	
\$50,000 - \$99,999	70	37	30	\$81,534	\$87,412	94	\$90,820	92	
\$100,000 - \$149,999	289	42	28	\$128,166	\$130,141	99	\$132,302	97	
\$150,000 - \$199,999	466	35	23	\$175,036	\$176,136	100	\$177,695	99	
\$200,000 - \$249,999	491	29	19	\$223,394	\$223,228	100	\$224,551	303	
\$250,000 - \$299,999	476	31	20	\$272,391	\$269,612	101	\$276,796	100	
\$300,000 - \$349,999	500	41	29	\$325,257	\$321,190	102	\$323,263	101	
\$350,000 - \$399,999	441	34	25	\$372,510	\$368,224	101	\$370,364	101	
\$400,000 - \$449,999	445	40	26	\$424,574	\$415,740	102	\$418,791	102	
\$450,000 - \$499,999	442	45	32	\$473,306	\$465,991	102	\$469,896	101	
\$500,000 - \$599,999	707	34	24	\$545,748	\$532,463	103	\$536,055	102	
\$600,000 - \$699,999	518	42	31	\$645,233	\$627,615	103	\$632,483	103	
\$700,000 - \$799,999	369	41	29	\$740,708	\$720,619	103	\$746,590	102	
\$800,000 - \$899,999	222	33	25	\$844,107	\$822,654	103	\$828,901	102	
\$900,000 - \$999,999	134	39	24	\$942,380	\$923,730	102	\$932,320	102	
\$1,000,000 - \$1,499,999	238	51	36	\$1,201,465	\$1,186,193	102	\$1,199,950	101	
\$1,500,000 - \$1,999,999	45	53	26	\$1,670,418	\$1,635,151	103	\$1,663,284	101	
\$2,000,000 - \$2,499,999	14	104	92	\$2,265,445	\$2,212,500	103	\$2,239,286	102	
\$2,500,000 - \$2,999,999	8	263	252	\$2,642,500	\$2,693,000	99	\$2,778,625	96	
\$3,000,000 - \$3,999,999	0	0	0	\$0	\$0	0	\$0	0	
\$4,000,000 - \$4,999,999	2	317	301	\$4,543,201	\$4,245,000	108	\$4,300,000	107	
\$5,000,000 - \$9,999,999	0	0	0	\$0	\$0	0	\$0	0	
\$10,000,000 - \$99,999,999	0	0	0	\$0	\$0	0	\$0	0	
Total Properties	5877	Avg. 38	Avg. 27	\$479,637	\$471,070	102	\$476,790	118	
Lowest Price: \$52,000 Highest Price: \$4,795,000				Median Price: \$423,000 Average Price: \$479,637				Total Market Volume: \$2,818,826,661	

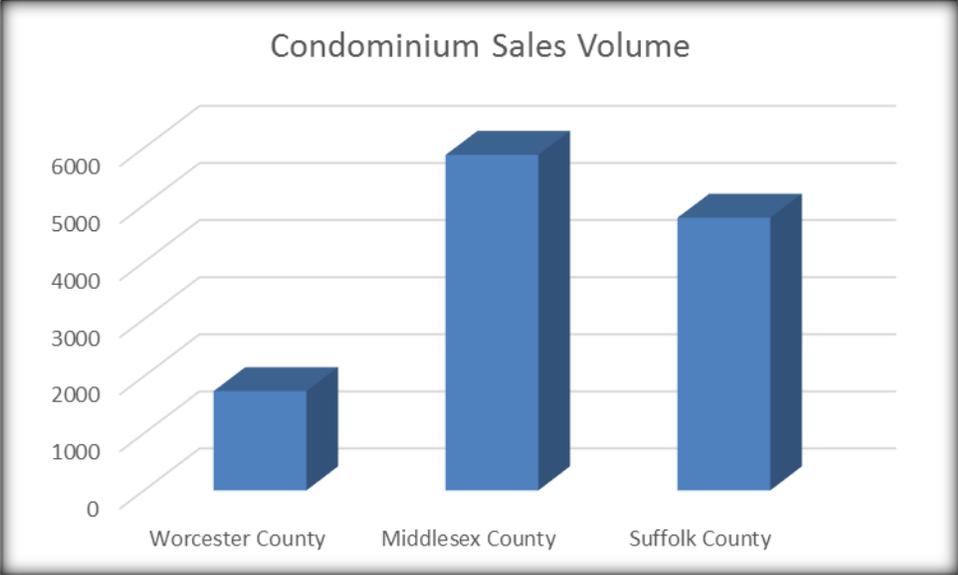
Based on the Multiple Listing Service data of condominium sales in Middlesex County one year prior to September 24, 2017, 5,877 condominiums have sold with an average marketing time of 38 days. This means the average condominium loan would be approximately \$380,000. If the average employee earns \$70,000, then the cost of their mortgage is 22% of their monthly earnings, with an added expense for condominium fees on average taking up another 6% to 7% of their monthly earnings. Condominium housing in the Middlesex County market area actually cost more than some single-family options.

Once again, moving eastward to the preferred housing market of Metropolitan Boston and its surrounding areas, known as Suffolk County, the dream of even owning a condominium is taken away. The Suffolk County condominium market indicates a median selling price of \$560,000.

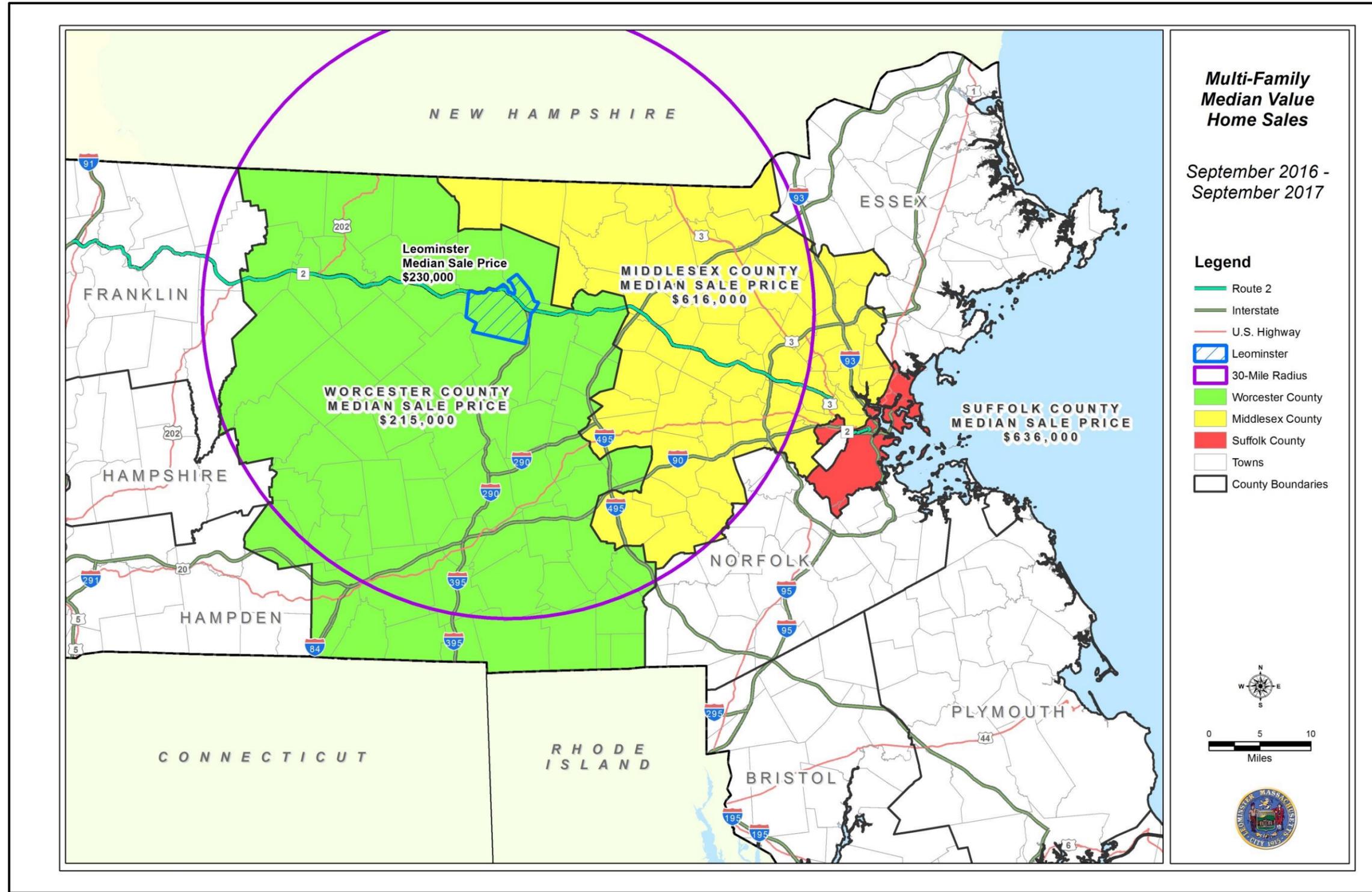
Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	0	0	0	\$0	\$0	0	\$0	0
\$50,000 - \$99,999	6	88	65	\$84,596	\$101,917	85	\$110,750	78
\$100,000 - \$149,999	35	90	51	\$131,358	\$137,289	96	\$144,072	93
\$150,000 - \$199,999	85	55	36	\$176,783	\$181,481	98	\$185,245	106
\$200,000 - \$249,999	140	49	31	\$224,521	\$227,153	99	\$229,584	98
\$250,000 - \$299,999	221	41	31	\$275,868	\$274,471	101	\$277,474	168
\$300,000 - \$349,999	308	38	26	\$324,420	\$321,983	101	\$326,988	100
\$350,000 - \$399,999	331	32	20	\$374,240	\$368,099	102	\$371,955	101
\$400,000 - \$449,999	428	29	19	\$423,648	\$413,985	103	\$418,077	102
\$450,000 - \$499,999	376	30	18	\$473,511	\$462,340	103	\$464,936	102
\$500,000 - \$599,999	692	33	21	\$545,276	\$536,884	102	\$540,576	101
\$600,000 - \$699,999	503	34	22	\$644,363	\$638,156	101	\$642,539	101
\$700,000 - \$799,999	395	35	20	\$743,646	\$735,149	101	\$740,582	101
\$800,000 - \$899,999	262	40	27	\$844,817	\$839,087	101	\$846,462	100
\$900,000 - \$999,999	186	41	28	\$949,277	\$949,140	100	\$957,381	103
\$1,000,000 - \$1,499,999	376	49	33	\$1,215,324	\$1,220,556	100	\$1,245,115	98
\$1,500,000 - \$1,999,999	172	68	52	\$1,715,043	\$1,737,685	99	\$1,783,486	97
\$2,000,000 - \$2,499,999	91	99	78	\$2,232,131	\$2,315,455	97	\$2,387,860	94
\$2,500,000 - \$2,999,999	54	86	67	\$2,726,055	\$2,801,852	98	\$2,886,130	95
\$3,000,000 - \$3,999,999	56	165	110	\$3,461,357	\$3,561,607	97	\$3,672,080	578
\$4,000,000 - \$4,999,999	18	74	69	\$4,345,000	\$4,504,889	97	\$4,510,444	96
\$5,000,000 - \$9,999,999	38	109	88	\$6,577,895	\$6,840,237	96	\$6,824,868	98
\$10,000,000 - \$99,999,999	4	37	37	\$12,823,750	\$13,273,750	98	\$13,273,750	98
Total Properties	4777	Avg. 42	Avg. 28	\$788,018	\$790,873	101	\$801,650	109
Lowest Price: \$68,000 Highest Price: \$17,200,000				Median Price: \$560,000 Average Price: \$788,018				
Total Market Volume: \$3,764,361,907								

Based on the Multiple Listing Service data of condominium sales in Suffolk County one year prior to September 24, 2017, 4,777 condominiums have sold with an average marketing time of 42 days. This means the average condominium loan would be approximately \$500,000. If the average employee earns \$70,000, then the cost of their mortgage is 22% of their monthly earnings, with an added expense for condominium fees on average taking up another 8% to 10% of their monthly earnings.

Condominium housing in the Suffolk County market area is a more popular option than owning a single-family home. As you can see based on Market statistics and the actions of the typical buyer, condominium living has gained popularity due to its prior affordability and its current supply. Currently, the Condominium market has increased in the Middlesex and Suffolk County areas to a point where it is a more expensive option than owning a single-family home.



MULTI-FAMILY MARKET ANALYSIS



Another option that is becoming somewhat popular is the idea of owning a multi-family home where the owner occupies the larger apartment and rents out the second or third apartment to aid with the payment of the mortgage. Owner occupied two and three family homes are earning popularity amongst the younger generation because it allows them even more flexibility.

The Worcester County market area indicates a median price of \$215,000. Based on the Multiple Listing Service data of multi-family home sales in one year prior to September 24, 2017, 1,075 multi-family homes have sold with an average marketing time of 74 days. This means the average loan for this market would be approximately \$190,000. If the average employee earns \$70,000, then the cost of their mortgage is 11% of their monthly earnings with an added income from rentals of approximately \$1,400 depending upon occupancy. This scenario actually allows the buyer to be in the black every month. Millennials are catching on to this emerging market making the trend of owning this type of home very popular. It allows them to be selective when making a job selection and a way to pay off their student loans as well as securing rental income for future years. The following table shows the Worcester County multi-family market statistics:

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	28	93	80	\$33,516	\$48,550	77	\$61,240	66
\$50,000 - \$99,999	85	89	68	\$77,149	\$80,897	100	\$91,326	91
\$100,000 - \$149,999	143	84	58	\$126,181	\$131,152	98	\$137,155	95
\$150,000 - \$199,999	211	79	58	\$172,102	\$175,412	99	\$180,255	98
\$200,000 - \$249,999	194	74	54	\$223,415	\$229,347	98	\$233,831	96
\$250,000 - \$299,999	207	63	41	\$271,453	\$275,753	99	\$279,155	98
\$300,000 - \$349,999	113	61	43	\$319,256	\$325,254	99	\$329,678	98
\$350,000 - \$399,999	42	54	41	\$372,398	\$385,507	97	\$389,464	96
\$400,000 - \$449,999	19	60	47	\$422,034	\$434,437	97	\$446,016	96
\$450,000 - \$499,999	16	75	56	\$469,310	\$499,381	94	\$510,075	93
\$500,000 - \$599,999	10	138	134	\$547,050	\$605,538	91	\$638,288	87
\$600,000 - \$699,999	5	70	63	\$637,800	\$651,760	98	\$669,760	96
\$700,000 - \$799,999	1	233	225	\$750,000	\$750,000	100	\$1,225,000	61
\$800,000 - \$899,999	0	0	0	\$0	\$0	0	\$0	0
\$900,000 - \$999,999	1	133	112	\$927,000	\$949,000	98	\$998,000	93
\$1,000,000 - \$1,499,999	0	0	0	\$0	\$0	0	\$0	0
\$1,500,000 - \$1,999,999	0	0	0	\$0	\$0	0	\$0	0
\$2,000,000 - \$2,499,999	0	0	0	\$0	\$0	0	\$0	0
\$2,500,000 - \$2,999,999	0	0	0	\$0	\$0	0	\$0	0
\$3,000,000 - \$3,999,999	0	0	0	\$0	\$0	0	\$0	0
\$4,000,000 - \$4,999,999	0	0	0	\$0	\$0	0	\$0	0
\$5,000,000 - \$9,999,999	0	0	0	\$0	\$0	0	\$0	0
\$10,000,000 - \$99,999,999	0	0	0	\$0	\$0	0	\$0	0
Total Properties	1075	Avg. 74	Avg. 54	\$222,295	\$228,632	98	\$234,860	95
Lowest Price: \$5,801				Median Price: \$215,000				
Highest Price: \$927,000				Average Price: \$222,295				
Total Market Volume: \$238,967,503								

