



# 495 CROSSROADS PROPOSAL FOR AMAZON HQ2

EXISTING TECHNOLOGY CLUSTER OFFERING WORLD CLASS TALENT,  
STATE OF THE ART REAL ESTATE AND PROGRESSIVE BUSINESS CLIMATE

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# 495 CROSSROADS: INTRODUCTION

## 495 CROSSROADS: Introduction

495 CROSSROADS is a partnership of five abutting communities – the City of Marlborough, and the four Towns of Hudson, Northborough, Southborough and Westborough. We are strategically located between the two largest cities in New England – Boston and Worcester, Massachusetts – providing easy access to every asset and amenity that Massachusetts and New England have to offer.



495 CROSSROADS is the heart of the state’s innovation ecosystem. We offer access to an impressive talent pipeline from some of the nation’s best colleges and universities at Massachusetts Institute of Technology, Harvard University, Worcester Polytechnic Institute, Boston College, Boston University, Northeastern University, University of Massachusetts and more than 50 institutions of higher learning in the Greater Boston and Worcester Area. 48% of 495 CROSSROADS residents possess a bachelor’s degree or higher.

495 CROSSROADS is home to some of the area’s most innovative companies and Marlborough alone hosts 30% of Massachusetts technology jobs. The Intelligent Community Forum named Marlborough among the world’s Smart21 Communities of 2016.

We are close enough to Boston and Worcester to tap into the college infrastructure and startup ecosystem, but far enough away to provide a high quality of life, affordable housing, outdoor recreational opportunities, farmers markets, a local food scene, arts and culture, and classic New England town centers.

We have a lot of experience servicing large corporate entities and our local government leaders are both sophisticated and business friendly. 495 CROSSROADS has designated the Marlborough Economic Development Corporation (MEDC) to serve as our single point of contact for the early stages of the Amazon site selection process, and our already-established 495 CROSSROADS Task Force will provide you with a streamlined and efficient mechanism for advancing your site selection efforts across our five communities.

We recognize the significance of attracting Amazon HQ2 to 495 CROSSROADS and we believe the company would fit in nicely here. We appreciate this opportunity to submit a proposal for your consideration and we look forward to working with you in the future.

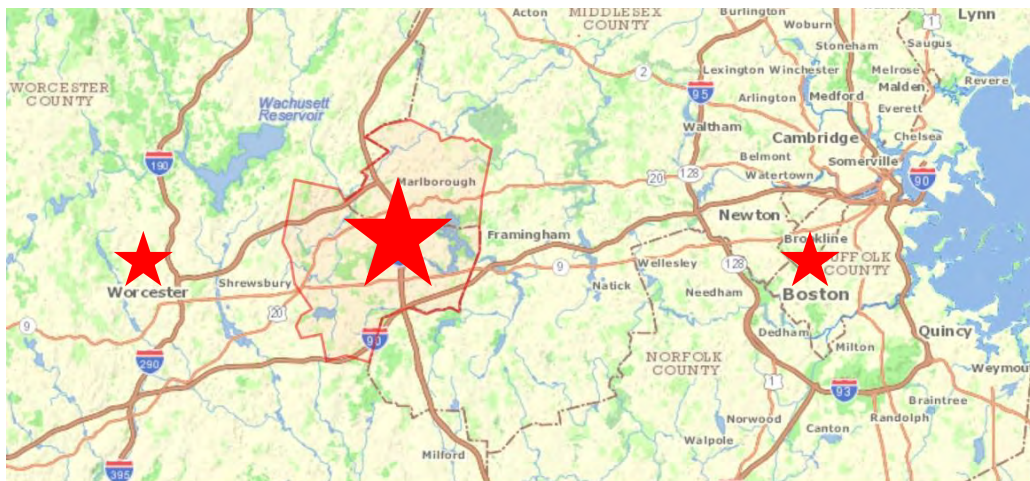
*“Walker Realty’s commitment to speed, efficiency and quality was met by the City of Marlborough head on to capitalize on what we expect to be a crown jewel development for decades to come. Not only would we consider future development in this great city, but we would recommend other developers, businesses and residents consider Marlborough for their respective goals as well.”*

Walker Realty, developer of Apex Center

# 495 CROSSROADS: INTRODUCTION

## REGIONAL PROFILE

495 CROSSROADS is centrally located between the two largest cities in New England – Boston and Worcester, Massachusetts. We have a total population of 99,756 and labor force of 57,898 among the five communities. 495 CROSSROADS is part of the larger MetroWest Region with a population over 296,000, and we sit at the intersection of three counties – Worcester, Middlesex and Norfolk – with a total population of nearly 3 million residents.



495 CROSSROADS proximity to Boston and Worcester, Google Maps

495 CROSSROADS is home to a thriving tech cluster including some of most cutting edge and innovative companies in America such as Wholefoods, GE Healthcare Life Sciences, Hologic, EMC/DELL, Raytheon, Boston Scientific, and TJX. In the Greater MetroWest Region you will find companies such as Bose, IBM, Genzyme, and Staples. These companies have clustered in our region because we offer access to a talented and highly educated workforce, strong transportation infrastructure, and an excellent quality of life.

The five 495 CROSSROADS communities understand what makes a positive and productive business climate and we provide efficient and effective supports when needed. We work closely with state government to maximize opportunities for our companies and to champion new regional investments in transportation, infrastructure, open space and cultural amenities. 495 CROSSROADS is also home to a host of influential business groups such as the 495 MetroWest Partnership, Massachusetts Technology Collaborative, and three chambers of commerce – Marlborough Regional, MetroWest, and Corridor Nine - that work with area communities and businesses to support and grow the state and regional economy.

495 CROSSROADS provides all of the amenities that modern companies and their employees are seeking including nearly 2,500 hotel rooms and outstanding retail amenities such as the Apex Center, a newly developed 475,000 square foot state of the art hospitality and entertainment complex.

All of the relevant economic indicators show that 495 CROSSROADS is economically strong and growing, and we believe Amazon would both benefit from and contribute to our existing ecosystem at 495 CROSSROADS.



# EDUCATION AND TALENT PIPELINE

## Education and Talent Pipeline

Massachusetts is the birthplace of American education, and educational access and attainment are very much a part of the Massachusetts value system. Education is a core requirement of a cutting edge economy and our state and communities continue to make our largest investments in education to fuel our economic engine for generations to come. As a result, Massachusetts is regularly ranked as the national leader in education and workforce.

- #1: Best States for Education, US News
- #1: Most Innovative State, Bloomberg Innovation Index
- #1: State Technology and Science Index, Milken Institute
- #1: State New Economy Index, Information Technology & Innovation Foundation
- #1: Technology Jobs per Capita, CompTIA Cyberstates Report
- #1: High Tech Job Concentration, U.S. Chamber's Enterprising States
- #2: Workforce & #3: Technology & Innovation - CNBC's Top States for Business 2016

**Bloomberg 2016 U.S. State Innovation Index**

2016 rank	2015 rank	Change	State	Total score	R&D intensity	Productivity	Tech company density	STEM concentration	Science & engineering degree holders	Patent activity
1	1	-	Massachusetts	94.82	2	5	4	3	5	2
2	2	-	California	93.80	4	7	3	6	3	1
3	3	-	Washington	92.73	5	9	7	1	2	3
4	4	-	New Jersey	80.17	12	10	5	15	10	12
5	7	+2	Maryland	78.95	3	13	19	2	4	26
6	6	-	Oregon	78.22	9	15	22	9	6	8
7	5	-2	Connecticut	78.17	8	4	24	12	12	7
8	8	-	Colorado	75.58	22	17	16	5	7	10
9	10	+1	Minnesota	75.00	15	19	10	8	23	4
10	12	+2	New Hampshire	74.75	10	30	2	14	9	6
11	11	-	Virginia	73.23	20	16	14	4	1	29
12	9	-3	Delaware	69.80	7	3	34	11	17	16
13	13	-	New Mexico	68.90	1	23	8	18	15	31
14	20	+6	Utah	63.50	14	34	12	13	28	13
15	19	+4	Arizona	62.80	16	42	6	10	24	17
16	14	-2	Rhode Island	62.55	18	26	1	25	21	24
17	16	-1	North Carolina	62.37	17	24	13	23	19	20

### K-12 EDUCATION

In 1993, the Commonwealth of Massachusetts instituted an aggressive overhaul of public education that established high achievement standards, implemented school accountability measures, and reconfigured funding mechanisms to ensure that every district provided equitable opportunity to students. State and local leaders have continued to build upon that revolutionary model and the results are clear. On any number of ranking systems, Massachusetts schools rank highest in the United States on college readiness and math and reading test scores, and are among top performers worldwide.