The Middlesex County market again, is pricing itself out of opportunities. This area indicates a median price of \$616,000. Based on the Multiple Listing Service data of multi-family home sales in one year prior to September 24, 2017, 1,322 multi-family homes have sold with an average marketing time of 37 days. This means the average loan for this market would be approximately \$555,000. If the average employee earns \$70,000, then the cost of their mortgage is 32% of their monthly earnings, with an added income from rentals of approximately \$2,500 depending upon occupancy. This scenario creates hesitancy for becoming a landlord. Renting to the wrong tenant or going through a short period of vacancy and lost income makes the typical buyer a little less eager. The following table shows the Middlesex County multi-family market statistics:

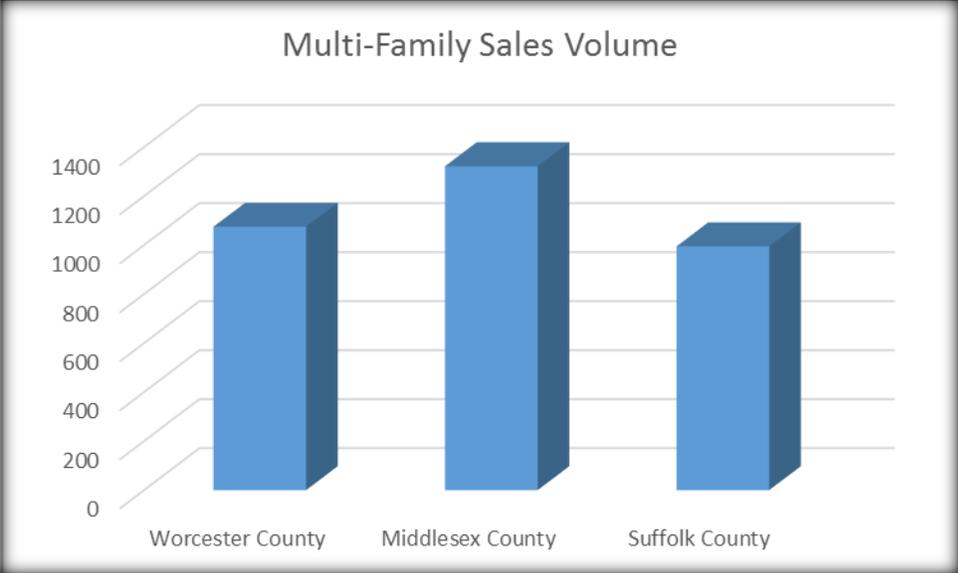
Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	1	35	7	\$1	\$484,500	0	\$484,500	0
\$50,000 - \$99,999	1	101	1	\$99,000	\$99,000	100	\$99,000	100
\$100,000 - \$149,999	4	66	34	\$139,125	\$147,975	95	\$150,475	93
\$150,000 - \$199,999	17	126	75	\$176,000	\$181,524	98	\$192,635	94
\$200,000 - \$249,999	42	69	45	\$224,977	\$235,723	97	\$239,530	96
\$250,000 - \$299,999	54	82	44	\$274,746	\$272,741	102	\$277,863	100
\$300,000 - \$349,999	95	63	38	\$321,687	\$325,423	99	\$329,892	98
\$350,000 - \$399,999	86	39	22	\$373,250	\$373,958	100	\$377,687	99
\$400,000 - \$449,999	62	29	15	\$421,410	\$419,627	101	\$420,501	101
\$450,000 - \$499,999	73	33	19	\$474,796	\$469,494	101	\$468,030	112
\$500,000 - \$599,999	179	35	22	\$549,573	\$539,544	102	\$545,920	102
\$600,000 - \$699,999	197	27	18	\$644,902	\$625,811	103	\$628,506	108
\$700,000 - \$799,999	120	27	19	\$740,617	\$730,832	102	\$744,504	100
\$800,000 - \$899,999	109	29	18	\$844,434	\$828,048	103	\$833,325	102
\$900,000 - \$999,999	79	22	16	\$934,921	\$906,789	104	\$922,204	103
\$1,000,000 - \$1,499,999	141	30	20	\$1,204,607	\$1,157,337	105	\$1,173,152	104
\$1,500,000 - \$1,999,999	39	29	17	\$1,668,986	\$1,608,559	105	\$1,617,200	104
\$2,000,000 - \$2,499,999	6	29	41	\$2,113,938	\$2,131,500	99	\$2,131,500	99
\$2,500,000 - \$2,999,999	6	18	12	\$2,737,500	\$2,561,500	108	\$2,561,500	108
\$3,000,000 - \$3,999,999	5	65	65	\$3,280,000	\$3,269,800	101	\$3,290,000	100
\$4,000,000 - \$4,999,999	3	67	67	\$4,675,000	\$4,550,000	103	\$4,550,000	103
\$5,000,000 - \$9,999,999	2	27	18	\$7,150,000	\$6,875,000	103	\$6,875,000	103
\$10,000,000 - \$99,999,999	1	155	94	\$45,500,000	\$45,000,000	101	\$45,000,000	101
Total Properties	1322	Avg. 37	Avg. 23	\$745,726	\$729,604	102	\$736,489	103
Lowest Price: \$1 Highest Price: \$45,500,000				Median Price: \$616,000 Average Price: \$745,726				
Total Market Volume: \$985,849,368								

The Suffolk County market, much like the Middlesex market; has priced itself out of opportunities. This area indicates a median price of \$636,000. Based on the Multiple Listing Service data of multi-family home sales in one year prior to September 24, 2017, 955 multi-family homes have sold with an average marketing time of 42 days. This means the average loan for this market would be approximately \$570,000. If the average employee earns \$70,000, then the cost of their mortgage is 33% of their monthly earnings, with an added income from rentals of approximately \$2,800 depending upon occupancy. This scenario is very similar to the Middlesex County pitfalls that creates hesitancy for becoming a landlord.

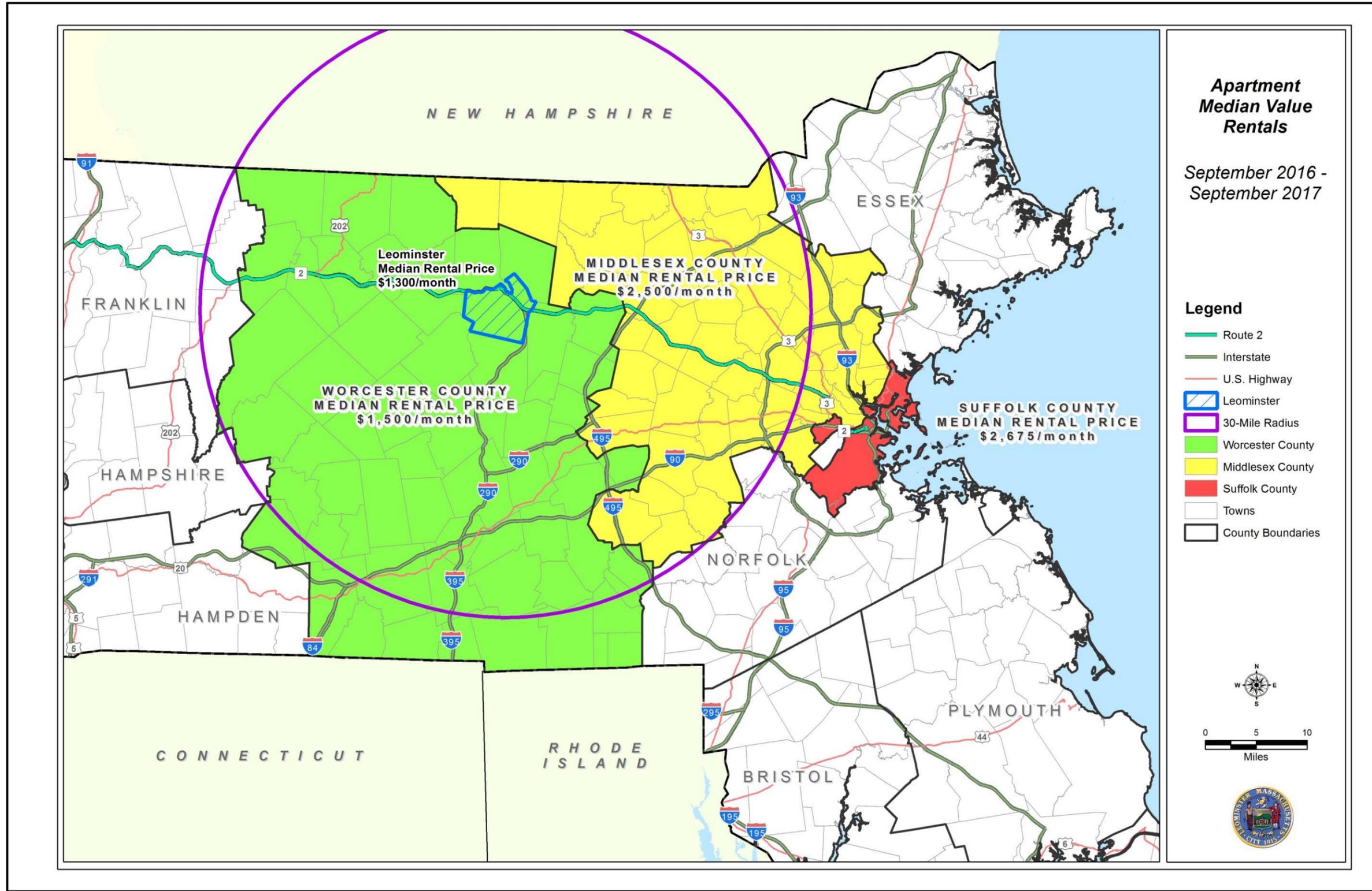
The following table shows the Suffolk County multi-family market statistics:

Price Range	# of Listings	Avg. Days on Market	Avg. Days to Offer	Average Sale Price	Average List Price	SP:LP Ratio	Average Orig Price	SP:OP Ratio
\$0 - \$49,999	0	0	0	\$0	\$0	0	\$0	0
\$50,000 - \$99,999	0	0	0	\$0	\$0	0	\$0	0
\$100,000 - \$149,999	0	0	0	\$0	\$0	0	\$0	0
\$150,000 - \$199,999	1	6	6	\$195,000	\$225,000	87	\$225,000	87
\$200,000 - \$249,999	1	2	2	\$200,000	\$199,974	100	\$199,974	100
\$250,000 - \$299,999	7	99	45	\$285,929	\$278,829	105	\$286,686	112
\$300,000 - \$349,999	14	63	42	\$326,529	\$320,171	104	\$323,671	103
\$350,000 - \$399,999	26	54	34	\$374,758	\$373,934	104	\$380,715	103
\$400,000 - \$449,999	62	61	38	\$421,204	\$425,574	100	\$432,899	99
\$450,000 - \$499,999	72	44	31	\$472,261	\$472,115	101	\$479,111	99
\$500,000 - \$599,999	211	45	27	\$548,081	\$552,781	100	\$554,477	103
\$600,000 - \$699,999	199	35	23	\$638,124	\$630,538	102	\$636,601	101
\$700,000 - \$799,999	109	32	23	\$745,102	\$743,256	101	\$8,073,743	99
\$800,000 - \$899,999	72	30	20	\$835,594	\$834,335	101	\$840,142	100
\$900,000 - \$999,999	52	40	29	\$946,771	\$956,542	100	\$967,481	99
\$1,000,000 - \$1,499,999	93	37	26	\$1,196,627	\$1,204,345	100	\$1,219,325	99
\$1,500,000 - \$1,999,999	31	37	29	\$1,735,071	\$1,786,835	98	\$1,828,771	96
\$2,000,000 - \$2,499,999	10	65	58	\$2,304,000	\$2,441,862	95	\$2,516,962	92
\$2,500,000 - \$2,999,999	7	37	27	\$2,694,643	\$2,783,143	97	\$2,454,429	140
\$3,000,000 - \$3,999,999	8	83	74	\$3,282,500	\$3,390,625	97	\$3,472,500	95
\$4,000,000 - \$4,999,999	5	62	41	\$4,482,000	\$4,400,980	103	\$4,400,980	103
\$5,000,000 - \$9,999,999	9	43	27	\$6,373,333	\$6,207,222	102	\$6,276,544	101
\$10,000,000 - \$99,999,999	6	86	79	\$15,900,000	\$16,333,333	97	\$13,750,000	253333414
Total Properties	995	Avg. 42	Avg. 28	\$923,093	\$928,836	100	\$1,722,539	1527739
Lowest Price: \$195,000 Highest Price: \$25,000,000				Median Price: \$636,000 Average Price: \$923,093				
Total Market Volume: \$918,477,898								

The trend in volume in the multi-family market easily shows its growing popularity:



APARTMENT MARKET ANALYSIS



When all else fails and the thought of home ownership is just not an option, renting a nice apartment and living in a complex that provides a sense of community can easily become a viable choice. The following statistics represent the affordability for that option.

Worcester County Rental Statistics:

Price Range	9/24/2016		vs. today	9/24/2017	
	Number of Listings	Avg. Days on Market		Number of Listings	Avg. Days on Market
Under \$50,000	212	34		220	41
\$50,000 - \$99,999	1	25		-	-
\$100,000 - \$149,999	-	-		-	-
\$150,000 - \$199,999	-	-		-	-
\$200,000 - \$249,999	1	59		-	-
\$250,000 - \$299,999	-	-		-	-
\$300,000 - \$349,999	-	-		-	-
\$350,000 - \$399,999	-	-		-	-
\$400,000 - \$449,999	-	-		-	-
\$450,000 - \$499,999	-	-		-	-
\$500,000 - \$599,999	1	12		-	-
\$600,000 - \$699,999	-	-		-	-
\$700,000 - \$799,999	-	-		-	-
\$800,000 - \$899,999	-	-		-	-
\$900,000 - \$999,999	-	-		-	-
\$1,000,000 - \$1,499,999	-	-		-	-
\$1,500,000 - \$1,999,999	-	-		-	-
\$2,000,000 - \$2,499,999	-	-		-	-
\$2,500,000 - \$2,999,999	-	-		-	-
\$3,000,000 - \$3,999,999	-	-		-	-
\$4,000,000 - \$4,999,999	-	-		-	-
\$5,000,000 - \$9,999,999	-	-		-	-
Over \$10,000,000	-	-		-	-
Total Properties	215	Avg. 34		220	Avg. 41
Lowest Price:	\$250		Lowest Price:	\$650	
Median Price:	\$1,400		Median Price:	\$1,500	
Highest Price:	\$589,000		Highest Price:	\$6,000	
Average Price:	\$5,870		Average Price:	\$1,616	
Total Market Volume:	\$1,262,080		Total Market Volume:	\$355,732	

The median rent for an apartment in the “Boston Lite” market area is \$1,500 per month taking up approximately 29% of the monthly earnings of the typical millennial employee.