In 2003, Massachusetts was one of the first states in the country to establish a Science, Technology, Engineering and Math (STEM) Pipeline Fund as a workforce readiness initiative enabling next generation programming from pre-kindergarten through higher education and adult learning. The Commonwealth has prioritized STEM disciplines in our educational networks and created the STEM Advisory Council to bring together representatives of academia, business, government and non-profits to engage, recruit, retain and graduate students in STEM disciplines.

# EDUCATION AND TALENT PIPELINE

All of the 495 CROSSROADS communities prioritize STEM integration in the public schools and the City of Marlborough Public School District offers nationally-recognized STEM programming to its students.

## HIGHER EDUCATION

Our state's 114 colleges and universities graduate nearly 120,000 students per year with the highest concentration of STEM graduates per one million residents of the leading technology states, according to the Massachusetts Technology Collaborative Innovation Index. 495 CROSSROADS is proximate to more than 50 colleges and universities in the Greater Boston and Greater Worcester Area, including some of the world's best computer engineering programs at Massachusetts Institute of Technology (MIT), Worcester Polytechnic Institute (WPI), and Harvard University. MIT alone graduated 687 Computer Science Engineering students between 2015 and 2017. The US Bureau of Labor Statistics reports that there are 65,660 computer programmers and software developers in Massachusetts.

According to US News 2018 Best Business Schools rankings, two of the country's top five business schools - Harvard University and MIT - are located less than an hour drive from 495 CROSSROADS, and two of the top ten are within a two hour drive - Dartmouth College in New Hampshire and Yale University in Connecticut. These institutions provide excellent recruiting sources for executive management positions.

Boston College, Boston University, Bentley University, Northeastern University, and the University of Massachusetts offer a variety of nationally recognized undergraduate and graduate programs in accounting and other business disciplines providing a strong talent pipeline of accountants, managers, administrators and other skilled employees for Amazon.

The American Bar Association's 2017 Lawyer Population Survey confirms that there are 43,442 active lawyers in Massachusetts, and the state has eight accredited law schools will continue to graduate legal talent for Amazon.

In addition, Framingham State University (FSU), located only a few miles from 495 CROSSROADS is eager and willing to partner with area employers to support the regional economy. FSU offers a robust Computer Science degree program that works to match students and area businesses for coop and internship

*"The City of Marlborough partnered with SanDisk and was instrumental in facilitating our internal time line for occupancy of the site. With easy access to hotels, shopping and restaurants, Marlborough has provided an excellent ecosystem for SanDisk. The close proximity to Boston/Cambridge/Worcester and all points north and south via I-495, I-290 and I-90 allow access to key customers, such as EMC, as well as some of the state's top universities and engineering institutions such as MIT, Harvard, BU, BC, Northeastern and WPI. From this pool, we have been able to grow the site from a base of 80 in 2014 to over 130 technical professionals."*

James Goldsberry, VP Engineering,  
SanDisk

# EDUCATION AND TALENT PIPELINE

opportunities. The University also operates the Entrepreneur Innovation Center providing entrepreneurship resources and co-working space to area innovators.

## INDICATOR 17

## TALENT

### EDUCATIONAL ATTAINMENT

**High School Attainment of Persons 19-24**  
Massachusetts, LTS & U.S., Three Years Rolling  
2005 & 2015

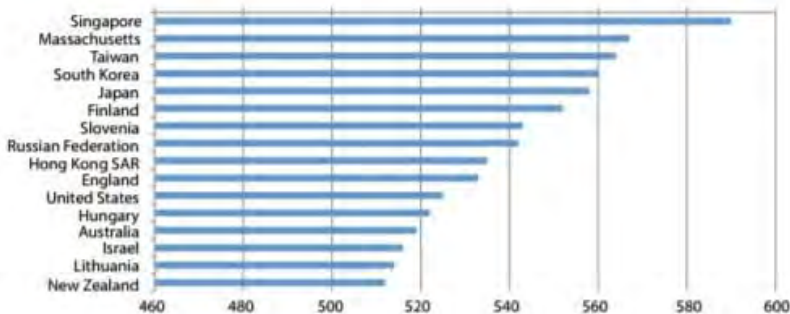


**Post-Secondary Degrees Conferred per 1,000 People**  
Massachusetts & Top 5 LTS, 2013-2014



### International

Massachusetts & Top 15 Nations Participating in 8th Grade  
TIMSS Science Evaluation, 2011



Data Source for Indicator 17: Census Bureau Current Population Survey (CPS), National Center for Education Statistics (NCES), American Community Survey (ACS)

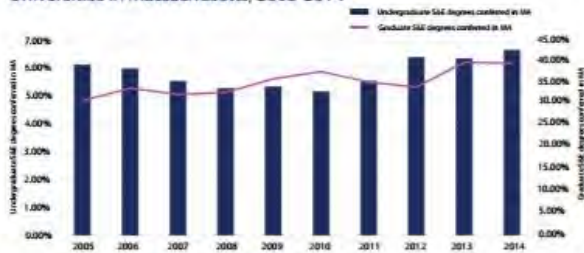
# EDUCATION AND TALENT PIPELINE

## INDICATOR 19

## TALENT

### STEM CAREER CHOICES AND DEGREES

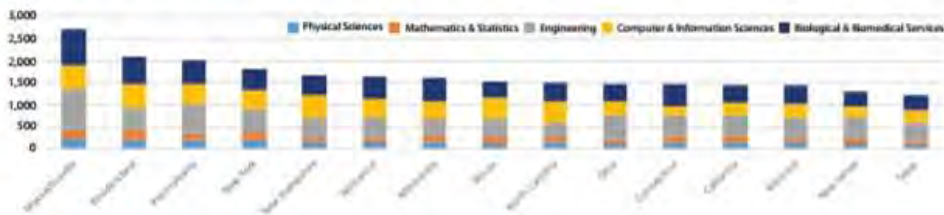
#### S&E Degrees Conferred to Temporary Non-permanent Residents Universities in Massachusetts, 2005-2014



#### Life-Science Major Graduates per 1 Million Residents MA & LTS, 2014-2015

State	Graduates
Massachusetts	774
Rhode Island	742
Wisconsin	569
Minnesota	550
Pennsylvania	527
Connecticut	517
New Hampshire	498
New York	484
North Carolina	462
Missouri	452
Ohio	403
California	397
Illinois	383
Texas	360
New Jersey	355

#### Degrees Granted in STEM Fields All Degree Levels per 1 Million Residents Massachusetts & LTS, 2013-2014



Data Source for Indicator 19: College Board, ACS, NCEES, IPEDS



#### Why Is It Significant?

Science, technology, engineering, and math (STEM) education provides the skills and know-how that can help increase business productivity, create new technologies and companies, and establish the basis for higher-paying jobs. STEM degree holders are also important to the wider economy as nearly 75% of them hold non-STEM occupations.