Middlesex County Rental Statistics

Price Range	9/24/2016		vs. today	9/24/2017	
	Number of Listings	Avg. Days on Market		Number of Listings	Avg. Days on Market
Under \$50,000	1093	46		1362	44
\$50,000 - \$99,999	-	-		-	-
\$100,000 - \$149,999	-	-		-	-
\$150,000 - \$199,999	-	-		-	-
\$200,000 - \$249,999	-	-		-	-
\$250,000 - \$299,999	-	-		-	-
\$300,000 - \$349,999	-	-		-	-
\$350,000 - \$399,999	-	-		-	-
\$400,000 - \$449,999	-	-		-	-
\$450,000 - \$499,999	-	-		-	-
\$500,000 - \$599,999	-	-		-	-
\$600,000 - \$699,999	-	-		-	-
\$700,000 - \$799,999	-	-		-	-
\$800,000 - \$899,999	-	-		-	-
\$900,000 - \$999,999	-	-		-	-
\$1,000,000 - \$1,499,999	-	-		-	-
\$1,500,000 - \$1,999,999	-	-		-	-
\$2,000,000 - \$2,499,999	-	-		-	-
\$2,500,000 - \$2,999,999	-	-		-	-
\$3,000,000 - \$3,999,999	-	-		-	-
\$4,000,000 - \$4,999,999	-	-		-	-
\$5,000,000 - \$9,999,999	-	-		-	-
Over \$10,000,000	-	-		-	-
Total Properties	1093	Avg. 46		1362	Avg. 44
Lowest Price:	\$400		Lowest Price:	\$150	
Median Price:	\$2,500		Median Price:	\$2,500	
Highest Price:	\$17,000		Highest Price:	\$18,000	
Average Price:	\$2,856		Average Price:	\$2,766	
Total Market Volume:	\$3,122,349		Total Market Volume:	\$3,768,372	

The median rent for an apartment in the Middlesex County market area is \$2,500 per month taking up approximately 49% of the monthly earnings of the typical millennial employee.

Suffolk County Rental Statistics

Price Range	10/1/2016		vs. today	10/1/2017	
	Number of Listings	Avg. Days on Market		Number of Listings	Avg. Days on Market
Under \$50,000	1454	45		1573	54
\$50,000 - \$99,999	-	-		1	62
\$100,000 - \$149,999	-	-		-	-
\$150,000 - \$199,999	-	-		-	-
\$200,000 - \$249,999	-	-		-	-
\$250,000 - \$299,999	-	-		-	-
\$300,000 - \$349,999	-	-		-	-
\$350,000 - \$399,999	-	-		-	-
\$400,000 - \$449,999	-	-		-	-
\$450,000 - \$499,999	-	-		-	-
\$500,000 - \$599,999	-	-		-	-
\$600,000 - \$699,999	-	-		-	-
\$700,000 - \$799,999	-	-		-	-
\$800,000 - \$899,999	-	-		-	-
\$900,000 - \$999,999	-	-		-	-
\$1,000,000 - \$1,499,999	1	11		-	-
\$1,500,000 - \$1,999,999	-	-		-	-
\$2,000,000 - \$2,499,999	-	-		-	-
\$2,500,000 - \$2,999,999	-	-		-	-
\$3,000,000 - \$3,999,999	-	-		-	-
\$4,000,000 - \$4,999,999	-	-		-	-
\$5,000,000 - \$9,999,999	-	-		-	-
Over \$10,000,000	-	-		-	-
Total Properties	1455	Avg. 45		1574	Avg. 54
Lowest Price:	\$325		Lowest Price:	\$200	
Median Price:	\$2,700		Median Price:	\$2,675	
Highest Price:	\$1,199,000		Highest Price:	\$50,000	
Average Price:	\$4,281		Average Price:	\$3,254	
Total Market Volume:	\$6,229,603		Total Market Volume:	\$5,122,143	

The median rent for an apartment in the Suffolk County market area is \$2,675 per month taking up approximately 50% of the monthly earnings of the typical millennial employee.

Based upon the past year and overall 5 year trend of all the housing options listed above, the Boston Lite market is becoming the best option in providing housing at an affordable rate. Companies like Amazon have been forced to become innovative in attracting employees which comes at a premium and results in lost revenue. Creating a Headquarters in Central Massachusetts is both affordable for Amazon and creates a positive work environment for its employees.

TAX INCREMENT
FINANCING
&
SPECIAL TAX
AGREEMENTS

Leominster is a business-friendly municipality that believes in working as a partner with businesses to provide them the best opportunity for growth and success. The success of the businesses provides a strong financial future for our residents with opportunity for employment. The City of Leominster provides a plethora of tax incentives that are shown from examples given below. These tax incentives were granted to current businesses and will be provided to Amazon when you select Leominster for your Headquarters 2 location. We have the municipal authority to negotiate an incentive agreement for a duration of time ranging from 5 years to 20 years, including an abatement arrangement starting at 5% and upwards to 100% of the assessed value added by private investment.

The Massachusetts Department of Revenue allows each community to decide how to shift the burden between taxable classes based on each community's priorities and fiscal management. The City of Worcester, for instance, has a large commercial base of properties, however; an even larger base of residential properties. The City of Worcester made a choice to split their tax rate to lessen the burden of taxes on the residents; this has backfired on them because they now have one of the largest commercial tax rates in Massachusetts. The tax rates for the City of Worcester are now \$19.22 per thousand dollars of worth for Residential Properties and \$32.93 per thousand dollars of worth for Commercial, Industrial and Personal Property. The City of Leominster realized early on that this practice would drive businesses away and have a negative impact on the financial operation of the City. Our community has upheld a single rate tax since 1906. Because of this we have become a dominant economic force in Central Massachusetts.

The City has mutually negotiated the following current Special Tax Assessment (STA) or Tax Increment Financing Agreements (TIF) with developers and local businesses:

Affordable Interior Systems (AIS Holdings)

STA TRACKING SPREADSHEET:								
A.I.S. HOLDINGS CORPORATION (A.K.A.) A.I.S., LLC			START OF TIF:	7/1/2014				
25 TUCKER DRIVE					BASE YEAR:	FY2014		
PARCEL ID 319/23			DURATION:	13 YEARS	TOTAL VALUE:	\$12,676,700		
REAL ESTATE								
FISCAL YEAR	FULL ASSESSED VALUE	DIFFERENCE	INFLATION FACTOR (IF ANY APPLY)	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2015	\$13,944,700.00	N/A	N/A	100.00%	\$13,944,700.00	\$0.00	\$19.44	\$271,084.97
2016	\$13,944,700.00	N/A	N/A	75.00%	\$10,458,525.00	\$3,486,175.00	\$19.58	\$204,777.92
2017	\$13,524,000.00	N/A	N/A	50.00%	\$6,762,000.00	\$6,762,000.00	\$19.73	\$133,414.26
2018	\$20,804,600.00	N/A	N/A	50.00%	\$10,402,300.00	\$10,402,300.00	\$19.86	\$206,589.68
2019	\$0.00	N/A	N/A	25.00%	\$0.00	\$0.00	\$0.00	\$0.00
2020	\$0.00	N/A	N/A	25.00%	\$0.00	\$0.00	\$0.00	\$0.00
2021	\$0.00	N/A	N/A	15.00%	\$0.00	\$0.00	\$0.00	\$0.00
2022	\$0.00	N/A	N/A	15.00%	\$0.00	\$0.00	\$0.00	\$0.00
2023	\$0.00	N/A	N/A	5.00%	\$0.00	\$0.00	\$0.00	\$0.00
2024	\$0.00	N/A	N/A	5.00%	\$0.00	\$0.00	\$0.00	\$0.00
2025	\$0.00	N/A	N/A	5.00%	\$0.00	\$0.00	\$0.00	\$0.00
2026	\$0.00	N/A	N/A	5.00%	\$0.00	\$0.00	\$0.00	\$0.00
2027	\$0.00	N/A	N/A	5.00%	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL TAX SAVINGS TO DATE:								\$815,866.83

As you can see in a brief time span of only 4 years, A.I.S. Holdings has benefitted from close to one million dollars in tax breaks from the City of Leominster. The Special Tax Agreement is a valuation discount for the entire property (land and building worth combined) for the term of the Agreement. The total tax savings for A.I.S. will result in approximately two million dollars in savings.

AIS is a leading manufacturer of commercial office furniture workstations. Since the Company's founding in 1990, it has grown into one of the largest manufacturers in the United State in this category, and exports to Mexico, Canada, Kuwait, and other countries. AIS is known for its feature-rich product lines and unique solutions that meet the needs of end-users in various office environments while offering exceptional value. AIS is an environmental pioneer. All AIS product lines are GREENGUARD certified and contain between 40% and 55% recycled materials by weight. The prestigious GREENGUARD certification ensures products have been tested to stringent standards and verified to have low chemical emissions.

AIS was honored with the prestigious 2003 Shingo Prize for Excellence in Lean Manufacturing and featured on New England Cable News. The Company was recognized by Industry Week magazine as one of the top 25 manufacturing plants in North America and featured twice on one of TV's top reality shows, Extreme Makeover; Home Edition.

www.ais-inc.com

Bevovations (New England Apple Company)

TIF TRACKING SPREADSHEET:								
BEVOVATIONS A.K.A. NEW ENGLAND APPLE CO.			START OF TIF:	1/1/2012				
320 INDUSTRIAL ROAD					BASE YEAR:	FY2012		
PARCEL ID 255/32			DURATION:	10 YEARS	TOTAL VALUE:	\$520,900		
REAL ESTATE								
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2013	\$646,500.00	\$520,900	\$125,600.00	100.00%	\$125,600.00	\$520,900.00	\$17.50	\$2,198.00
2014	\$646,500.00	\$520,900	\$125,600.00	100.00%	\$125,600.00	\$520,900.00	\$18.89	\$2,372.58
2015	\$646,500.00	\$520,900	\$125,600.00	100.00%	\$125,600.00	\$520,900.00	\$19.44	\$2,441.66
2016	\$645,300.00	\$520,900	\$124,400.00	100.00%	\$124,400.00	\$520,900.00	\$19.58	\$2,435.75
2017	\$645,300.00	\$520,900	\$124,400.00	100.00%	\$124,400.00	\$520,900.00	\$19.73	\$2,454.41
2018	\$645,300.00	\$520,900	\$124,400.00	50.00%	\$62,200.00	\$583,100.00	\$19.86	\$1,235.29
2019	\$0.00	\$520,900	\$0.00	50.00%	\$0.00	\$0.00	\$0.00	\$0.00
2020	\$0.00	\$520,900	\$0.00	50.00%	\$0.00	\$0.00	\$0.00	\$0.00
2021	\$0.00	\$520,900	\$0.00	50.00%	\$0.00	\$0.00	\$0.00	\$0.00
2022	\$0.00	\$520,900	\$0.00	50.00%	\$0.00	\$0.00	\$0.00	\$0.00
PERSONAL PROPERTY								
FISCAL YEAR	FULL ASSESSED VALUE	% OF DISCOUNT	NET VALUE	COMMENTS	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2013	\$0.00	95.00%	\$0.00	No PP on site	\$0.00	\$0.00	\$17.50	\$0.00
2014	\$207,600.00	95.00%	\$10,380.00	N/A	\$197,220.00	\$10,380.00	\$18.89	\$3,725.49
2015	\$186,000.00	95.00%	\$9,300.00	N/A	\$176,700.00	\$9,300.00	\$19.44	\$3,435.05
2016	\$1,460,480.00	95.00%	\$73,024.00	N/A	\$1,387,456.00	\$73,024.00	\$19.58	\$27,166.39
2017	\$1,403,150.00	95.00%	\$70,157.50	N/A	\$1,332,992.50	\$70,157.50	\$19.73	\$26,299.94
2018	\$1,406,800.00	50.00%	\$703,400.00	N/A	\$703,400.00	\$703,400.00	\$19.86	\$13,969.52
2019	\$0.00	50.00%	\$0.00	N/A	\$0.00	\$0.00	\$0.00	\$0.00
2020	\$0.00	50.00%	\$0.00	N/A	\$0.00	\$0.00	\$0.00	\$0.00
2021	\$0.00	50.00%	\$0.00	N/A	\$0.00	\$0.00	\$0.00	\$0.00
2022	\$0.00	50.00%	\$0.00	N/A	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL TAX SAVINGS TO DATE:								\$87,734.09

The Tax Increment Financing agreement with Bevovations, also known as New England Apple Company, shows that the City of Leominster accommodates any sized company that is searching for support and resources. You will see that as the company works on continual property improvements and adding value, they are receiving dependable financial benefits they can budget on by upholding their Agreement. Also note on the chart shown above, the City’s ability to negotiate personal property abatement independently from the real estate abatement. This is especially important in manufacturing which includes extensive use of machinery, mold-making, tooling, and special devices for customized production. Leominster is not afraid to offer small and independently owned companies an incentive to find success here.

Presently, New England Apple Company produces 500,000 gallons of cider annually. New England Apple Company also utilizes apples from Leominster’s Sholan Farms as well. Flash pasteurization of the cider enables the production of the highest quality of apple cider. Their product is distributed throughout New England to farmstands, wholesalers, and major chain store supermarkets such as Whole Foods, Market Basket, Roch Brothers, Foodmaster, Donelans, and others.

www.newenglandapple.com

Easy Pak, LLC

TIF TRACKING SPREADSHEET:									
EASY PAK, LLC.		START OF TIF:	1/1/2015						
24 JYTEK ROAD				BASE YEAR:	FY 2015				
PARCEL ID 499/47		DURATION:	5 YEARS	TOTAL VALUE:	\$529,000				
REAL ESTATE									
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS	
2016	\$1,312,700	\$529,000	\$783,700	100.00%	\$783,700	\$529,000	\$19.58	\$15,344.85	
2017	\$1,255,300	\$529,000	\$726,300	80.00%	\$581,040	\$674,260	\$19.73	\$11,463.92	
2018	\$1,255,300	\$529,000	\$726,300	60.00%	\$435,780	\$819,520	\$19.86	\$8,654.59	
2019	\$0	\$529,000	\$0	40.00%	\$0	\$0	\$0.00	\$0.00	
2019	\$0	\$529,000	\$0	20.00%	\$0	\$0	\$0.00	\$0.00	
PERSONAL PROPERTY									
FISCAL YEAR	FULL ASSESSED VALUE OF PERSONAL PROPERTY	% OF DISCOUNT	NET VALUE	COMMENTS	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS	
2016	\$10,787,170	100.00%	\$0	N/A	\$10,787,170	\$0	\$19.58	\$211,212.79	
2017	\$10,787,170	100.00%	\$0	N/A	\$10,787,170	\$0	\$19.73	\$212,830.86	
2018	\$10,787,170	100.00%	\$0	N/A	\$10,787,170	\$0	\$19.86	\$214,233.20	
2019	\$0	100.00%	\$0	N/A	\$0	\$0	\$0.00	\$0.00	
2019	\$0	100.00%	\$0	N/A	\$0	\$0	\$0.00	\$0.00	
								TOTAL TAX SAVINGS TO DATE:	\$673,740.20

Here is an excellent example of a strong partnership between industry and the City of Leominster. Easy Pak LLC was formed in Leominster during 2004. They have over 170 customers with 130 located outside of Massachusetts. This company is able to create a 100% post-consumer recycled material food container that is safe and regulated, called Number1Package. Easy Pak manufactures food-safe containers that are used for salads, prepared foods, and more with a specialized use of thin film plastics that are resistant to heat yet disposable and cost effective. Easy Pak operates 24/7 over three shifts of work employing 70 people. Their expansion in 2015 budgeted for \$8M for improvements. Easy Pak was able to work closely with the Leominster Board of Assessors to negotiate terms that were suitable for a timeline of only 5 years to implement a Tax Incentive Package. Easy Pak is a fast growing company and will be expanding for a third time in Leominster very soon. They own two large properties and beginning a new project for more capacity. Please note again on this Agreement the separate negotiation between the real estate investment for assessed value improvements, and the personal property used in manufacturing that can be discounted as well.

Prior to their most recent expansion, Easy Pak was outsourcing work to third party manufacturers. But due to their building addition can now manage full capacity to meet the demands of their direct customers. The company has purchased several new manufacturing machines with the total cost of investment in machinery over the last five years totaling more than \$5,000,000.

www.easypak.net

F & M Tool and Plastics, Inc.

TIF TRACKING SPREADSHEET:								
F & M TOOL AND PLASTICS, INC.			START OF TIF:	7/1/2014				
175 PIONEER DRIVE					BASE YEAR:	FY2014		
PARCEL ID 463/7A			DURATION:	10 YEARS	TOTAL VALUE:	\$4,291,400		
REAL ESTATE								
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2015	\$4,413,200	\$4,291,400	\$121,800	100.00%	\$121,800	\$4,291,400	\$19.44	\$2,367.79
2016	\$4,413,200	\$4,291,400	\$121,800	90.00%	\$109,620	\$4,303,580	\$19.58	\$2,146.36
2017	\$4,413,200	\$4,291,400	\$121,800	80.00%	\$97,440	\$4,315,760	\$19.73	\$1,922.49
2018	\$4,413,200	\$4,291,400	\$121,800	70.00%	\$85,260	\$4,327,940	\$19.86	\$1,693.26
2019	\$0	\$4,291,400	\$0	60.00%	\$0	\$0	\$0.00	\$0.00
2020	\$0	\$4,291,400	\$0	50.00%	\$0	\$0	\$0.00	\$0.00
2021	\$0	\$4,291,400	\$0	40.00%	\$0	\$0	\$0.00	\$0.00
2022	\$0	\$4,291,400	\$0	30.00%	\$0	\$0	\$0.00	\$0.00
2023	\$0	\$4,291,400	\$0	20.00%	\$0	\$0	\$0.00	\$0.00
2024	\$0	\$4,291,400	\$0	10.00%	\$0	\$0	\$0.00	\$0.00
TOTAL TAX SAVINGS TO DATE:								\$8,129.91

F&M Tool & Plastics, Inc., was established in 1974. In the 1990s the company started custom molding for other national plastic companies. Throughout the years they have produced millions of items including 98% post-consumer recycled material, transferring wasted items into productive use such as; milk jugs, yogurt cups, and computer monitor cases. More recently they have introduced Smart-ware, pet products, landscaping products, and new varieties of storage totes. They now own two major abutting properties of 336,517SF on 28.35 acres with a railway siding along the freight rail corridor in Leominster. F & M Tool and Plastics established their headquarters in Leominster but also has three other locations in the United States being; Tennessee, California, and Michigan.

www.fmtool.com

New England Wire Products

TIF TRACKING SPREADSHEET:								
NEW ENGLAND WIRE PRODUCTS			START OF TIF:	7/1/2013				
9 MOHAWK DR					BASE YEAR:	FY 2013		
PARCEL ID 446/4			DURATION:	8 YEARS	TOTAL VALUE:	\$3,650,500		
REAL ESTATE								
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2014	\$3,236,500	\$3,650,500	\$414,000	100.00%	\$414,000	\$2,822,500	\$18.89	\$7,820.46
2015	\$3,354,475	\$3,650,500	\$296,025	87.50%	\$259,022	\$3,095,453	\$19.44	\$5,035.39
2016	\$3,341,300	\$3,650,500	\$309,200	75.00%	\$231,900	\$3,109,400	\$19.58	\$4,540.60
2017	\$3,341,300	\$3,650,500	\$309,200	62.50%	\$193,250	\$3,148,050	\$19.73	\$3,812.82
2018	\$3,341,300	\$3,650,500	\$309,200	50.00%	\$154,600	\$3,186,700	\$19.86	\$3,070.36
2019	\$0	\$3,650,500	\$0	37.50%	\$0	\$0	\$0.00	\$0.00
2020	\$0	\$3,650,500	\$0	25.00%	\$0	\$0	\$0.00	\$0.00
2021	\$0	\$3,650,500	\$0	12.50%	\$0	\$0	\$0.00	\$0.00
TOTAL TAX SAVINGS TO DATE:								\$24,279.63

New England Wire Products was incorporated in 1985 and employs 272 employees at their main headquarters location in Leominster, Massachusetts. They operate facilities in Massachusetts, Maine, and Georgia. NEWP is a manufacturer of custom display racks and front end store fixtures used for marketing its customer’s retail products. Some of their customers include CocaCola, Staples, Home Depot, Pepperidge Farm, and Panasonic. They have invested \$6.6M into their Leominster location in response to the Tax Increment Financing Agreement negotiated in 2013.

This company has experienced significant growth in Leominster and has been able to introduce several new product lines and equipment through customized manufacturing. Their process includes a very labor-intensive assembly unlike other high-volume manufacturers. NEWP has a large array of products, but most are one-of-a-kind seasonal items that are cued by the demands of the retail market. As a result, they are continually evolving and adapting to swings of commerce and consumer spending.

Being so customized in their product lines, New England Wire Products prides itself on supporting their material needs through local hardware stores, contractors, computer support services, etc. They are able to utilize the network of local support for their business needs, workforce development, municipal backing, and technical assistance programs.

www.displayracks.com

The Paper Store (Retail Warehouse)

TIF TRACKING SPREADSHEET:									
THE PAPERSTORE			START OF TIF:	7/1/2008					
46 INDUSTRIAL ROAD					BASE YEAR:	FY 2008			
PARCEL ID 251/21			DURATION:	8 YEARS	TOTAL VALUE:	\$1,968,100			
REAL ESTATE									
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS	
2009	\$2,054,500	\$1,968,100	\$86,400	100.00%	\$86,400	\$1,968,100	\$12.03	\$1,039.39	
2010	\$2,054,500	\$1,968,100	\$86,400	100.00%	\$86,400	\$1,968,100	\$13.82	\$1,194.05	
2011	\$2,082,100	\$1,968,100	\$114,000	100.00%	\$114,000	\$1,968,100	\$15.41	\$1,756.74	
2012	\$2,045,900	\$1,968,100	\$77,800	100.00%	\$77,800	\$1,968,100	\$16.28	\$1,266.58	
2013	\$2,045,800	\$1,968,100	\$77,700	100.00%	\$77,700	\$1,968,100	\$17.96	\$1,395.49	
2014	\$2,045,800	\$1,968,100	\$77,700	60.00%	\$46,620	\$1,999,180	\$18.89	\$880.65	
2015	\$2,404,720	\$1,968,100	\$436,620	40.00%	\$174,648	\$2,230,072	\$19.44	\$3,395.16	
2016	\$2,404,720	\$1,968,100	\$436,620	20.00%	\$87,324	\$2,317,396	\$19.58	\$1,709.80	
TOTAL TAX SAVINGS TO DATE:								\$12,637.87	

The Paper Store is a Massachusetts-based retailer providing a variety of products in 22 locations in Eastern Massachusetts and New Hampshire. Founded in 1963, when businessman Bob Anderson purchased a stationery store in Maynard, Massachusetts, The Paper Store has made it a priority to be responsive to the local community needs, and has since added services and expanded product lines.

Massachusetts stores are located in Acton, Bedford, Beverly, Billerica, Chelmsford, Clinton, Framingham, Hingham, Hudson, Leominster, Maynard, Millbury, Reading, Shrewsbury, Stoneham, Sudbury, Waltham, West Roxbury, Westborough, and two locations in Marlborough (The Paper Store operates an additional retail outlet in Nashua, New Hampshire). The Paper Store currently has 168 full-time employees in Massachusetts.

This recent tax incentive expansion project marks a new venture for The Paper Store and represents one of the company's largest ever capital investments. As a result, these benefits will help The Paper Store achieve their plans by reducing business costs and diminishing the growing pains of growing a business. The incentives offered under this program will make a material difference in their success, allowing them to grow and make a long-term commitment to the City of Leominster.

www.thepaperstore.com

Heat Trace Products, LLC

TIF TRACKING SPREADSHEET:									
HEAT TRACE PRODUCTS, LLC			START OF TIF:	7/1/2006					
233 FLORENCE STREET					BASE YEAR:	FY 2005			
PARCEL ID 443/3			DURATION:	10 YEARS	TOTAL VALUE:	\$827,600			
REAL ESTATE									
FISCAL YEAR	FULL ASSESSED VALUE OF IMPROVEMENTS	BASE YEAR IMPROVED VALUE	DIFFERENCE	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS	
2007	\$836,100	\$827,600	\$8,500	100.00%	\$8,500	\$827,600	\$19.44	\$165.24	
2008	\$836,100	\$827,600	\$8,500	100.00%	\$8,500	\$827,600	\$19.58	\$166.43	
2009	\$877,100	\$827,600	\$49,500	100.00%	\$49,500	\$827,600	\$19.73	\$976.64	
2010	\$877,100	\$827,600	\$49,500	100.00%	\$49,500	\$827,600	\$19.86	\$983.07	
2011	\$877,100	\$827,600	\$49,500	100.00%	\$49,500	\$827,600	\$0.00	\$0.00	
2012	\$918,400	\$827,600	\$90,800	50.00%	\$45,400	\$873,000	\$0.00	\$0.00	
2013	\$1,269,400	\$827,600	\$441,800	40.00%	\$176,720	\$1,092,680	\$0.00	\$0.00	
2014	\$1,128,300	\$827,600	\$300,700	30.00%	\$90,210	\$1,038,090	\$0.00	\$0.00	
2015	\$1,006,200	\$827,600	\$178,600	20.00%	\$35,720	\$970,480	\$0.00	\$0.00	
2016	\$1,006,200	\$827,600	\$178,600	10.00%	\$17,860	\$988,340	\$0.00	\$0.00	
						TOTAL TAX SAVINGS TO DATE:		\$2,291.38	

From Taiwan to Belgium, and Russia to Greece, Heat Trace has gone from serving North America to becoming a vibrant, high profile, International exporter. In 2012, the company was awarded the DHL Think Global Exporter of the Year Award. In 2010 it received the A.I.M. International Business Global Trade Award. In 2006, the Company President attended the Massachusetts Brazil Innovation Economy Mission with Massachusetts Governor Deval Patrick. Heat Trace was presented the SBA Massachusetts Exporter of the Year Award. That same year Heat Trace Products received the MAED (MassEcon) Team Massachusetts Emerging Company Award.

Over the decade, the company has built a line of products that are approved by leading international standard agencies such as UL, CSA, FM, CE, Semko, and Atex. Heat Trace has also received CSA 130--03 and ATEX agency approvals and is currently working to achieve DNV and New ATEX Standards. It offers the only FM approved 25 and 30 watt self-regulating heaters on the market today.

www.rsc-heattrace.com

Amazon Potential Special Tax Assessment

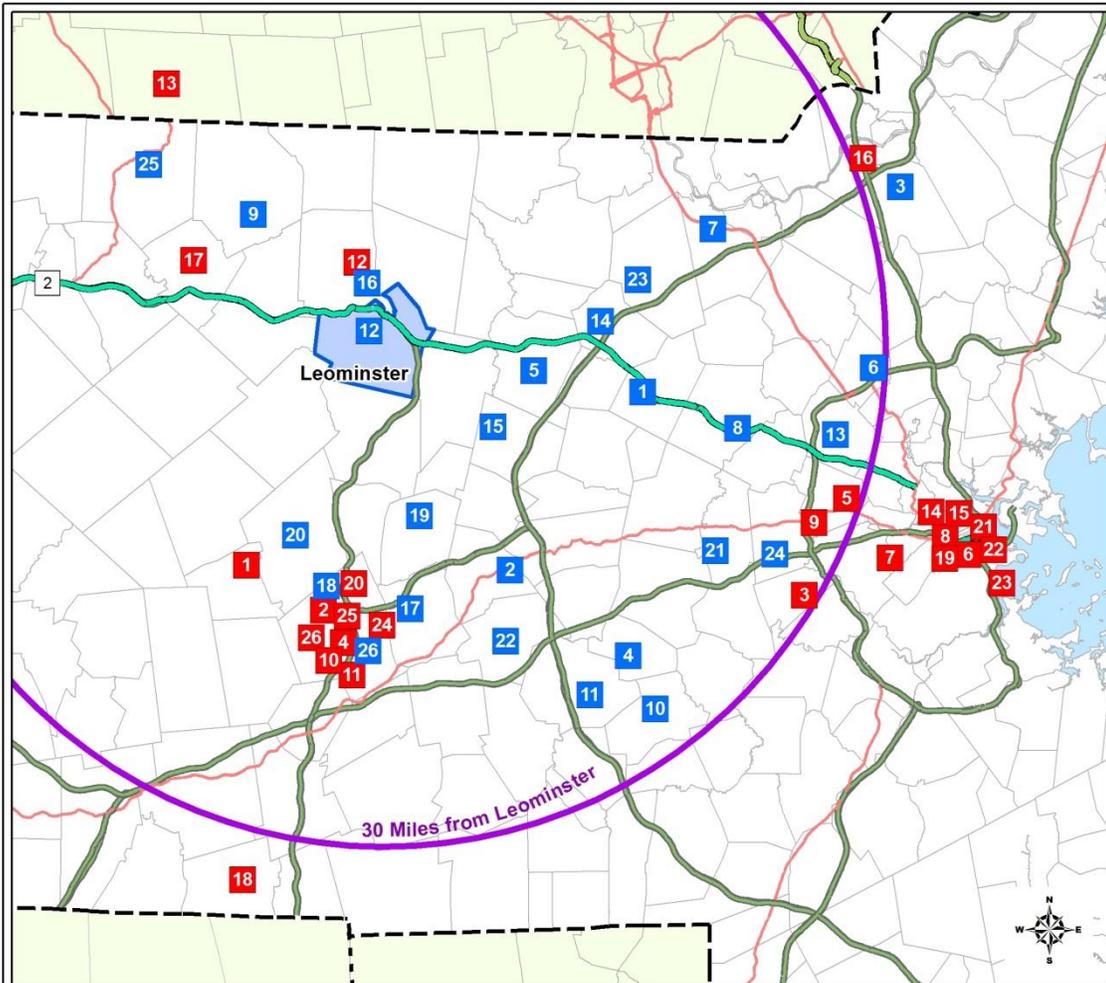
STA TRACKING SPREADSHEET:								
AMAZON		START OF TIF:	7/1/2018					
100 COMMERCIAL ROAD				BASE YEAR:	FY2018			
PARCEL ID 319/23		DURATION:	13 YEARS	TOTAL VALUE:	\$36,998,100			
REAL ESTATE								
FISCAL YEAR	FULL ASSESSED VALUE	DIFFERENCE	INFLATION FACTOR (IF ANY APPLY)	PERCENTAGE DISCOUNTED	AMOUNT OF DISCOUNT	ASSESSED VALUE	TAX RATE	TAX SAVINGS
2019	\$5,000,000,000.00	N/A	N/A	100.00%	\$5,000,000,000.00	\$5,000,000,000.00	\$20.00	\$100,000,000.00
2020	\$5,000,000,000.00	N/A	N/A	75.00%	\$3,750,000,000.00	\$3,750,000,000.00	\$20.50	\$76,875,000.00
2021	\$5,000,000,000.00	N/A	N/A	50.00%	\$2,500,000,000.00	\$2,500,000,000.00	\$21.01	\$52,531,250.00
2022	\$5,000,000,000.00	N/A	N/A	50.00%	\$2,500,000,000.00	\$2,500,000,000.00	\$21.54	\$53,844,531.25
2023	\$5,000,000,000.00	N/A	N/A	25.00%	\$1,250,000,000.00	\$1,250,000,000.00	\$22.08	\$27,595,322.27
2024	\$5,000,000,000.00	N/A	N/A	25.00%	\$1,250,000,000.00	\$1,250,000,000.00	\$22.63	\$28,285,205.32
2025	\$5,000,000,000.00	N/A	N/A	15.00%	\$750,000,000.00	\$750,000,000.00	\$23.19	\$17,395,401.27
2026	\$5,000,000,000.00	N/A	N/A	15.00%	\$750,000,000.00	\$750,000,000.00	\$23.77	\$17,830,286.31
2027	\$5,000,000,000.00	N/A	N/A	5.00%	\$250,000,000.00	\$250,000,000.00	\$24.37	\$6,092,014.49
2028	\$5,000,000,000.00	N/A	N/A	5.00%	\$250,000,000.00	\$250,000,000.00	\$24.98	\$6,244,314.85
2029	\$5,000,000,000.00	N/A	N/A	5.00%	\$250,000,000.00	\$250,000,000.00	\$25.00	\$6,250,000.00
2030	\$5,000,000,000.00	N/A	N/A	5.00%	\$250,000,000.00	\$250,000,000.00	\$25.00	\$6,250,000.00
2031	\$5,000,000,000.00	N/A	N/A	5.00%	\$250,000,000.00	\$250,000,000.00	\$25.00	\$6,250,000.00
TOTAL TAX SAVINGS TO DATE:								\$405,443,325.75

The City of Leominster is prepared to offer Amazon \$405,000,000 in tax savings for their total investment of \$5,000,000,000. This potential special tax assessment gives Amazon the incentive to locate in Central Massachusetts. This is similar to the tax incentives other companies located in Leominster have received, and Amazon can take advantage of the same incentives to make your development cost effective.