#### How Does Massachusetts Perform?

**Massachusetts leads the LTS in degrees (graduate & undergraduate) granted in STEM fields per 1 million residents (2,698)** and that number is 28.2% greater than the second state, Rhode Island. Among the STEM fields, engineering and biological & biomedical science are the most popular majors, together compiling 65.1% of STEM degrees granted in Massachusetts and 58.6% on average in the LTS. Computer and Information Sciences was the third most popular degree granted in STEM, accounting for 19.9% in Massachusetts and 23.9% on average in all of the LTS. Degrees granted in STEM fields to non-permanent residents in Massachusetts rose in all fields except for Engineering, where it fell slightly over the period from 2005-2014. Total STEM degrees granted from 2003-2014 in Massachusetts rose over 42%.

**Massachusetts leads the LTS in Life Science major graduates per one million residents (774)**, followed by Rhode Island (742) and Wisconsin (569). Foreign students attracted to the Commonwealth's high quality universities and colleges are an important source of STEM talent for Massachusetts' companies and research institutions. After rising to 38.0% in 2010, graduate degrees granted in S&E to temporary, non-permanent residents has continued to climb to a 10 year peak in 2014 to 39.8%. Undergraduate S&E degrees conferred to temporary, non-permanent residents matched a ten-year peak in 2014 (6.66%). However, these are comparably small numbers with Massachusetts institutions granting 80 additional undergraduate degrees to foreign students in science and engineering (S&E) in 2014 for a total of 724. This is in contrast to the 2,544 graduate S&E degrees granted to foreign students in 2014, which increased by 702 students between 2013 and 2014.



# EDUCATION AND TALENT PIPELINE

## LABOR AND WAGE DATA

The following table provides labor and wage rate information in the general job categories described in the Amazon RFP, as published by the Bureau of Labor Statistics in 2016 for the Framingham MA NECTA.

Occupation code	Occupation title	Employment	Median hourly wage	Mean hourly wage	Annual mean wage
1-1011	Chief Executives	570	N/A	\$114.79	\$238,760
11-1021	General and Operations Managers	3,350	\$53.71	\$68.41	\$142,290
43-6011	Executive Secretaries and Executive Administrative Assistants	1,280	\$28.64	\$28.97	\$60,250
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,440	\$22.73	\$22.76	\$47,330
43-9199	Office and Administrative Support Workers, All Other	N/A	\$26.67	\$26.32	\$54,750
15-1131	Computer Programmers	910	\$41.83	\$43.95	\$91,410
15-1132	Software Developers, Applications	3,790	\$50.89	\$51.92	\$108,000
15-1133	Software Developers, Systems Software	3,760	\$52.76	\$52.74	\$109,700
15-1134	Web Developers	240	\$43.10	\$43.09	\$89,620
23-1011	Lawyers	610	\$62.67	\$69.31	\$144,170
23-2011	Paralegals and Legal Assistants	290	\$25.15	\$28.03	\$58,300
13-2011	Accountants and Auditors	1,740	\$37.07	\$38.28	\$79,620

Source: Bureau of Labor Statistics, May 2016 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates, Framingham MA NECTA Division

## Transportation Networks

495 CROSSROADS is located at the junction of Interstates Route 495 and 90 making for easy highway travel in all directions. Downtown Boston is approximately 31 miles from 495 CROSSROADS and accessible by car in approximately 41 minutes in non-peak hour travel or 1 hour in peak hour travel. Downtown Worcester is approximately 19 miles from 495 CROSSROADS and accessible by car in 24 minutes in non-peak hour travel or 35 minutes in peak hour travel. Many 495 CROSSROADS employees experience a “reverse commute” which significantly lessens peak hour commute times as compared with other areas of the state.

The Massachusetts Bay Transit Authority (MBTA) services 495 CROSSROADS with two commuter rail stations located in Southborough and Westborough. These rail lines offer daily express train access to downtown Boston in 55 minutes and downtown Worcester in 25 minutes. The MBTA continues to implement system improvements based on ridership demand, recently adding more daily roundtrip service between Boston and Worcester, and there is reason to believe that additional improvements will be considered if ridership demand increases as a result of Amazon locating to 495 CROSSROADS.

495 CROSSROADS offers shuttle bus service through the Worcester Regional Transit Authority (WRTA) and MetroWest Regional Transit Authority (MRTA). These authorities provide fixed daily service between regional transit hubs and job centers. You will note in the Real Estate section of this document that some of the proposed development sites are currently served by shuttle access to and from nearby commuter rail stations. 495 CROSSROADS commits to providing shuttle access to all of the proposed development sites, located just a few short miles away, for Amazon employees.

495 CROSSROADS is serviced by two airports that are owned and operated by the Massachusetts Port Authority – Boston Logan International Airport and Worcester Regional Airport. Logan International Airport is located within 35 miles of 495 CROSSROADS and provides access to more than 40 airlines that fly nonstop to more than 100 domestic and international destinations. Car travel to Logan Airport takes approximately 39 minutes during non-peak travel hours and between 45 minutes and one hour and ten minutes during peak hour travel. 495 CROSSROADS is also served by Worcester Regional Airport within 19 miles offering daily nonstop JetBlue flights to Orlando and Fort Lauderdale, FL. JetBlue is adding daily nonstop flights to New York City beginning in 2018. JetBlue began serving this regional airport in 2013 and continues to expand operations as demand evolves. Worcester Regional Airport is accessible by car from 495 CROSSROADS in approximately 32 minutes during non-peak hour travel and between 35 and 50 minutes during peak hour travel.

The City of Marlborough recently launched a bike share program with Zagster providing six bike stations throughout the city as an alternate mode of transportation. 495 CROSSROADS will work with the Marlborough Economic Development Corporation to locate Zagster stations in and around the Amazon HQ2 campus and key destinations throughout the area to provide expanded mobility options for employees.

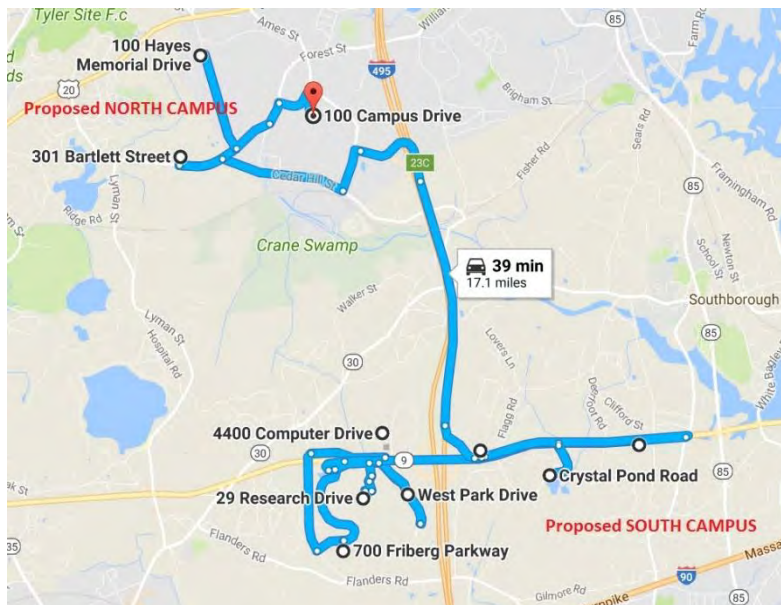
# REAL ESTATE OPPORTUNITIES

## Real Estate Opportunities

495 CROSSROADS offers a network of ten development sites providing 6,614,812 square feet of office and R&D space to meet Amazon’s build out requirements for Phases I through III and beyond. There are additional infill development opportunities and vacant buildings at 495 CROSSROADS not included here.

The following sites represent a combination of existing buildings, shovel-ready development parcels and other development opportunities that require a modest degree of permitting or infrastructure. All of the ten sites are zoned appropriately for business use and are located less than 2.5 miles to an interstate, providing easy vehicular access to all points north-south and east-west. Some sites currently provide shuttle access to and from nearby Massachusetts Bay Transit Authority commuter rail stations in Westborough and Southborough, which are no more than 7.5 miles away from the furthest site. As previously mentioned, 495 CROSSROADS commits to providing shuttle access to all of the sites throughout the campus network for Amazon employees.

The full network of development sites span a radius of approximately 17 miles and provide easy intra-network access by car within 39 minutes. 495 CROSSROADS proposes that Amazon consider the ten site network as two separate but nearby campuses: North Campus and South Campus. While sidewalks, bike lanes and trails exist to connect some of the sites in this proposal, 495 CROSSROADS commits to working with Amazon and the state to achieve optimal connectivity throughout the full site network.

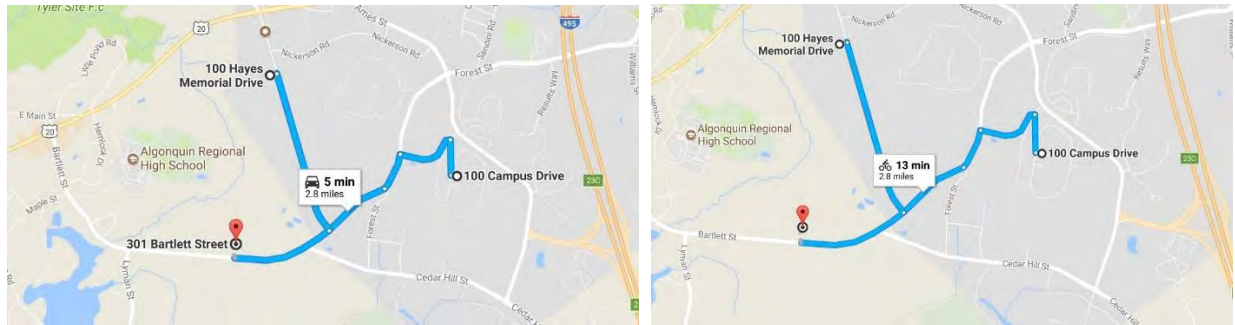


Travel between all ten sites by car. Source: Google Maps

# REAL ESTATE OPPORTUNITIES

## NORTH CAMPUS

North Campus offers a total of 2,249,500 square feet of development space across three sites located within a 3 mile radius that are accessible by foot, bike and car. The sites are within 1 to 2.5 miles of Interstate 495, and 7 miles of the nearest commuter rail station. The sites of the North Campus offer shovel-ready building pads for immediate construction of 1,120,100 square feet of office, plus another 1,129,400 square feet of additional build out opportunity for future growth.



North Campus mobility by car and bike. Source: Google Maps

### 100 Campus Drive, Marlborough

100 Campus Drive is a 121 acre shovel ready site that is permitted for 650,000 square feet of new office development within a 1.2M square foot office campus. The site is located within 1 mile of Interstate 495 and 7.2 miles of a regional commuter rail system. Amazon can reasonably expect to break ground at this site within 4 weeks.

### 301 Bartlett Drive, Northborough

Crossroads Business Park is a 360 acre master planned business park totaling approximately 1.8 million square feet of new, state-of-the-art industrial and flex space development across 14 separate buildings to accommodate a variety of building shapes and sizes. The business park offers 1,349,500 square feet of new developable area with 220,100 square feet of shovel-ready office space permitted for immediate construction. Amazon can reasonably expect to break ground on the shovel-ready parcel within 4 weeks, and on other sites within 9 months.

### Hayes Memorial Drive, Marlborough

Devonshire at Hayes Memorial Drive is permitted for 250,000 square feet of office development. The site is located within 1.5 miles of Interstate 495 and 7 miles of a regional commuter rail system. This site requires some additional permitting and site work, and Amazon can reasonably expect to break ground at this site within 12 months.

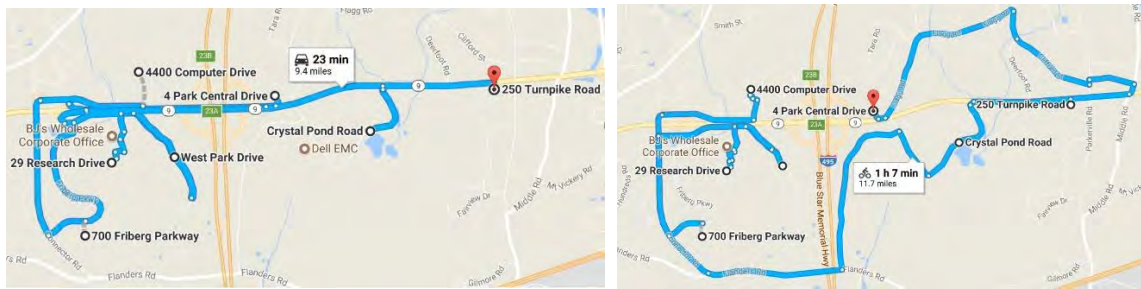
## SOUTH CAMPUS

South Campus offers a total of 4,365,312 square feet of development potential across seven sites located within a 9 mile radius. Movement between some of the sites is easily accomplished on foot. Movement



# REAL ESTATE OPPORTUNITIES

between all of the sites is easily navigable by bike and car. The sites making up the South Campus are located between zero and 3 miles of Interstate 495 and within 1 mile of the junction of Interstates 495 and 90. The South Campus sites offer shovel-ready building pads for immediate construction or occupancy of 3,467,312 square feet of office, plus another 898,000 square feet of future build out potential.



South Campus mobility by car and bike. Source: Google Maps

## **DELL/EMC, Crystal Pond Road, Southborough & Westborough**

Prior to being acquired by Dell, EMC fully permitted a 480+/- acre business park of 11 lots totaling 2.1 million square feet of new office and R&D development. The roadway and utilities have been installed, but construction of an onsite wastewater treatment plant is required prior to occupancy. The site is located 1.5 miles from Interstate 495 and 6 miles from the regional commuter rail station. This property is vacant and ready for immediate construction. Amazon can reasonably expect to break ground on this site immediately.

## **West Park Drive, Westborough**

Westborough Office Park is a 153 acre master planned office park that can hold up to 1,000,050 square feet of new office development. The business park is adjacent to Interstate 495 and 5 miles from the regional commuter rail station. This project is permitted and ready for development. This site is served by the Westborough shuttle providing access to the commuter rail station. Amazon can reasonably expect to break ground on this site immediately.

## **4400 Computer Drive, Westborough**

This fully permitted corporate center sits on a 78.5 acre site and consists of two interconnected buildings: 4400-East and 4400-West totaling 685,000 square feet of office space. 4400-East offers 385,000 square feet of existing office space ready for immediate occupancy. This building houses a data center with a redundant power source and all utilities have been installed. There is an opportunity to add 350,000 square feet to the existing building by constructing 4400-North. This site is located 1 mile from Interstate 495 and 6 miles from the regional commuter rail station. The site is served by the Westborough shuttle providing access to the commuter rail station. Amazon can reasonably expect to break ground on the 4400-North site within 3 months.

## **700 Friberg Parkway, Westborough**

This 16.4 acre parcel can hold up to 180,000 of new office development abutting 56 acres of conservation land and walking trails. All utilities have been installed and minimal site work is required for construction.

# REAL ESTATE OPPORTUNITIES

This site is approximately 2 miles from Interstate 495 and is served by the Westborough shuttle providing access to the commuter rail station approximately 6 miles away. Amazon can reasonably expect to break ground at this site within 3 months.

## **250 Turnpike Road, Southborough**

This 10 acre parcel holds a vacant 50,312 square foot office building that is available for immediate occupancy. The existing building may be expanded on this site. This site is within 2.5 miles of Route 495 and approximately 4.5 miles from the commuter rail station.