This would be a beginning point for tax incentive discussion at the local municipal level which would be open to further negotiation between Amazon and the City of Leominster. Additionally, investment tax credits and special financing can be acquired through the State of Massachusetts Office of Business Development.

REGIONAL EDUCATIONAL OPPORTUNITIES

LEOMINSTER AREA COLLEGES AND HIGH SCHOOLS



Area Colleges & Universities

1. Anna Maria College
2. Assumption College
3. Babson College
4. Becker College
5. Bentley University
6. Berklee College of Music
7. Boston College
8. Boston University
9. Brandeis University
10. Clark University
11. College of the Holy Cross
12. Fitchburg State University
13. Franklin Pierce University
14. Harvard University
15. Massachusetts Institute of Technology
16. Massachusetts School of Law
17. Mount Wachusett Community College
18. Nichols College
19. Northeastern University
20. Quinsigamond Community College
21. Suffolk University
22. Tufts University
23. University of Massachusetts
24. University of Massachusetts Medical School
25. Worcester Polytechnic Institute
26. Worcester State University

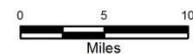
Area High Schools & Technical Schools

1. Acton-Boxborough Regional High School
2. Algonquin Regional High School
3. Andover High School
4. Ashland High School
5. The Bromfield School (Harvard Public)
6. Burlington High School
7. Chelmsford High School
8. Concord-Carlisle High School
9. Cushing Academy
10. Holliston High School
11. Hopkinton High School
12. Leominster High School
13. Lexington High School
14. Littleton High School
15. Nashoba Regional High School
16. St. Bernard's Central Catholic High School
17. St. John's High School
18. St. Peter Marian Jr./Sr. High School
19. Tahanto Regional High School
20. Wachusett Regional High School
21. Wayland High School
22. Westborough High School
23. Westford Academy High School
24. Weston High School
25. The Winchendon School
26. Worcester Academy

Regional Educational Opportunities

Legend

- 1 Colleges & Universities
- 1 High Schools & Technical Schools



HIGH SCHOOL REGIONAL EDUCATIONAL OPPORTUNITIES

1. Acton-Boxborough Regional High School – Acton, MA 18 miles (25 minutes)



Our mission is to develop engaged, well-balanced learners through collaborative, caring relationships. Our vision is to provide high-quality educational opportunities that inspire a community of learners. Our goal is to partner with families to prioritize social-emotional wellness, which is necessary for learning and developing resilience. We ensure all students have equitable access to program and curricula to reach their potential. We provide engaging educational opportunities

where students develop passion and joy for learning.

2. Algonquin Regional High School/ Northborough-Southborough Public School – Southborough, MA 24 miles (38 minutes)

The Vision of the Public Schools of Northborough and Southborough promotes high expectations and excellence for all in a dynamic learning environment that inspires opportunities for thinking critically, solving problems, and engaging intellectual curiosity. We integrate relevant technology and foster innovation to set the stage for success in a global society. Our culture supports diversity, inclusion, discovery, resiliency, and effective communication in a safe environment. Our mission is to provide an exceptional educational experience for every student in a safe environment.



3. Andover High School – Andover, MA 37 miles (48 minutes)



Andover High School is committed to providing a safe, supportive, and equitable learning environment where students and staff alike lead by example, demonstrating collaboration, intellectual curiosity, effective communication, and real world application of skills. We believe that promoting physical fitness, extracurricular activities, and student-led initiatives cultivates active minds and fosters school pride. We believe strongly in a challenging and diverse curriculum

that encourages the creativity, innovation and risk-taking necessary to succeed in a global community.

4. Ashland High School– Ashland, MA 30 miles (48 minutes)

Ashland High School provides a safe, supportive learning environment by empowering individuals to be respectful, responsible and active partners as they develop life-long learning skills. Our Core Values are: Respect, Integrity, Achievement, Responsibility, and Involvement. The Ashland Public Schools will



be a model district that embraces the academic and social-emotional growth of all students through a supportive, collaborative and challenging experience. Our students will develop into life-long learners who will contribute positively to society. Our mission is to provide a safe, engaging, and inclusive learning environment, empowering every student to acquire and develop the necessary skills and knowledge to become active, caring, and passionate life-long learners and citizens in an evolving and diverse world.

5. Bromfield School / Harvard Public Schools– Harvard, MA 11 miles (17 minutes)



The Harvard Public Schools community, dedicated to educational excellence, guides all students to realize their highest potential by balancing academic achievement with personal well-being in the pursuit of individual dreams. The students engage in learning how to access and apply knowledge, think critically and creatively, and communicate effectively. They develop the confidence and ability to understand diverse perspectives, collaborate, and contribute to their local, national and global community.

6. Burlington High School – 37 miles (46 minutes)

The mission of the Burlington Public Schools is to help all students acquire organized knowledge, master creative and intellectual skills, and understand ideas in ways that foster a positive self-image and lead to lifelong learning, self-sufficiency, and responsible citizenship.



7. Chelmsford High School – Chelmsford, MA 25 miles (29 minutes)



Best Public Schools in Boston 2015 from Boston Magazine - Chelmsford Ranked #46, out of 125 school districts in the Greater Boston area. Since our Boston Magazine annual public school rankings, we've made a few changes. This year's list focuses on the top districts inside or bisected by I-495. As always, we used a statistician to crunch numbers provided by the Massachusetts Department of Elementary and Secondary Education, and rewarded schools that have smaller class sizes,

lower student-to-teacher ratios, and higher rates of per-pupil spending, among other characteristics. In response to criticism of such rankings, we've also tried to deemphasize test results. We still take standardized test scores into account—but we reduced the weight of those scores within the overall rankings. We also changed the way we measure Advanced Placement scores. Previously, we considered only the percentage of Advanced Placement test takers who scored highly on the AP exam. This year, we also looked at the percentage of students in each school who took the exam in the first place.

8. Concord-Carlisle High School – Concord, MA 24 miles (31 minutes)

Committed to excellence in and out of the classroom, the CCHS community believes that it is our mission to inspire our students from Concord, Carlisle and Boston to strive for and meet high levels of academic and personal achievement. We believe that the respectful, supportive, and engaging learning environment at CCHS instills intellectual curiosity, a passion for learning, as well as an understanding of one's role in the local community and in a diverse global society.



9. Cushing Academy – Ashburnham, MA 14 miles (25 minutes)



Cushing Academy exists for students and develops curious, creative, and confident learners and leaders. Founded in 1865, Cushing is a co-ed, college preparatory boarding and day school for students in grades 9-12 and PG. Our students, who come from over 30 states and 30 countries, excel in our outstanding academic, art, and athletic offerings. We welcome you to visit our community and

beautiful 162-acre campus in Ashburnham, Mass., just one hour from Boston, to experience all that Cushing has to offer.

10. Holliston High School – Holliston, MA 34 miles (55 minutes)

Core Values; Responsible, Resourceful and Reflective Citizens in a Collaborative Environment. Beliefs; The Holliston High School community believes our students should; be persistent life-long learners, be independent thinkers, develop healthy lifestyles and make appropriate decisions, develop deep and enduring academic understandings, be exposed to a variety of intellectual and cultural experiences, appreciate the fine and performing arts, effectively and appropriately utilize technology.



11. Hopkinton High School – Hopkinton, MA 29 miles (47 minutes)



Hopkinton High School provides an environment where each student is challenged in an atmosphere that promotes intellectual development, creativity and inquiry. We expect students and staff to be respectful, accepting and responsible in their interactions with others. By setting high standards for each member of the school community, we continuously strive for excellence.

12. Leominster High School – Leominster, MA

Leominster High School and the Center for Technical Education Innovation promotes a rigorous educational environment that empowers students to take responsibility for their academic, personal and social growth. Our community values diversity and creates a safe atmosphere for students to acquire the knowledge, work ethic, and the academic, technical and communication skills necessary to become responsible and productive members of society. With a recent investment in 2015 of \$45M for modernization, this school offers 12 advanced placement courses, 21 honors level courses and 12 vocational shops with an enrollment of approximately 2,000 students.



13. Lexington High School – Lexington, MA 22 miles (28 minutes)



Our mission: Lexington High School is a learning community committed to developing well-educated, healthy, engaged students in a respectful, safe, supportive environment. We encourage the effort and imagination necessary to acquire knowledge and develop academic habits of mind. We maintain our high expectations with a challenging and varied curriculum, inspired by curiosity, enriched by clubs and activities. At the same time we emphasize the need to reduce

unhealthy stress and unproductive competition in pursuit of balanced lives. We honor diversity and individual achievement; we promote collaboration and community service. Together we strive to model behavior that will help make our campus a microcosm of the world we hope to create.

14. Littleton High School – Littleton, MA 16 miles (23 minutes)

The Littleton Public Schools mission is to foster a community of learners who strive for excellence and prepare each student to be a successful, contributing citizen in a global society. In order to achieve our vision and mission, Littleton Public School administration, faculty, staff and students will model and advance the following values; respect, responsibility, integrity, and accountability.



15. Nashoba Regional High School - Bolton, MA 9 miles (19 minutes)



Nashoba Regional High School is a high achieving school with a talented, dedicated, and professional staff. With approximately 1067 students, we serve the towns of Bolton, Lancaster, and Stow in a suburban/rural setting. Our community is highly supportive of our efforts, and we pride ourselves on our ability to meet our parents' and community's high expectations. We are a comprehensive high school with 90+% of our students going on

to post-secondary education each year.

16. St. Bernard's Central Catholic High School – Fitchburg, MA 5 miles (12 minutes)

St. Bernard's Central Catholic High School, the Diocesan Catholic High School in Northern Worcester County, proudly educates its students in a Christ-centered, student-focused, college preparatory environment. By providing a safe and structured academic climate, St. Bernard's



recognizes and promotes each student's unique gifts and talents, in both the curricular and extra-curricular realms. A St. Bernard's education builds a bridge to the future, while maintaining ties to the school's rich past. In doing so, St. Bernard's strives to produce community leaders who embrace the school's maxim: "love one another."

17. St. John's High School – Shrewsbury, MA 23 miles (40 minutes)



Saint John's High School has educated young men in grades 9 through 12 under the sponsorship of the Xaverian Brothers since 1898. Through the Saint John's strong college preparatory curriculum, 1,000 students pursue personal and intellectual growth in an environment that is committed to the development of the whole person and recognizes a moral dimension of life through service to God and to others. Saint John's High School is a Xaverian Brothers Sponsored School.

A Saint John's Catholic education is rooted in the commitment of the Xaverian Brothers to bring Christ to life in young men. For over one hundred years, a religious and lay staff has assisted students in discovering and developing their God-given talents. As a college preparatory school, Saint John's fosters the formation of the whole person: spiritual, social, physical, intellectual, creative, and aesthetic.

18. St. Peter Marian High School – Worcester, MA 18 miles (26 minutes)

The mission of the community of St. Peter-Marian Junior-Senior High School is to encourage each student to become a responsible, respectful member of the human community in the Roman Catholic tradition as espoused by the shared values of our founding orders, the Sisters of St. Joseph and Sisters of Mercy: faith formation, academic excellence, and commitment to service. We have many core values, including; to expose students to humanity's rich heritage of faith, ideas, arts and sciences while fostering student's love of learning, to motivate students to embrace the divine in all life, to help students mature in their abilities to make responsible decisions based upon basic moral principles and Gospel values, and to challenge students to work toward a more just and peaceful world.



19. Tahanto Regional / Berlin-Boylston Public Schools - 19 miles (28 minutes)



Welcome to the Berlin-Boylston School District. Our Mission: To support and challenge all students to achieve personal and academic excellence in a student-centered environment. Our Vision: The Berlin-Boylston Public Schools will create a challenging learning environment to ensure that all students exhibit continuous improvement and pursue personal excellence and become active, engaged, independent learners and decision makers. As an inclusive school community, instruction will be provided in a caring, safe and healthy learning environment, responsive to each student, in collaboration with families and the community.

20. Wachusett Regional High School – Holden, MA 16 miles (31 minutes)

Wachusett Regional High school serves the towns of Holden, Paxton, Princeton, Rutland and Sterling in a suburban/rural setting. Wachusett Regional High School is committed to an educational process that fosters independence and responsibility in our students. By offering diverse, challenging, academic programs and rich co-curricular activities, WRHS strives to provide students with the skills and knowledge to achieve their potential as life-long learners. We work toward achieving this mission by promoting our core values of Citizenship and Responsibility, Collaboration, Communication, Critical Thinking and Problem Solving, and Creativity and Innovation.



21. Wayland High School – Wayland, MA 30 miles (45 minutes)



Personal and civic responsibility, love of learning, and empathy for others: these are the qualities that Wayland High School seeks to instill in its students. At its core, our mission is to provide a rigorous and stimulating academic environment that promotes the acquisition of knowledge and skills. Yet we deem it equally important to nurture self-confident, collaborative, and conscientious individuals. We strive to create a climate where risk-taking is safeguarded, open expression is encouraged, and free association is protected. Our goal is to advance our students' growth into principled, informed, and capable citizens who will help guide a democracy that follows humanitarian principles in the global forum, and shape a just society where individuals may reach their full potential.

22. Westborough High School – Westborough, MA 25 miles (48 minutes)



The Westborough High School community believes in a rigorous educational experience in a supportive environment that fosters respect and engagement in our diverse and global society. Effective teaching and learning will balance content and skills, encouraging critical and creative thinking. This requires expectations that challenge all community members to work hard to achieve their greatest potential. We need to communicate effectively and encourage the use of appropriate tools and technologies to share ideas and solve problems. By keeping an open mind while engaging and collaborating with our diverse population, we foster acceptance, appreciation and ultimately empathy. We strive to be responsible, informed citizens who make ethical decisions and honor our commitments. Every member of this community can achieve the greatest academic, civic and social growth by following these beliefs.

23. Westford Academy High School – Westford, MA 21 miles (27 minutes)

Westford Public Schools provides an excellent, free education to all students in the community. The District engages its students in a challenging learning environment to prepare them for the educational, economic, social and technological challenges in a rapidly changing world. It develops in its students the skills and attitudes that enable them to be lifelong learners, exercise sound judgment and become responsible, contributing members of society.



24. Weston High School – Weston, MA 36 miles (51 Minutes)



Weston High School offers its students a comprehensive and diversified program. Academic courses range from basic to advanced levels. Honors courses are offered in mathematics, world history, foreign languages, and science, while specific Advanced Placement subjects include art, biology, calculus, computer science, English, French, Spanish, European and U.S. History, and physics. Students must take at least five “majors” each semester and may include courses in the fine and applied arts, business, and home economics. The high school also has a highly successful community service program in which students participate.