## **29 Research Drive, Westborough**

This property provides 36 acres of vacant land zoned for industrial use and holds a single story 11,000 square feet building. The property is located within 2.5 miles of Interstate 495 and 5.5 miles from the commuter rail station. This site is served by the Westborough shuttle providing access to the commuter rail station. The property is available for future development consideration and Amazon can reasonably expect to break ground on this site within 18 months.

## **4 Park Central Drive, Southborough**

This 93 acre parcel is zoned for business use and can hold approximately 200,000 square feet of new office development. The site abuts Interstate 495 and is approximately 4 miles from the commuter rail station. Amazon can reasonably expect to break ground on this site within 18 to 24 months.

## **FIBER AND CELL SERVICE**

495 CROSSROADS is well served by metro fiber and long haul fiber infrastructure, and is served by seven existing data centers in Marlborough, Northborough, Southborough and Westborough. There are an abundance of cell towers located at 495 CROSSROADS and across the Greater MetroWest Region providing LTE cell service by all major carriers. Maps of the fiber network, lit buildings, data centers, cell towers and cell carrier service areas are attached to this proposal.

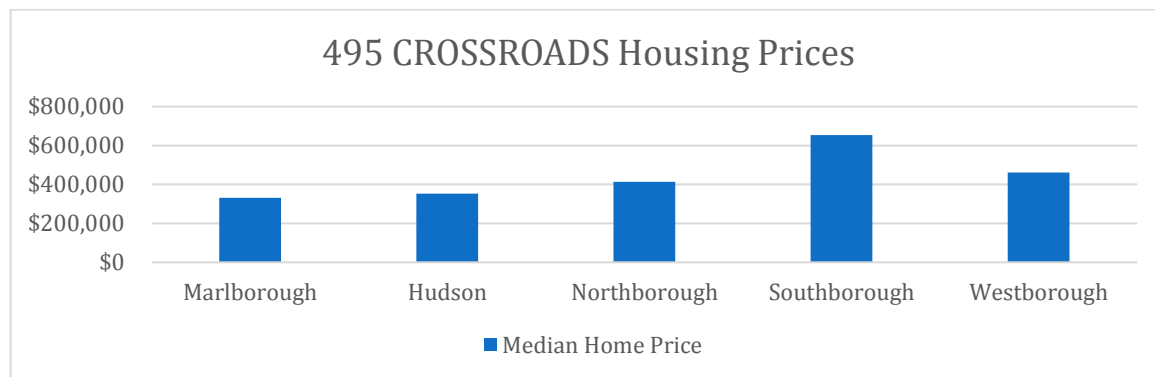
# QUALITY OF LIFE

## Quality of Life

At 495 CROSSROADS you will find classic New England downtown centers filled with breweries, small businesses selling the wares of unique local craftsmen, amazing restaurants, and other cultural amenities. We take pride in activating our public gathering spaces with farmers markets, craft fairs and holiday celebrations. Massachusetts is a very special place where major corporations are changing the way the world and developing new innovations just a mile down the road from grand historic residences and quaint town centers. We offer a balanced approach to development where we support growth while also protecting the environmental and ecological integrity of our land.

From 495 CROSSROADS, residents can reach the mountains, a major city or the ocean in an hour or less. Residents can spend their weekends skiing the famed mountains of the Northeast, traveling into Boston by car or train or hopping a quick commuter flight to New York City, or visiting the beaches and fishing ports of Gloucester or Cape Cod, made famous by blockbuster films such as *The Finest Hours* and *The Perfect Storm*.

495 CROSSROADS and the Greater MetroWest Region offer a wide range of housing types at varying points of affordability. Median home prices across the 495 CROSSROADS communities range from \$332,400 in Marlborough to \$654,450 in Southborough. The state affordable housing laws are producing more workforce housing units across the Commonwealth, and 495 CROSSROADS remains committed to providing a range of affordable housing options for residents.



Source: Zillow

495 CROSSROADS is a great place to live and raise a family. Massachusetts public schools are widely recognized as best in the nation, and that is true of the 495 CROSSROADS schools as well. In addition to innovative STEM and language immersion offerings in our public schools, we host an array of outstanding private, charter and parochial options as well.

We provide a unique urban to rural experience within a very short distance. Here you will find an urban experience in Downtown Marlborough (population 38,499) with a traditional downtown, to a much more

## QUALITY OF LIFE

rural experience in Southborough (population 9,767), and suburban experience in the communities in between. It is easy for residents to navigate the region with excellent highway access, local roadway system, and two commuter rail stations. Average commute times for residents across 495 CROSSROADS is 26 minutes.

The Town of Hudson has recently experienced a renaissance drawing Millennials and families from across the region and statewide to enjoy its walkable town center filled with restaurants, a brewery, speakeasy, and unique retailers. The Hudson downtown revival has been an organic renaissance where residents find a niche New England retail and restaurant experience that is nearly impossible to recreate elsewhere.



495 CROSSROADS boasts a range of retail and restaurant amenities such as the newly development 475,000 square foot Apex Center filled with shops, restaurants, hotels and recreation facilities, and Northborough Crossing, a regional open air retail experience. Outdoor recreational amenities include three state parks in the immediate area, and the Assabet River Rail Trail - a multi-use trail along a defunct rail line that passes through Marlborough, Hudson and other area communities. Marlborough is home to the New England Sports Center, the largest indoor ice arena in North America featuring ten ice rinks and serving as host of the prestigious US Figure Skating Adult National Championships and the Hero's Cup Hockey Tournament.

495 CROSSROADS is a culturally diverse area with more than 19.5% of the City of Marlborough's population speaking a language other than English at home. We celebrate our cultural diversity with events such as the annual Heritage Festival which brings thousands of people together to celebrate our wide array of ethnicities and cultures throughout the region.

The crime rate is lower at 495 CROSSROADS than Massachusetts and the United States, and considered "very low" by City-Data.com.





## Incentives

### STATE INCENTIVES

The Commonwealth of Massachusetts operates the Economic Development Incentive Program (EDIP), a tax incentive program designed to foster job creation and stimulate business growth. Companies receive state tax incentives in exchange for job creation, manufacturing job retention and significant private investment in new projects. These incentives include clawback provisions based on performance metrics such as job creation and private investment, as set forth by the applicant and confirmed at time of award. Amazon is familiar with the EDIP program as the company was recently awarded a \$3.25 million tax incentive package when locating a distribution center in Fall River, Massachusetts.

Given the scope and scale of business growth and job creation anticipated in the Amazon Request for Proposals, it can be reasonably expected that the Commonwealth of Massachusetts will partner with 495 CROSSROADS to make tax incentives available to the Amazon HQ2 project. These credits may be awarded as refundable or non-refundable credits, at the discretion of the Economic Assistance Coordinating Council, whose members are appointed by the Governor. The Economic Assistance Coordinating Council meets quarterly to review and consider tax incentives applications. If Amazon HQ2 is to locate here, it is reasonable to assume that the state will expedite the tax incentives discussion with Amazon and see that it is completed on a mutually acceptable timeline.

For new projects that anticipate high levels of job growth, private investment and economic activity, and that require significant infrastructure investment, the Commonwealth may issue bonds ranging in value from \$10 million to \$50 million through the I-Cubed Program to pay for associated public infrastructure improvements. The debt service on the bonds is repaid through net new tax revenues to the Commonwealth resulting from the new project. The I-Cubed Program may be a resource if significant public infrastructure investment is required for the Amazon HQ2 and may be available to fund such things as public transportation improvements or offsite infrastructure upgrades.

In addition to I-Cubed, the state administers the MassWorks Infrastructure Grant Program which makes grants to communities for public infrastructure improvements that support job creation. There is no maximum limit to the grants but it is reasonable to assume that projects requiring more than \$10 million in public infrastructure support are better suited for the I-Cubed Program outlined above. It is anticipated that the Commonwealth will consider making infrastructure grants available to support the Amazon HQ2 if utilities or other public improvements are required around selected development parcels.

Massachusetts remains a national leader on sustainability and clean energy production with aggressive goals for statewide adoption of clean energy technologies. The Massachusetts Clean Energy Center provides a variety of grants and rebates for commercial entities seeking to install solar, wind, and other clean heating and cooling alternatives. The Center also offers a Business Energy Investment Tax Credit that provides a 30% corporate tax credit to businesses that invest in solar, fuel cell or small wind projects. As with the other

# INCENTIVES

programs outlined above, it is anticipated that the state will work through the Clean Energy Center to identify available resources that may be utilized so support sustainability of Amazon HQ2 buildings.

## MUNICIPAL INCENTIVES

The five communities of 495 CROSSROADS may provide municipal real estate tax relief in the form of Tax Increment Financing (TIF) agreements with private parties, and all of the 495 CROSSROADS communities are committed to exploring tax incentives for the Amazon HQ2. The City of Marlborough may authorize a TIF at any City Council meeting and the Towns of Hudson, Northborough, Southborough and Westborough may authorize a TIF by a vote of Town Meeting. The timeframe for reaching a TIF agreement varies slightly by community but the City of Marlborough and Town of Westborough are committed to executing TIF agreements in four weeks or less, and all communities will work aggressively to meet the needs of the Amazon HQ2 project.

# KEY TAKEAWAYS

## Key Takeaways

Below is a summary of the key takeaways on how 495 CROSSROADS satisfies the requirements and priorities outlined in your Amazon HQ2 Request for Proposals.

- ✓ We offer an unmatched ability to attract and retain the best talent to fill Amazon's HQ2 demand for 50,000 highly skilled and well trained full time employees
- ✓ Our K-12 education and world class higher education network will continue to offer a talent pipeline for generations to come
- ✓ Our innovation ecosystem is well established and Amazon is a perfect complement to existing companies in the area
- ✓ Our central location provides access to more than 3 million people across three counties and direct access to New England's two largest cities - Boston and Worcester, MA
- ✓ Our highway network provides for easy vehicular travel throughout Massachusetts and all of New England
- ✓ We are proximate to Boston Logan International Airport and Worcester Regional Airport to service all regional, national and international air travel demands
- ✓ We offer public transportation by way of commuter rail and shuttle service, and we are committed to optimizing mobility at and around the Amazon campus
- ✓ We offer a stable and friendly business environment and testimonials from other large corporate users who recommend doing business here
- ✓ We have a ready network of development sites representing more than 6 million square feet of development space to meet your demand for Phases I through III and also fulfill your longer term growth needs
- ✓ We will partner with the Commonwealth of Massachusetts to offer Amazon HQ2 an aggressive suite of incentives to lower your cost of doing business
- ✓ We provide a wide array of housing options at varying price points in communities that offer exceptional public schools for the families of your employees
- ✓ We provide a unique quality of life value proposition with access to all of the recreational activities a person can desire and

495 CROSSROADS is the perfect location for the Amazon HQ2 project and we look forward to working with you to site your new facility in our region.

# CONTACT INFORMATION

## Contact Information

495 CROSSROADS is proud to submit this HQ2 proposal for consideration by Amazon. We extend a formal invitation for Amazon to visit our region to meet with our five communities and local and state officials, tour the proposed development sites, and discuss next steps. The designated contact for 495 CROSSROADS is as follows:

Meredith Harris, Executive Director

Marlborough Economic Development Corporation

91 Main Street, Suite 204

Marlborough, MA 01752

Tel: 508 229 2010

[www.marlbroughedc.com](http://www.marlbroughedc.com)





# ATTACHMENTS

## Attachments

- Company Testimonials
- Real estate marketing brochures
- Fiber and Cell Service Maps for 495 CROSSROADS

December 6, 2016

Meredith Harris  
Marlborough Economic Development Corporation (MEDC)  
91 Main Street, Suite 204  
Marlborough, MA 01752

Dear Ms. Harris,

Thank you for the opportunity to explain the reasoning behind Walker Realty LLC's decision to invest over \$100,000,000.00 in the development of the Apex Center of New England. The Apex Center development is a one-of-kind project that will, when completed, consist of nearly 500,000 s.f. of new entertainment, hospitality, retail, restaurant and office space on Route 20, a minute from I-495. The project and its grand vision began with our terrific partnership with the City of Marlborough. From our preliminary discussions with Mayor Vigeant, it was made clear that the City would support smart, well planned commercial development as a way to not only bolster the City's tax rolls, but also to bring jobs, resources, amenities and excitement to the City of Marlborough. The Mayor understood the symbiotic relationship between projects such as the Apex Center and large scale economic development. We believe that the Apex Center will be a driving force in luring even more successful companies to the "01752" zip code through its proposed dining, entertainment and hospitality options. Mayor Vigeant shared this vision.

From there, with the assistance of our highly qualified team of professionals, we began the ambitious process of permitting the development of more than 43 acres of land. The goal was to work through this process in concert with the City Council, various City Departments and Committees so as to be in a position to not only commence construction in the Summer of 2016, but to open in the Fall of 2017. In most towns and cities in the Commonwealth, this type of schedule would have been nearly impossible to meet and as a result this project may not have come to fruition in any other locale. However, the City Council facilitated this critical, accelerated permitting timeline through their hard work and willingness to schedule multiple special meetings in the interest of economic development. As a company focused on development in the Commonwealth, that type of commitment to economic growth is nearly unheard of. Not only did we benefit from the hard work and attention to schedule exhibited by the City Council and other municipal departments, but the entire city (and region) benefitted as well.

Walker Realty's commitment to speed, efficiency, and quality was met by the City of Marlborough head on in order to capitalize on what we expect will be a crown jewel development for decades to come. Not only would we consider future development in this great City, but we would recommend other developer's, businesses and residents consider Marlborough for their respective goals as well.

Walker Realty LLC



## GE Healthcare

December 5, 2016

Meredith Harris  
Marlborough Economic Development Corporation  
91 Main Street, Suite 204  
Marlborough, MA 01752

**RE: Marlborough**

Dear Meredith,

When it came time to select a location for our first-ever US Headquarters, GE Healthcare's Life Sciences business was immediately drawn to Massachusetts for its highly educated workforce, active investor community, and supportive government leadership, offering us the opportunity to grow and adapt to a changing healthcare environment in a vibrant Life Sciences community.

We quickly landed on Marlborough because it is a center for innovation and is within easy commuting distance from a number of desirable residential locations that are attractive to both our current and future employees. Bringing our site to Marlborough gave us the ability to build world-class office, laboratory, & manufacturing facilities that would help us to attract top talent in the community. It was a pleasure to work with Marlborough city officials and administration. Their "can do" attitude and willingness to assist has been instrumental to the success of our project. We are proud to call Marlborough our home.