25. The Winchendon School – Winchendon, MA 21 miles (29 minutes)

The Winchendon School was founded in 1926 to promote a custom education with a scholastic program fitted to the needs and aims of each student. This philosophy has guided us through 90 years of education. Caring, highly trained teachers provide each student with a dynamic and forward-thinking environment in which to develop strong character, study skills, learning strategies and confidence. The heart of The Winchendon School experience is rooted in our approach to meeting the needs of each individual student. Our graduates leave as well-rounded, confident, and self-reliant young adults. The Winchendon School is a coeducational college preparatory school serving students in grades 9-12 and post-graduate. The School serves boarding and day students from its main campus located outside Boston, MA and will open a second location to serve day students in New York City in September 2018.



26. Worcester Academy – Worcester, MA 23 miles (28 minutes)

Since 1834, Worcester Academy has been in the business of nurturing students to excel and to internalize those three qualities necessary for future success. How do we do it? "Achieve the Honorable," our school motto and the most recognizable phrase in our school lexicon, sits as the foundation of our core values – Honor, Respect, Community, Personal Growth, and Challenge. It's the phrase every member of the WA community is expected to live up to every day. Through our thoughtfully designed curriculum and an abundance of extra-curricular activities, we give our students an environment filled with expert guidance, plenty of options, and, of course, challenge.



COLLEGIATE REGIONAL EDUCATIONAL OPPORTUNITIES

1. Anna Maria College – Paxton, MA 22 miles (33 minutes)



Anna Maria College is a private, co-educational institution founded in 1946 by the Sisters of Saint Anne. With an annual enrollment of 1,500 students, the College prides itself on providing a values-based, service-focused liberal arts education. AMC has grown to offer a variety of undergraduate majors, as well as many graduate and certificate programs, both on-ground and online. The small student-faculty ratio allows for a highly personalized learning experience, while the modest class and campus size allows for optimal student involvement. The College offers 13 Division III NCAA athletic programs for men and women. AMC's campus is conveniently located just minutes away from Worcester, MA on 192 acres in Paxton.

2. Assumption College – Worcester, MA 21 miles (32 minutes)

Assumption College's core curriculum introduces students to essential works, ideas, and enduring goals of the liberal arts and sciences. Emphasizing the humanizing role that disciplines such as philosophy, theology, literature, and political science play in the tradition of Catholic higher education, and contributes to the formation of thoughtful citizens and students committed to the challenge of lifelong learning. Named "Best Regional University" according to U.S. News & World Report in its 2018 Best Colleges guide.



3. Babson College – Babson Park, MA 39 miles (51 minutes)



At Babson, we believe that entrepreneurship can be a powerful force within organizations of all types and sizes, in established businesses as well as new ventures. In any industry, in any position, it takes Entrepreneurial Thought & Action® to solve problems and make an impact. We were the first to understand that thinking and acting entrepreneurially is more than just an inclination. It can be taught. And we do it better than anyone. Today in our collaborative community, students gain the fundamental business skills and liberal arts knowledge necessary to cultivate an entrepreneurial mindset. They then use that mindset to navigate real business situations, putting what they learn into practice and becoming leaders equipped to make a difference on campus and around the world.

4. Becker College – Worcester, MA 21 miles (32 Minutes)

The mission of Becker College is to deliver to each student a transformational learning experience – anchored by academic excellence, social responsibility, and creative expression – that prepares graduates to thrive, contribute to, and lead in a global society. Our student body comprises more than 2,000 students annually, from across the country and around the world. Major studies include natural sciences, animal studies, humanities, design and technology, nursing and behavioral sciences.



5. Bentley University – Waltham, MA 33 miles (43 minutes)



Bentley University is one of the nation's leading business schools, dedicated to preparing a new kind of business leader and one with the deep technical skills, the broad global perspective and the high ethical standards required to make a difference in an ever-changing world. To achieve our goal, we infuse our

advanced business curriculum with the richness of a liberal arts education. The results are graduates who are making an impact in their chosen fields and turning their passions into success stories. Located on a classic New England campus just minutes from Boston, Bentley is a dynamic community of leaders, scholars and creative thinkers.

6. Berklee College of Music – Boston, MA 54 minutes (41 miles)

Berklee was founded on the revolutionary principle that the best way to prepare students for careers in music is through the study and practice of contemporary music. For more than half a century, the college has evolved to reflect the state of the art of music and the music business, leading the way with the world's first baccalaureate studies in jazz, rock, electric guitar, film scoring, songwriting, turntables, electronic production, and more than a dozen other genres and fields of study. With a diverse and talented student body representing 96 countries, and alumni who have collectively won more than 250 Grammys and Latin Grammys, Berklee is the world's premier learning lab for the music of today—and tomorrow.



7. Boston College – Boston, MA 53 minutes (42 miles)



Boston College builds upon its traditions. It seeks to be the national leader in the liberal arts; to fulfill its Jesuit, Catholic mission of faith and service; to continue to develop model programs to support students in their formation; and to seek solutions—as researchers, educators, leaders, and caregivers—that directly address the world’s most urgent problems. Boston College remains committed to leading its students on a comprehensive journey of discovery—one that integrates their intellectual, personal, ethical, and religious formation.

8. Boston University – Boston, MA 40 miles (60 minutes)

Boston University is an international, comprehensive, private research university, committed to educating students to be reflective, resourceful individuals ready to live, adapt, and lead in an interconnected world. Boston University is committed to generating new knowledge to benefit society. We remain dedicated to our founding principles: that higher education should be accessible to all and that research, scholarship, artistic creation, and professional practice should be conducted in the service of the wider community—local and international. These principles endure in the University’s insistence on the value of diversity, in its tradition and standards of excellence, and in its dynamic engagement with the City of Boston and the world.



9. Brandeis University – Waltham, MA 46 minutes (37 miles)



There is no other place like Brandeis. As a medium-sized private research university with global reach, we are dedicated to first-rate undergraduate education while making groundbreaking discoveries. Our 235-acre campus is located in the suburbs of Boston, a global hub for higher education and innovation. Our faculty are leaders in their fields, as passionate about teaching and mentorship as they are about pushing the boundaries of knowledge. Our students are motivated, compassionate, curious and open to exploring new and challenging experiences. At Brandeis, you will discover a community rooted in purpose, guided by our founding values, poised to lead in education and research in the 21st century.

10. Clark University – Worcester, MA 22 miles (28 minutes)

Clark is a university on the cutting edge of higher education. A liberal arts-based research university with a distinguished academic and research pedigree, Clark is redefining higher education for the 21st century — forging robust partnerships that break down boundaries between academia and society, and more deeply attuning students’ learning experiences to the profound changes taking place in the world today. We’re a national leader in cultivating an educational environment characterized by collaboration, creativity, intellectual daring, and the capacity and determination to bring about real, transformative global change.



11. College of the Holy Cross – Worcester, MA 23 miles (30 minutes)



The College of the Holy Cross is, by tradition and choice, a Jesuit liberal arts college serving the Catholic community, American society, and the wider world. As a liberal arts college, Holy Cross pursues excellence in teaching, learning, and research. All who share its life are challenged to be open to new ideas, to be patient with ambiguity and uncertainty, to combine a passion for truth with respect for the views of

others. From academics and athletics to opportunities for spiritual development, the Holy Cross undergraduate experience is among the best in the nation — preparing students for fulfilling leadership roles in every aspect of life.

12. Fitchburg State University – Fitchburg, MA 5 miles (15 minutes)

Fitchburg State University is a public institution dedicated to integrating high-quality professional programs with strong liberal arts and sciences studies. Founded in 1894, the university now has more than 30 undergraduate programs and 22 master's degree programs, and 7,000 full and part-time students. The university features small class sizes, hands-on professional education, and an accessible faculty dedicated to teaching. A compact campus provides the added bonus of a secure community where social and cultural activities abound and students assume a wide-range of leadership roles in the community, student government and social and artistic affairs. We invite you to learn more about us and how we can help you achieve your educational goals.



13. Franklin Pierce University – Rindge, NH 32 miles (40 minutes)



Franklin Pierce University embraces an education that matters: one that achieves academic success through the integration of liberal arts and professional programs. Our community of educators and learners creates an environment that fosters intellectual curiosity and encourages experiential and applied learning. A Franklin Pierce experience enables each student to discover and fulfill his or her own unique potential. We

prepare students to become confident, knowledgeable individuals and leaders of conscience.

14. Harvard University – Cambridge, MA 38 miles (54 minutes)

Harvard University is devoted to excellence in teaching, learning, and research, and to developing leaders in many disciplines who make a difference globally. The University, which is based in Cambridge and Boston, Massachusetts, has an enrollment of over 20,000 degree candidates, including undergraduate, graduate, and professional students. Harvard has more than 360,000 alumni around the world. Harvard faculty are engaged with teaching and research to push the boundaries of human knowledge. For students who are excited to investigate the biggest issues of the 21st century, Harvard offers an unparalleled student experience and a generous financial aid program, with over \$160 million awarded to more than 60% of our undergraduate students. The University has twelve degree-granting Schools in addition to the Radcliffe Institute for Advanced Study, offering a truly global education.



15. Massachusetts Institute of Technology – Cambridge, MA 44 miles (55 minutes)



The Massachusetts Institute of Technology is a private research university in Cambridge, Massachusetts. It is often ranked as one of the world's most prestigious universities. MIT's most popular programs include: Engineering (39%) Computer and Information Sciences and Support Services (23%) Biological and Biomedical Sciences (10%) Physical Sciences (8%) Mathematics and Statistics (7%). MIT is dedicated to providing

its students with an education that combines rigorous academic study and the excitement of discovery with the support and intellectual stimulation of a diverse campus community. We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind.

16. Massachusetts School of Law – Andover, MA 36 miles (39 minutes)

This extensive menu of innovations pioneered by MSLAW makes clear why the school has been and remains the leader of reform in legal education — which has badly needed reform for at least fifty years. Other schools have individually picked up on



and are using some of the same reforms, but there is no school which has instituted so many of them, or has instituted them so quickly. Massachusetts School of Law at Andover is unique. With regard to career satisfaction, there are alternate ways to obtain such satisfaction after graduating from law school. A significant number of MSLAW graduates use the abilities developed in law school to advance their careers in government or business. But most of MSLAW's graduates choose to practice law, often in their own local communities.

17. Mount Wachusett Community College – Gardner, MA 16 miles (21 minutes)



Over the past half-century, Mount Wachusett Community College has built a tradition of providing innovative undergraduate education, workforce development, personal enrichment, and community service to North Central Massachusetts, and beyond. Rooted in the community since 1963, the college now serves approximately 12,000 credit and noncredit students each year. An award-winning, national leader in the area of renewable energy and sustainability, MWCC is also nationally recognized for its veterans' services, civic engagement, and K-12 partnerships. Our main campus offers 269 acres with additional satellites sites located in Devens, Fitchburg, and Leominster (and online) providing over 70 associate degree and certificate programs.

18. Nichols College – Dudley, MA 38 miles (51 minutes)

Nichols College was founded in 1815, is a four-year private, not-for-profit, coeducational institution offering associate's, bachelor's, and master's degrees as well as certificate programs. Its mission statement is; Within a supportive community, Nichols College transforms today's students into tomorrow's leaders through a dynamic, career-focused business and professional education. Nichols College vision statement is a college of



choice for business and leadership education as a result of its distinctive career-focused and leadership-based approaches to learning, both in and out of the classroom.

19. Northeastern University – Boston, MA 56 miles (58 minutes)



Founded in 1898, Northeastern is a global, experiential, research university built on a tradition of engagement with the world, creating a distinctive approach to education and research. The university offers a

comprehensive range of undergraduate and graduate programs leading to degrees through the doctorate in nine colleges and schools, and select advanced degrees at graduate campuses in Charlotte, North Carolina, Seattle, Silicon Valley, and Toronto. The university is committed to the educational success of its students, offering need-based aid and a range of scholarships to reward the outstanding achievements of students from all walks of life.

20. Quinsigamond Community College – Worcester, MA 17 miles (24 minutes)

For over 50 years, Quinsigamond Community College in Worcester, MA has provided thousands of men and women opportunities for a first-rate education and personal growth, whether preparing them for immediate entry into the workforce, transfer to bachelor level programs in four-year colleges and universities, or for personal and cultural enrichment. QCC was established in 1963 to provide access to higher education to residents of Central Massachusetts. Since the early 60s, enrollment has grown from 300 to over 13,000 full and part-time day and evening students served. Over 100 associate degree and certificate career options in Business, Health Care, Technology, Liberal Arts, and Human Services. The College also offers a wide variety of non-credit courses, workshops, and seminars through its Workforce Development Training Center. In addition, over 300 noncredit and nearly 35 credit courses are offered online.



21. Suffolk University – Boston, MA 40 miles (60 minutes)



Located right in the heart of downtown Boston, Suffolk University gives its' students unparalleled access to the City and all it offers. Our college green is the Boston Common. We are steps from dozens of historic sites like the Old State House, Faneuil Hall, and the Massachusetts State House. We have no real boundaries to our campus—Boston and Suffolk blend together. That means our students have incredible access to a wealth of opportunities, whether it's museums and restaurants or internships and co-ops. At the same time, we also take pride in being a personal, student-centered school, where faculty and administrators know students by name. We take the time to recognize each student's promise, figure out what makes him or her tick, and build important mentoring relationships. As we have done since our founding, we strive for one thing at Suffolk: give students the tools they need in order to be successful, smart, and satisfied at whatever they choose to do.

22. Tufts University – Boston, MA 42 miles (55 minutes)

Tufts University is a student-centered research university dedicated to the creation and application of knowledge. We are committed to providing transformative experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges and distinguish themselves as active citizens of the world. To be an innovative university of creative scholars across a broad range of schools who have a profound impact on one another and the world. Creating and sustaining an environment that prepares to launch all our students into the world fully prepared to chart a course for success requires effective stewardship of our resources during a time of significant challenges in higher education.



23. University of Massachusetts – Boston, MA 48 miles (70 minutes)



The University of Massachusetts Boston is an educational institution dedicated to rigorous, open, critical inquiry—a gateway to intellectual discovery in all branches of knowledge, and a crucible for artistic expression. Our campus culture fosters imagination, creativity, and intellectual vitality. Responsive to the

call of diverse disciplines, schools of thought, and public constituencies, we expect and welcome divergent views, honoring our shared commitment to expanding, creating, and disseminating knowledge. We celebrate our research culture, with its diversity of methods, commitments, and outcomes. We promote a culture of lifelong learning, and serve as a catalyst for intellectual interactions with scholarly communities, students, alumni, and the public.

24. University of Massachusetts Medical School – Worcester, MA 21 miles (28 minutes)

The University of Massachusetts Medical School (UMMS) is the commonwealth's first and only public academic health sciences center, home to three graduate schools. Our mission is to advance the health and well-being of the people of the commonwealth and the world through pioneering education, research and health care delivery with our clinical partner, UMass



Memorial Health Care. The medical school's educational mission is enhanced by over 45 accredited residency and 28 fellowship programs; the awarding of over 31,000 continuing medical education certificates to date to the region's health care professionals; cooperative degree programs with area colleges and universities; diverse community-based education programs across the state of Massachusetts; outstanding achievements in basic and clinical research in the health sciences; and our Commonwealth Medicine initiative, dedicated to serving the state's broad community of health care and service agencies.

25. Worcester Polytechnic Institute – Worcester, MA 20 miles (26 minutes)



At WPI, learning has always been about combining theory and practice. WPI graduates emerge ready to take on critical challenges in science and technology, knowing how their work can impact society and improve the quality of life. WPI's academic departments offer undergraduate and graduate degree programs in science, engineering, technology, business and management, the social sciences, and the humanities and arts, leading to the BA, BS, MS, ME, MBA and PhD. Our world-class faculty is both renowned and accomplished and they are accessible, priding themselves on the quality time they invest in their students.