Sincerely,

Anthony J. Kotarski  
Executive, Commercial Operations  
GE Life Sciences



# 700 FRIBERG PARKWAY

WESTBOROUGH, MA 01581



[WWW.CARRUTHCAPITAL.COM](http://WWW.CARRUTHCAPITAL.COM)



**CARRUTH**  
COMMERCIAL REAL ESTATE SOLUTIONS

(508) 898-3800





# 700 FRIBERG PARKWAY

Westborough, MA 01581

**Submarket:** The Boroughs

**County:** Worcester



## PROPERTY DESCRIPTION

**Property Type:** Office

**Secondary Type:**

**Class:** A

**Building Size:** 180,000 SF

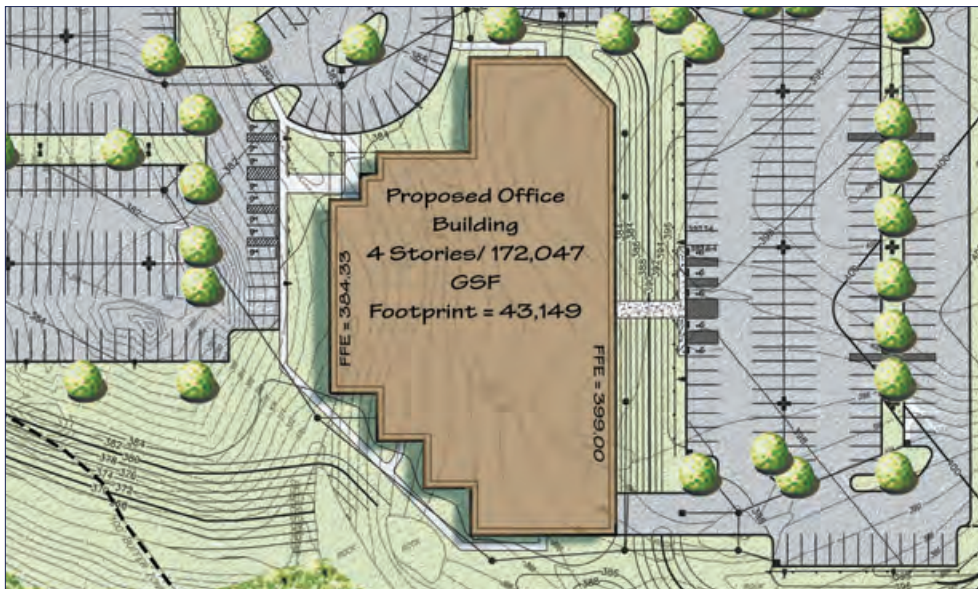
**Year Built/Renov:** TBD

**Stories:** 4

**Typical Floor Size:** 45,000 SF

**Elevators:** 2

**Amenities:** Food service, fitness center, conferencing facility, restaurants, hotels, shopping centers, pond



DIMENSIONAL REQUIREMENTS	REQUIRED	PROVIDED
Minimum Lot Area (SF)	15,000	715,212
*Effective Lot Area (SF)	15,000	653,515 +/-
Minimum Lot Frontage (FT)	125	1,546 +/-
Minimum Front Yard (FT)	25	425 +/-
Minimum Side/Rear Yard (FT)	25	275 +/- / 78 +/-
Maximum Building Height (FT)	60	60
Maximum Building Stories	4	4
Minimum Open Space	60%	60.2% (393,446 +/-)
Maximum Lot Coverage	40% (286,085 +/-)	6.03% (43,149 +/-)
Parking Spaces (3.5/1000)	605	605

\* EFFECTIVE LOT AREA FOR OPEN SPACE CALCULATION EQUALS TOTAL LOT AREA MINUS UTILITY TRANSMISSION EASEMENT AREA AND MINUS MUNICIPAL WATER AND SEWER EASEMENT: 715,212 SF - 52,644 SF - 9,053 = 653,515 SF

## PROPERTY HIGHLIGHTS

Build-to-suit opportunity located near the **intersection of Flanders Road and Route 9**. 16.4 acre parcel offers sweeping views to the south and west. **Can accommodate up to 180,000 sf of office/R&D or biotech space**. Situated in the heart of the I-95 business corridor. Within minutes of interchange of **I-495, Route 9** and **Massachusetts**

**Turnpike**. Within one mile radius of site is a full range of services including dining, hotels, retail centers, fitness facilities and childcare. The nearby hotel provides accommodations, dining and conference facilities. **Abuts 65 acres of conservation land with walking trails**.





180,000

Building  
SQUARE FOOTAGE



45,000

Typical  
FLOOR SIZE



4

STORY BUILDING



## FOR LEASING INFORMATION CONTACT:

Kevin Bousquet (508) 898-3800 x214

Brian Hunt (508) 898-3800 x208

Marc Verreault (508) 898-3800 x202

Carruth Capital, LLC

116 Flanders Road, Suite 2000

Westborough, MA 01581

Phone: (508) 898-3800 | Fax: (508) 898-3005

[carruthcapital.com](http://carruthcapital.com)





Carruth Capital, LLC

116 Flanders Road, Suite 2000

Westborough, MA 01581

Phone: (508) 898-3800

Fax: (508) 898-3005

[carruthcapital.com](http://carruthcapital.com)

# 800 WEST PARK DRIVE

WESTBOROUGH, MA 01581



[WWW.CARRUTHCAPITAL.COM](http://WWW.CARRUTHCAPITAL.COM)



(508) 898-3800

EMC

WESTBOROUGH



# 800 WEST PARK DRIVE

Westborough, MA 01581

Submarket: The Boroughs

County: Worcester



## PROPERTY DESCRIPTION

**Property Type:** Office

**Secondary Type:**

**Class:** A

**Building Size:** 1,100,000 SF

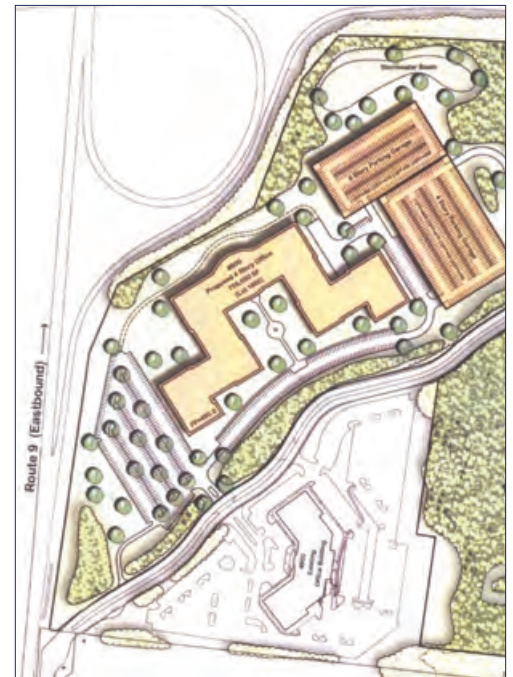
**Year Built/Renov:** TBD

**Stories:** 6

**Typical Floor Size:** 155,000 SF

**Elevators:** 2

**Amenities:** On site management, restaurants, hotels, shopping center



## PROPERTY HIGHLIGHTS

**Westborough Office Park** is a masterplanned, 153 acre site that will eventually contain more than 1.1 million square feet of first-class office space. Tucked into a wooded hillside, the Westborough Office Park is located with **convenient access to all of the major roadways in Eastern Massachusetts**. Located in the southwest quadrant of

the **Route 9/I-495 interchange**. 30 miles west of Boston, 15 miles west of Route 128, 10 miles east of Worcester and 1 mile north of the Massachusetts Turnpike/I-495 Interchange. Lockers/Showers. **Can be linked with 1200, 1300, 1400, 2300 W Park Drive for a total of 1,100,000 in one building.**





1,100,000

**Building  
SQUARE FOOTAGE**



155,000

**Typical  
FLOOR SIZE**



6

**STORY BUILDING**



**FOR LEASING INFORMATION CONTACT:**

**Kevin Bousquet** (508) 898-3800 x214  
**Brian Hunt** (508) 898-3800 x208  
**Marc Verreault** (508) 898-3800 x202

Carruth Capital, LLC  
116 Flanders Road, Suite 2000  
Westborough, MA 01581  
Phone: (508) 898-3800 | Fax: (508) 898-3005  
[carruthcapital.com](http://carruthcapital.com)

**Carruth Capital, LLC**

116 Flanders Road, Suite 2000

Westborough, MA 01581

Phone: (508) 898-3800

Fax: (508) 898-3005

**[carruthcapital.com](http://carruthcapital.com)**



# 1200 WEST PARK DRIVE

WESTBOROUGH, MA 01581



[WWW.CARRUTHCAPITAL.COM](http://WWW.CARRUTHCAPITAL.COM)