26. Worcester State University – Worcester, MA 21 miles (32 minutes)

Worcester State University is a liberal arts and sciences university with a long tradition of academic excellence. Our students receive a variety of multi-disciplinary opportunities enabling them to explore their academic interests and prepare for their careers. We prepare our students to take on real-world challenges with portfolios that include critical thinking, teamwork, problem solving, communication, technology and global awareness skills. They are ready to succeed. Worcester State University offers 60 undergraduate majors and minors, 29 master's degrees, post-baccalaureate certificates, and graduate programs, and real-time access to online, noncredit professional training. Our accreditation by the New England Association of Schools and Colleges, Inc. demonstrates that our liberal arts and sciences curriculum meets or exceeds its criteria for assessment of quality.



REGIONAL TRANSPORTATION

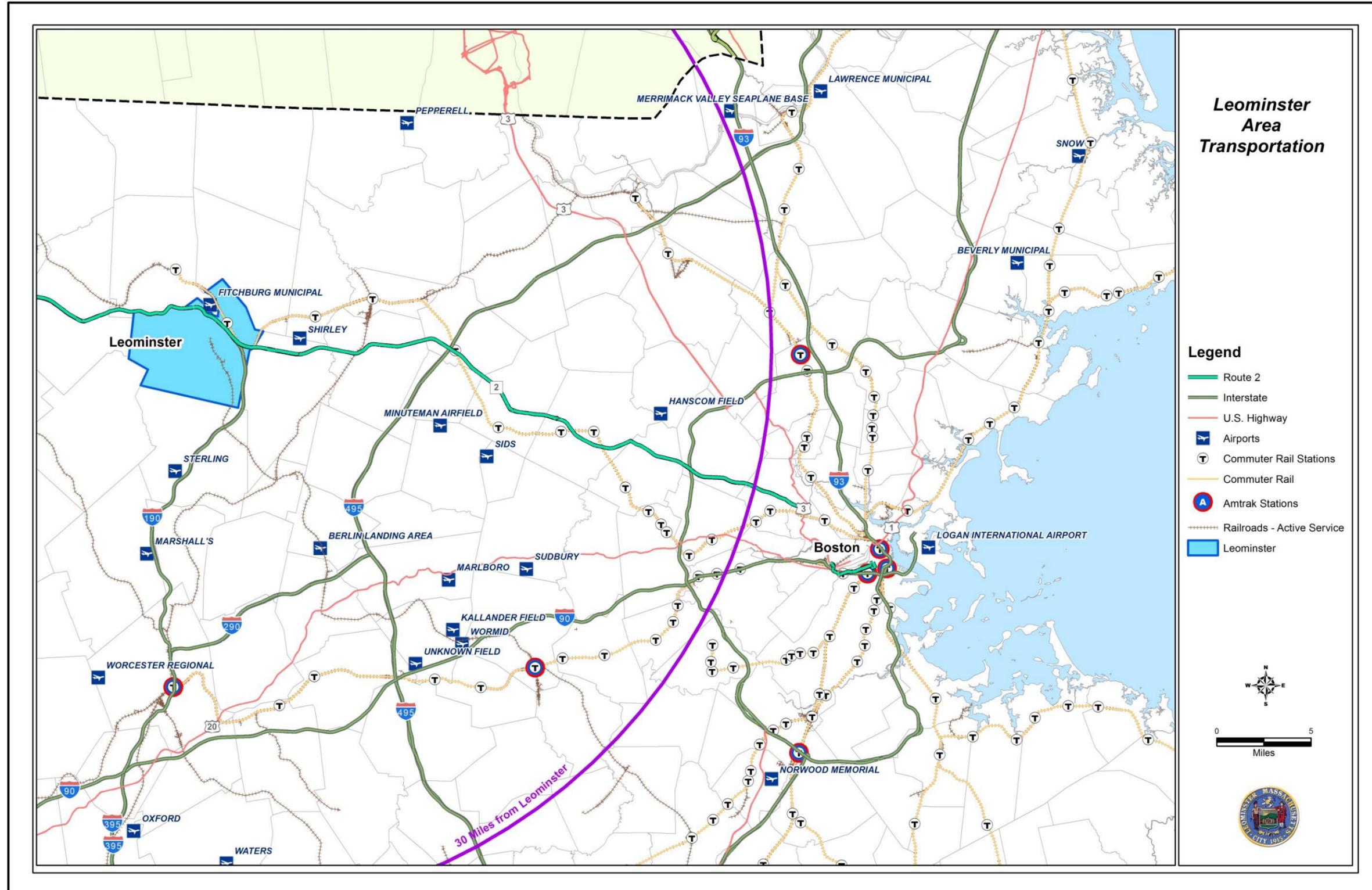
Leominster's geographic location in the north central area of Massachusetts, lends itself to convenient access to surrounding major cities and transportation hubs, making travel to anywhere in the country easily accessible.

Leominster is within an hour drive of five major New England cities, one of which is Boston. New York City is less than four hours away by car. Two major highways, as well as two State secondary roads intersect at Leominster, allowing for easy connectivity to major destinations and points of interest. Thirty minutes South of Leominster is Interstate 90, which interestingly will take you all the way to Seattle, a direct connection to your potential new HQ2 here in Massachusetts.

Three major airports, Logan International (Boston), Manchester Regional (New Hampshire), and Worcester Regional, are all within an hour from Leominster. Additionally, Hanscom AFB (40 minutes away) and the Fitchburg Municipal Airport, which abuts Leominster, both handle private jet air traffic.

Leominster is part of the Montachusett Area Regional Transit system, which provides public transportation throughout surrounding communities. The State's MBTA commuter rail line stops in Leominster as well, providing a direct link to Boston Public Transportation, as well as AmTrak.

REGIONAL TRANSPORTATION MAP



INTERSTATES

Leominster has easily accessible Interstate travel:

- Interstate 190 (north/south)
Immediate access 0 miles
Direct access to Worcester
- Interstate 495 (north/south)
Easily accessible via Route 2 12 miles
Direct access to New Hampshire, Main and Rhode Island
- Interstate 95 (north/south)
Easily accessible via Route 2 30 miles
East coast travel and beyond
- Interstate 90 (east/west)
Easily accessible via Interstate 190 30 miles
Direct access to New York, Boston, and all the way to Seattle.

STATE ROUTES

Leominster has State Route immediate access:

- State Route 2
Immediate (east/west) 0 miles
Direct access to Boston
- State Routes 12, 13 and 117
Immediate (east/west, north/south) 0 miles
Commuting access routes to local cities and towns,
Keene and Nashua, NH, Lancaster and Waltham, MA
- State Route 20 (east/west) 20 miles
Direct access to Boston, MA and westerly to Springfield, MA

COMMUTER RAILS

Leominster has Commuter Rail immediate access:

- Via Nashua Street MBTA Station
Immediate access 1 mile
Direct access to Boston, MA

AIRPORTS

Leominster has direct access to local, regional and international airports:

- Boston/Logan Airport
International (Boston, MA) 1 Hour
Via State Route 2
- Manchester Airport
International (Manchester, NH) 1 Hour
Via State Route 13 to 130
- Bradley Airport
International (Windsor, CT) 1.5 Hours
Via Interstate 190 to Interstate 90
- TF Green Airport
International (Warwick, RI) 1.25 Hours
Via Interstate 190 to State Route 146
- Worcester Airport
Regional (Worcester, MA) 40 Minutes
Via Interstate 190
- Fitchburg Airport
Municipal (Fitchburg, MA) 8 Minutes
Via Crawford Street
- Hanscom Air Force Base
Regional (Bedford, MA) 40 minutes
Via State Route 2

BUSINESS ENDORSEMENTS



MAYOR'S OFFICE

City of Leominster, Massachusetts

CITY HALL - 25 WEST STREET
LEOMINSTER, MASSACHUSETTS 01453
www.leominster-ma.gov

DEAN J. MAZZARELLA
Mayor
djmazzarella@leominster-ma.gov

TELEPHONE (978) 534-7500 FACSIMILE (978) 534-0668

October 9, 2017

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

Dear Amazon Office of Economic Development,

City department heads are in support of the siting of Amazon's second headquarters in the City of Leominster.

As decision makers for the City of Leominster, we stand ready to work with Amazon to help you succeed in the locating of your corporate campus in our City. With years of experience in our respective fields, each of us has played key roles in assisting businesses to transition and thrive in Leominster and the surrounding area.

Under the direction of Mayor Dean Mazzarella, the City has established a pro-business process for new and expanding business: the technical review process. The Mayor, along with the department heads, meet with prospective businesses along the way to ensure (1) that businesses and the city have an open dialogue early in the process so each understands what is required and (2) to help prospective businesses cut through any red tape to ensure the process is seamless and as efficient as possible.

Our team is experienced in all facets of public safety, advanced economic development initiatives, tax increment financing packages, and the site selection and location processes. With our years of experience, each member of our team helps to create a business-friendly community with a high quality of life.

We stand ready to welcome Amazon to the City of Leominster.

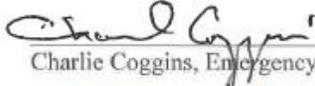
Sincerely,



Dean Mazzarella, Mayor



Robert Sideleau, Fire Chief



Charlie Coggins, Emergency Management



William Mitchell, Chief Assessor



Lynn Bouchard, City Clerk



John Richard, Comptroller



Gregory Chapdelaine, Purchasing Agent



Marco Bangrazi, Environmental Inspector



Judith Sumner, Recreation Director



Laurane Brooks, Senior Center Director



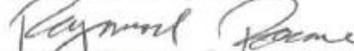
Melissa Tasca, Small Business Coordinator & Event Planner



Michelle Nadeau, Mayor's Assistant



Michael Goldman, Police Chief



Raymond Racine, Public Works Director



Christopher Knuth, Health Director



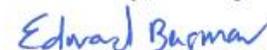
Peter Niall, Building Inspector



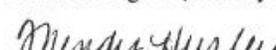
David LaPlante, Treasurer & Collector



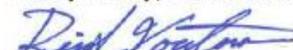
Kristen Kelly, Planning Director



Edward Bergman, Library Director



Wendy Hurley, Human Resource Director



Richard Voutour, Veterans Director



James Folioeur, Superintendent of Schools



Lisa Marrone, Economic Development Coordinator



Wendy Wills, Grant Specialist



October 10, 2017

AMAZON
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

To the Amazon Office of Economic Development,

Leominster is the place best for AIS to be located in Massachusetts, and let me explain a few reasons why the City of Leominster is a great place to do business.

Six years ago AIS was in need of consolidating our Massachusetts operations to accommodate our growth. Our choices were to either find a suitable location within Massachusetts or transfer all operations to our Michigan location. Amongst other Massachusetts sites, AIS chose to locate to the City of Leominster because of their willingness to work with us on a special tax assessment, the available workforce, municipal support with infrastructure upgrades, and their network of important resources such as working through local utilities, state agencies, and legislative leverage. They have demonstrated their responsiveness to whatever we need from the municipal side. Locating to Leominster enabled AIS to maintain our east coast presence, which was important to our market placement.

My company can call the Leominster Mayor's Office and receive an immediate response, most oftentimes from the Mayor himself. In a city that is host to 100 manufacturing companies, this level of attention is unheard of. The municipal staff is readily available to assist in any way possible, to the point that we feel as if we are the only company in town!

Leominster has proved to be the right location to house our east coast operation. They are an experienced community in dealing with companies with complex manufacturing systems, large operations such as ours. Most importantly, the Leominster Mayor is a very accessible individual, who responds to our needs on a timely basis, with a team of skilled personnel.

AIS has experienced continual exponential growth and I'd love the chance to share my success with a company such as Amazon. My Leominster location of 13 acres boasts a single-level building of 588,000 SF that would be a great representation of how you'd like to begin your partnership with the City of Leominster.

The doors are open from AIS to Amazon, please come see for yourself what great opportunities are here for you in Leominster.

Contact me directly anytime at (978) 302-3586 or bplatz@ais-inc.com

Sincerely,

Bruce Platzman
Founder / President
AIS

25 Tucker Drive
Leominster, MA 01453
800.434.7400
www.ais-inc.com



Fosta-Tek Optics, Inc.
320 Hamilton Street
Leominster, MA 01453

Phone: (978) 534-6511
Fax: (978) 537-2168
www.fosta-tek.com

October 16,2017

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

To the Amazon Office of Economic Development .

As Vice President of Fosta Tek Optics for 26 years, I can personally and professionally pledge that Leominster is an extra ordinary community for large –scale development . For example ,my company manufactured millions of important lenses that were demanded during the Desert Storm War and were used by our soldiers and fire fighters for the life –safety and night visions.

We have complex and advanced production happening at our plant in Leominster,including a in-house ballistic testing chamber for quality testing of our lenses.Further ,our production process also requires a clean room for coatings and a vibration proof quality lab for micro measurements. The City of Leominster manages any special request from Fosta –Tek with immediate action and resolution through strong team effort.particularly the municipal inspectors are able to respond within just a few hours .The permitting process is very streamlined and quick.

I've invested my business ,my family,and life into this community.There isn't much that Leominster won't do in support of economic development.The city reaches for all opportunities,programs,new initiatives and more.I know that Amazon would be very surprised by the offerings and potential growth here in Central Massachusetts.Please come visit Leominster and my company.

Sincerely

Jim le Blanc
Vice President
Fosta tek optics



FIRST PLASTICS CORP.

22 Jytek Road • Leominster, MA 01453 • Tel: (978) 537-0367 • Fax: (978) 840-6908

October 12, 2017

AMAZON
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

To the Amazon Office of Economic Development,

At one time, Leominster was historically known as the plastics capitol of the world. Currently, our plastics industry has brought us forward into highly-advanced manufacturing and complex technology.

First Plastics Corp, is a major plastics injection and rotational molding company, which produces hundreds of thousands of products every day that are shipped across the country. Logistically, we cannot run our operations in just any community or location. Leominster is well-equipped to handle high-volume production with delivery of products to the customer quickly and efficiently. Along with a skilled and dedicated workforce, highway access is excellent. Additionally, some of our buildings also load through rail sidings. Many of our products, such as snow shovels, sleds and planters, also pass through the Amazon distribution systems.

I'm proud that my company is located in Leominster. Our community has a strong reputation of success and prosperity. It is known as the birthplace of the American plastics industry. It is a thriving and growing community with good political foresight and community leaders. Amazon will not have to rescue this region from dire circumstances but would be a welcome addition. I welcome you to Leominster, Massachusetts and hope that I have an opportunity to provide you a personable tour of my company.

Sincerely,

Edward Mazzaferro
President
First Plastics Corp

New England
Apple Products
COMPANY

320 Industrial Road, Leominster, MA 01453
Phone: 978-227-5469 • Email: info@newenglandapple.com

October 16, 2017

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

To the Amazon Office of Economic Development,

I have spent my life in the juice beverage industry, my family having operated Veryfine Products, Inc. in Littleton Massachusetts for over 100 years. When we sold that business and I purchased a growing apple cider business that needed a new home, I chose Leominster over several other central Mass. cities to relocate. Leominster's interest in, and orientation towards, attracting new businesses to the city were clearly well above any other efforts from other cities I explored.

Being in the beverage industry, my operation requires unique infrastructure accommodations. They walked me through all the environmental regulations needed to ensure the success of this new operation. Because the City was experienced in the nuances of water-related environmental regulations, they helped my business get up & running in a painless fashion. They helped me get over a number of regulatory hurdles which we may otherwise have struggled with on our own.

Leominster is business friendly, it is as simple as that, I don't know how else to put it. They were welcoming and attentive to my business needs, and provided valuable knowledge that I didn't have to spend resources on trying to figure out myself. Come to Leominster and see for yourself how you too can be successful here.

Sincerely,



Steven Rowse, President
New England Apple Products Company



AMAZON

October 16, 2017

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

To the Amazon Office of Economic Development,

We are a long time Leominster-based company, having been in Leominster for 40 years. Our company is involved in many different business sectors spanning across military, to automotive, to household, to textiles. We hold an International Trade Designation, are part of a Foreign Trade Zone, and benefit from the import/export tax exemption. Due in part with support from the City of Leominster in pushing State officials to get these designations passed for us. These designations are critical to the success of our company, and Leominster helped us get there.

When we wanted to convert our manufacturing location to solar power, Leominster helped us get there. When we needed to get our business under the import/export tax exemption, Leominster helped us get there, advocating with State officials on our behalf.

We have stayed in Leominster all these years because it has continually been the right fit for us. They have a dynamic business environment, and a continually business friendly atmosphere in which to operate, all factors in our decision to remain in this area. This is something I believe you won't find in most communities outside of large cities. Leominster fights for you and with you on important business issues, and as a businessman, I welcome that.

When they told me that Leominster would be submitting a proposal to Amazon to locate your new headquarters here, my first thought was, well, why wouldn't they. This is a great, moderate-sized community in which to live and do business in. I find it to be a refreshing change from the crowded city environment. Amazon would be smart to give Leominster a serious look.

Sincerely,

Hemendra Shah

President



L.D. RUSSO, INC.

198 Ayer Road • Harvard, Massachusetts 01451 • Tel: (978) 456-3500 • Fax: (978) 456-3502

October 16, 2017

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

To the Amazon Office of Economic Development,

I have found Leominster to be a city that is full of opportunities. This is a city with potential, with a long and bright future ahead of it.

Leominster City Hall is a true resource for all businesses; it is equally supportive to existing businesses and to those who are new to the community. I have found it to be a "go to" place, which is not something I've found in other communities. Leominster has a very team-oriented attitude, which I can truthfully say goes a long way to bringing a project to a successful outcome. I can personally attest that Leominster's local government would be an asset to any business looking to locate there.

When looking for a new development opportunity, I discovered a long abandoned, neglected mill building in Leominster. Other developers who considered it for redevelopment had rejected it because they didn't believe the numbers could work, but I saw an opportunity. When I approached the City about this project, I quickly realized this was a community that brought a great deal of creative problem solving to the table. They worked with us and supported the project at every stage. I can truly say that working with Leominster has been a successful endeavor on both sides of the table. This is a community anyone would want to do business with.

I have been able to achieve success on my project with the dedicated support of the City of Leominster's economic development & planning team. Their assistance proved invaluable in getting a redevelopment project off the ground where others saw no potential. I see this as a testament to the "can-do" spirit of the community, and was one of the reasons I chose to do business in the City of Leominster. I believe Amazon would find the same success as I have, should you choose to give Leominster a look. I encourage you to do so.

Sincerely,

A handwritten signature in black ink, appearing to read "Louis Russo". The signature is fluid and cursive, with a large initial "L" and "R".

Louis Russo
President

Gagné Realty Corp.

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

To whom it may concern,

As a third generation small business owner, I am often asked, "what makes Leominster so great, why would I want to business here?" I often will reply with the following reasons:

Leominster is a city that is proud of it's heritage, people such as Johnny "Appleseed" Chapman, Frances Drake, and Bernard Doyle, and honor these people during annual celebrations such as the Johnny Appleseed festival, Starburst celebration at Doyle Field, apple picking at Sholan Farms, etc.

Leominster is a city where protecting our open space, such as Sholan Farms, Barrett Park, Doyle Field, walking trails along the Monoosonoc brook and Nashua River, are equally important with providing the needs of its citizens and guests through smart housing growth, balanced commercial growth, and upgrading our infrastructure.

Leominster may have earned the nickname "the plastic city" from it's past, today it is still known for its vast variety of manufacturing jobs, along with service jobs, and its ever increasing presence in the medical fields, such as Health Alliance Hospital, Reliant Medical, Fallon Community Health, and countless local medical practices.

Leominster may be a "small" city by some standards, but it offers the amenities of a big city all while being just an hour west of Boston, with easy accessibility by highway, train, bus, and even air, with a local community airport one town over.

Overall, Leominster has always provided the needs for myself and my family, thru education, jobs, health, and recreation, and there is no place I would rather call home than here. I am proud to be from Leominster !!

Gagné Realty Corp.

Thank you,

David E. Gagné

David E. Gagné

Gagné Realty Corp.
Longstone Limited Partnership
P.O. Box 703
Leominster, Mass. 01453

Cell 508-596-5689

Email: Degagne@gagne-enterprises.com



October 11, 2017

AMAZON
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

To the Amazon Office of Economic Development,

I'm writing in strong support of Leominster's Amazon HQ2 application. I was born into a family with deep heritage in manufacturing and understand the industry very well. My company, Cardinal Comb, was created in 1969 by my family and we produce millions of hair combs every year.

You'll find Leominster to be very welcoming and supportive for your business needs, with particular interest in manufacturing and industrial companies. This City was founded by inventors and innovators that truly did pioneered the industry of plastics production along with manufacturing.

I've experienced many decades in manufacturing including some tough times but Leominster had a strong network of technical services for business and great connections with State programs. There are tax incentives, workforce training funds, career centers, the Chamber of Commerce, to name a few.

Please feel welcome to visit my company any time. I'm here every day and my company operates 24/7. I'd love to create a business partnership with Amazon and provide you some Cardinal Combs!

Sincerely,

A handwritten signature in blue ink that reads "Tony Mazzaferro".

Tony Mazzaferro
Owner
Cardinal Comb

106 Carter Street, Leominster, MA 01453 TEL: 800.222.2662 FAX: 978.534.3935

October 16, 2017

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

Dear Amazon Economic Development Officer,

As a current Amazon vendor, United Solutions, I would like to provide you an endorsement for the City of Leominster as a place to locate your Northeast US business.

United has been located in Leominster since its founding by my grandfather in 1919. After almost 100 years in Leominster, I can assure you that Leominster is a great location for your business.

Leominster was the birthplace of the Plastics Industry in North America in the early 1940's. With the positive business environment in Leominster many companies have started, grown and thrived and continue to operate to this day. Leominster has excellent transportation access, is a strong distribution point with a large industrial base. Its vocational schools provide a stream of qualified employees.

I have worked at United Solutions my whole life and I live with my family in Leominster. It is a great place to work and live. I highly recommend your strong consideration for our community. Our people are hard working, caring, smart and determined and take pride in all they do. They will help make your business a success.

In closing, I value our partnerships with Amazon and the City of Leominster. I honestly feel bringing two great entities together will be a success. Come to Leominster and visit. We will be glad to host you and proud to show you our community.

I am available anytime to answer any questions you may have.

Respectfully,



Edward Zephir, President
United Solutions
Phone: 800-858-2379 x224
Email: ezephir@unitedsolutions.bz

PO BOX 358
33 PATRIOTS CIRCLE
LEOMINSTER, MA 01453

TEL 978-537-2096
FAX 978-534-3327

friends of
Sholan Farms[®]
1125 Pleasant Street, P. O. Box 632
Leominster, Massachusetts 01453

Tuesday, October 10, 2017

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

To the Amazon Office of Economic Development,

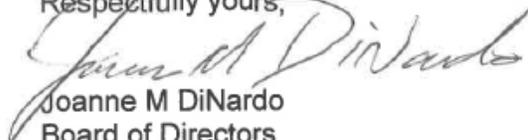
Subject: Sholan Farms - Leominster MA

We are writing to invite Amazon to visit Sholan Farms. This unique apple orchard, owned by the City of Leominster, is the last commercial apple orchard in Leominster, which is the birthplace of John Chapman, aka Johnny Appleseed, America's folk hero. Since the very first day in 2001, the Friends of Sholan Farms (501(c)3), a volunteer grass roots organization, have done an amazing job nurturing, restoring and protecting the 167 acre farm and have built it into a sustainable business.

The farm is recognized as an integral producer in the locally grown food initiative and contributes to the state's agricultural industry. We have followed our mission and have become a family oriented, recreational and educational farm making full use of the natural resources. We provide tours that educate elementary students and visitors, the experience of "pick your own" apples and historical narrative wagon rides and tours.

We invite you to visit us here at Sholan Farms. We would be pleased to show case this little slice of New England essence right in the backyard of a very vibrant community. Our apples and fresh produce are delicious, come see for yourself! We believe that the Leominster area is a region that holds great potential for business growth.

Respectfully yours,



Joanne M DiNardo
Board of Directors
President – Friends of Sholan Farms

Friends of Sholan Farms * P.O. Box 632 * Leominster, Mass 01453
Website: www.sholanfarms.com, Phone: 978.840.FARM
Email info@sholanfarms.com



October 3, 2017

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

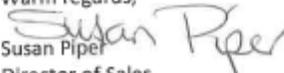
To Whom It May Concern:

Thank you for considering Leominster Massachusetts for the new Amazon North East distribution center. Our central New England location would make us an ideal choice for the 50,000 employees you expect to hire. We are about an hours' drive time to the corporate centers of Providence, RI and Hartford, CT, 40 miles outside of Boston and 20 minutes from Worcester, MA making us a convenient commute from all points. As a growing bedroom community of Boston we are offering the amenities of Boston but at a cost of living that is attractive to building a team of associates that will be committed to working for Amazon in central MA. Housing prices within the North Central Ma region are also enticing for anyone relocating to the area as they are some of the most affordable in the state, without sacrificing the amenities of some of the larger cities in the state.

The DoubleTree by Hilton in Leominster would like to offer you up to 8 complimentary overnight accommodations for the night of your visit that would include breakfast in our restaurant in the morning. This will be based on availability, which will be dependent on the date of the site visit to our area. Given the chance to experience our city and its surrounding region, along the Johnny Appleseed Trail, I am sure that the selection committee will see the benefits of locating the Amazon Distribution Center in Leominster. Central Massachusetts is a perfect location to raise families and offers a lot for young professionals to do. There are plenty of outdoor activities to engage in; skiing, hiking, swimming, biking and seasonal festivals right in our backyard, as well as cultural interests, museums, restaurants, shopping and night clubs. Being so close to the larger urban areas is attractive for day trips and visits without the cost associated with living there.

On behalf of the Doubletree by Hilton Leominster we hope we have the opportunity to host your visit to the City of Leominster. I'm sure you will discover that Leominster and North Central Massachusetts is the place for Amazon.

Warm regards,


Susan Piper
Director of Sales

DOUBLETREE BY HILTON LEOMINSTER
99 Endman Way, Leominster, MA 01455 T (978) 534 9000 F (978) 534 0891
Leominster.DoubleTree.com



The
NORTHEND
DINER

59 Nashua Street, Leominster, MA 01453
(978) 534-0600

October 16, 2017

AMAZON
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

To the Amazon Office of Economic Development,

Leominster is a great community in which to run your business. When I decided to purchase this business, part of the reason had to do with the business environment of Leominster. Leominster is pro-business, and the community of people here, and in the surrounding area support businesses like mine. All of the resources I need to successfully run my business, from staffing to supplies and everything in between can be sourced from the immediate area. There is a chain of support here that isn't found in some of the other communities I have looked at.

Leominster is a fine place to also live and work in. All of the things you both need and want for your daily living can be found here; great restaurants, great stores, great hospital, everything you need can be found within this City. These are just some of the reasons why Leominster is a special place.

I agree with the City that Leominster is a location that Amazon should seriously look at for locating your second headquarters. Amazon would be a welcome addition to our community, and I believe both Amazon and Leominster would be able to both help each other and thrive because of it.

When you visit Leominster, I want to extend an invitation to your team to visit my restaurant, The Northend Diner, for a complimentary breakfast to start your day off right. It would be my pleasure to have you as my guests and personally tell you why I think Leominster would be the right place for Amazon to come to.

Sincerely,



Staci Halkiadakis, Owner

110 Grill

Hello,

Thank you very much for considering Leominster, MA as a potential location for a new Amazon headquarters!

110 Grill opened our seventh location in Leominster in late February 2017, and we have enjoyed being part of the community ever since. From prior to starting construction to our ribbon cutting with Mayor Mazzarella and other city officials, Leominster has been a great city to work with. They are very welcoming to new businesses and host many exciting community events throughout the year to bring their residents together.

Enclosed is a \$200 gift card to 110 Grill, and we would be delighted to have you and a colleague join us for lunch or dinner.

110 Grill Leominster is located at 207 Mill Street, near the Entertainment Cinemas movie theater and Mall at Whitney Field.

110 Grill's comfortable, but yet upscale-casual atmosphere, complete with open kitchens, large horseshoe-shaped bars and outdoor patios with fire pits, creates the ideal dining environment for any occasion. Whether you are looking to enjoy a nice glass of Cabernet and a ribeye with business colleagues dressed in suits, grab a burger and a beer at the bar in shorts and a T-shirt, or sip sangria with friends by a roaring fire pit on a summer evening, you will fit right in.

We prepare our dishes from the freshest ingredients in our scratch kitchens and we offer seasonal menus and monthly specials. We are very committed to allergy awareness and offer extensive gluten free menus.

Our private dining rooms are perfect for bridal and baby showers, rehearsal dinners, birthday parties, company dinners, meetings and much more.

Enjoy your stay and welcome to Leominster!

Sincerely,

The 110 Grill Leominster team

General Manager: Matt Colson - mcolson@110grill.com

Director of Marketing: Alicia Puputti - apuputti@110grill.com

www.110grill.com



23 Sack Boulevard, Leominster, MA 01453

October 16, 2017

AMAZON
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

To the Amazon Office of Economic Development,

I love Leominster! I immigrated to Leominster from Brazil at the age of 19, originally to come to school here, but loved it so much, I ended up staying! I had always wanted to be an entrepreneur and run my own business. When first coming to the United States, I worked in various restaurants to pay my way through school. When I got out of school I decided it was time to try my hand at running my own business. With all my restaurant experience, I decided that would be the best business for me to try.

The people of Leominster are great! They like to support their local businesses, and this has helped my restaurant reach new customers, and continue to expand. Leominster has many festivals and cultural events put on by the City. There is constantly something going on, always something to do here. All of these things bring more people into the City and this helps me as a small business owner. They are so creative in what they do to draw people here that it has even inspired me to put on my small events at my restaurant to bring in more customers.

I hope that the Amazon decides to move to Leominster, or at least visit this great City! You will find all the good and success that I have seen here myself. Please come visit my restaurant when you come to visit Leominster, the meal is on me! I will treat you to some Brazilian cuisine and culture. And you too can see how great Leominster is!

Yours Truly,

Rodrigo Souza

CLOSING REMARKS

In closing, let us simply say that the City of Leominster will embrace Amazon as one of its own, should you decide to select us as the location for your HQ2 project.

Whether the entire campus is to be located in Leominster, or even just a portion of it, (i.e. a more regional approach is chosen), Leominster would welcome you as part of our community fabric.

While not a major U.S. City, Leominster is major in so many other ways. Our municipal team is hopeful that we have demonstrated this in our response to your Request for Proposal. We sincerely believe that we can compete with the other large communities in the northeast region. The abundance of resources we have available and our partnership approach that we employ when working with new businesses is why so many companies chose Leominster as their new home. Additional resources that you may require are quickly accessible due to our excellent geographic location.

If Amazon is truly committed to investing in a community, Leominster is the perfect community to invest in. Your locating here would boost the regional economy, bring plentiful jobs to the region, encourage new development, and more; all as a testament to how Amazon gives back.

Imagine making a world of difference in a new community, and that's what Amazon can do for Leominster!