(508) 898-3800

EMC

68 Acres

WESTBOROUGH



# 1200 WEST PARK DRIVE

Westborough, MA 01581

Submarket: The Boroughs

County: Worcester



## PROPERTY DESCRIPTION

**Property Type:** Office

**Secondary Type:**

**Class:** A

**Building Size:** 480,000 SF

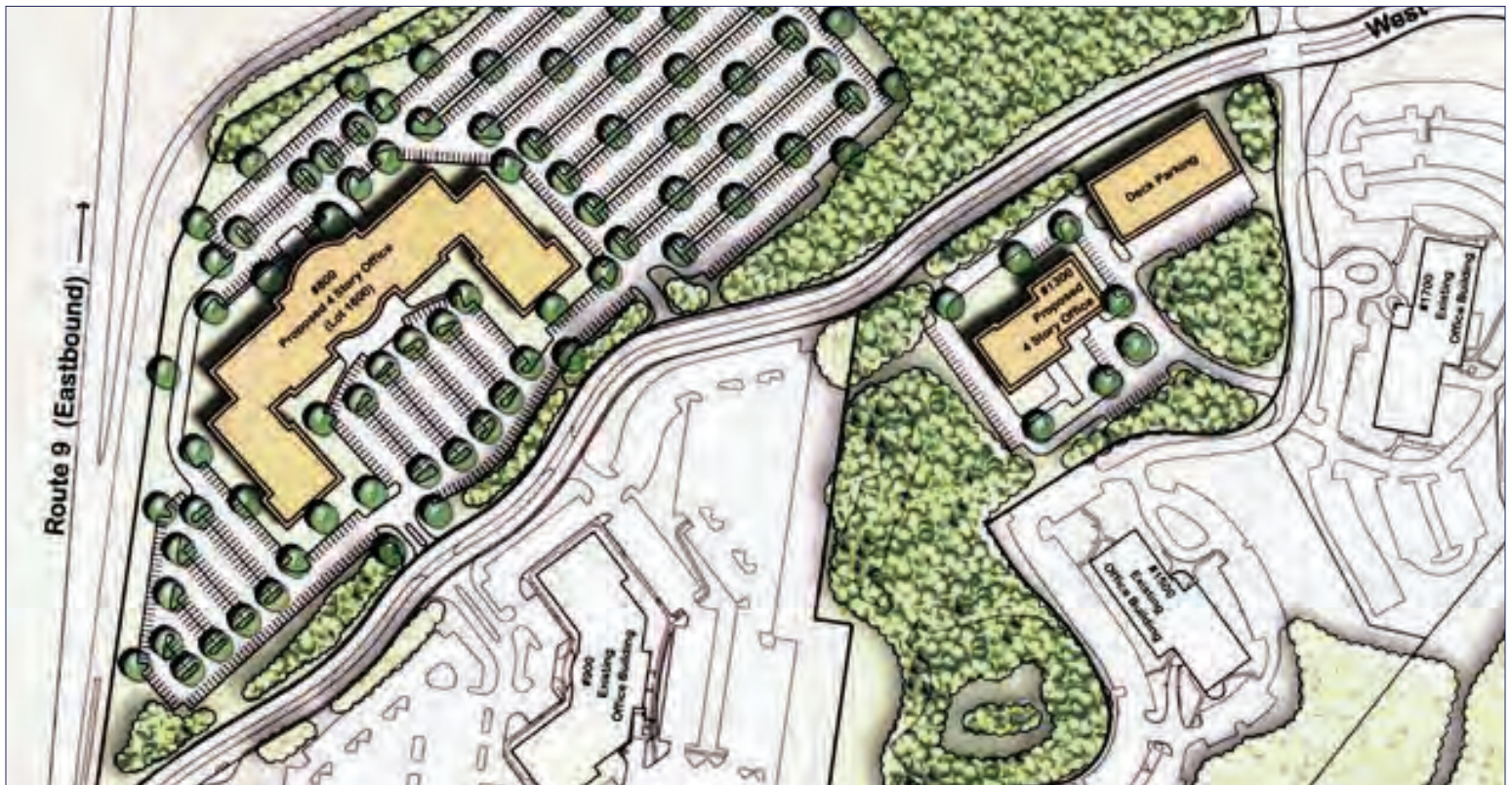
**Year Built/Renov:** TBD

**Stories:** 6

**Typical Floor Size:** 80,000 SF

**Elevators:** 2

**Amenities:** On site management, restaurants, hotels, shopping center



## PROPERTY HIGHLIGHTS

Can be linked with 800, 1300, 1400, 2300 W Park Drive for a total of 1,100,000 in one building.





480,000

Building  
SQUARE FOOTAGE



80,000

Typical  
FLOOR SIZE



6

STORY BUILDING



## FOR LEASING INFORMATION CONTACT:

Kevin Bousquet (508) 898-3800 x214

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Phone: (508) 898-3800

Fax: (508) 898-3005

**[carruthcapital.com](http://carruthcapital.com)**



# 4400 COMPUTER DRIVE WEST

WESTBOROUGH, MA 01581



[WWW.CARRUTHCAPITAL.COM](http://WWW.CARRUTHCAPITAL.COM)

 **CARRUTH**  
COMMERCIAL REAL ESTATE SOLUTIONS

(508) 898-3800

# 4400 COMPUTER DRIVE WEST

Westborough, MA 01581  
**Submarket:** The Boroughs  
**County:** Worcester



## PROPERTY DESCRIPTION

<b>Property Type:</b>	Office	<b>Typical Floor Size:</b>	150,000 SF
<b>Secondary Type:</b>	R&D	<b>Elevators:</b>	1
<b>Class:</b>	A	<b>Amenities:</b>	Bio-Tech/Lab Space, data center, conferencing facility, controlled access, day care, energy star labeled, on site management, fitness center, food service, hotels, restaurants, shopping, signage
<b>Building Size:</b>	382,000 SF		
<b>Year Built/Renov:</b>	1979		
<b>Stories:</b>	3		
<b>Parking:</b>	Ratio of 4.16/1,000 SF		
<b>Parcel No:</b>	WBOR-000035-000159		



## PROPERTY HIGHLIGHTS

**4400 Computer Drive** is a master-planned, two-story **corporate** environment consisting of two interconnected office buildings known as 4400-East and 4400-West. The buildings were designed for **office, lab, biotech** or **flex** uses and boast large floor plates in excess of 150,000 SF. The 78.5 acre lot has **landscaped grounds**, providing a pleasant campus feeling in a natural setting. The 4400-West building is a blank canvas ready for you to paint your own corporate vision. This prime site is located at the cloverleaf at the junction of **Route 9** and **I-495**. Both **I-290** and the **Mass Pike (I-90)** are also just a few minutes away. There

is an abundance of **amenities** nearby, including commuter rail, hotels, restaurants and an on-site daycare center. Come see this property, the potential is limitless. The lower level of 4400-West is configured as a 20,000 sf data center with 100 watts psf power, 5 megs of emergency backup power and 20,000 gallons of on-site fuel storage. The buildings have dual electric feeds (over 20,000 amps) with automated transfer switching as well as redundant telco. Square footage is expandable to approximately 1,036,000 sf with construction of the 350,000 sf addition (4400 – North) and **structured parking**.





382,000

Building  
SQUARE FOOTAGE



150,000

Typical  
FLOOR SIZE



4.16

Per 1,000 Square Feet  
PARKING RATIO



3

STORY BUILDING



## FOR LEASING INFORMATION CONTACT:

**Kevin Bousquet** (508) 898-3800 x214

**Brian Hunt** (508) 898-3800 x208

**Marc Verreault** (508) 898-3800 x202

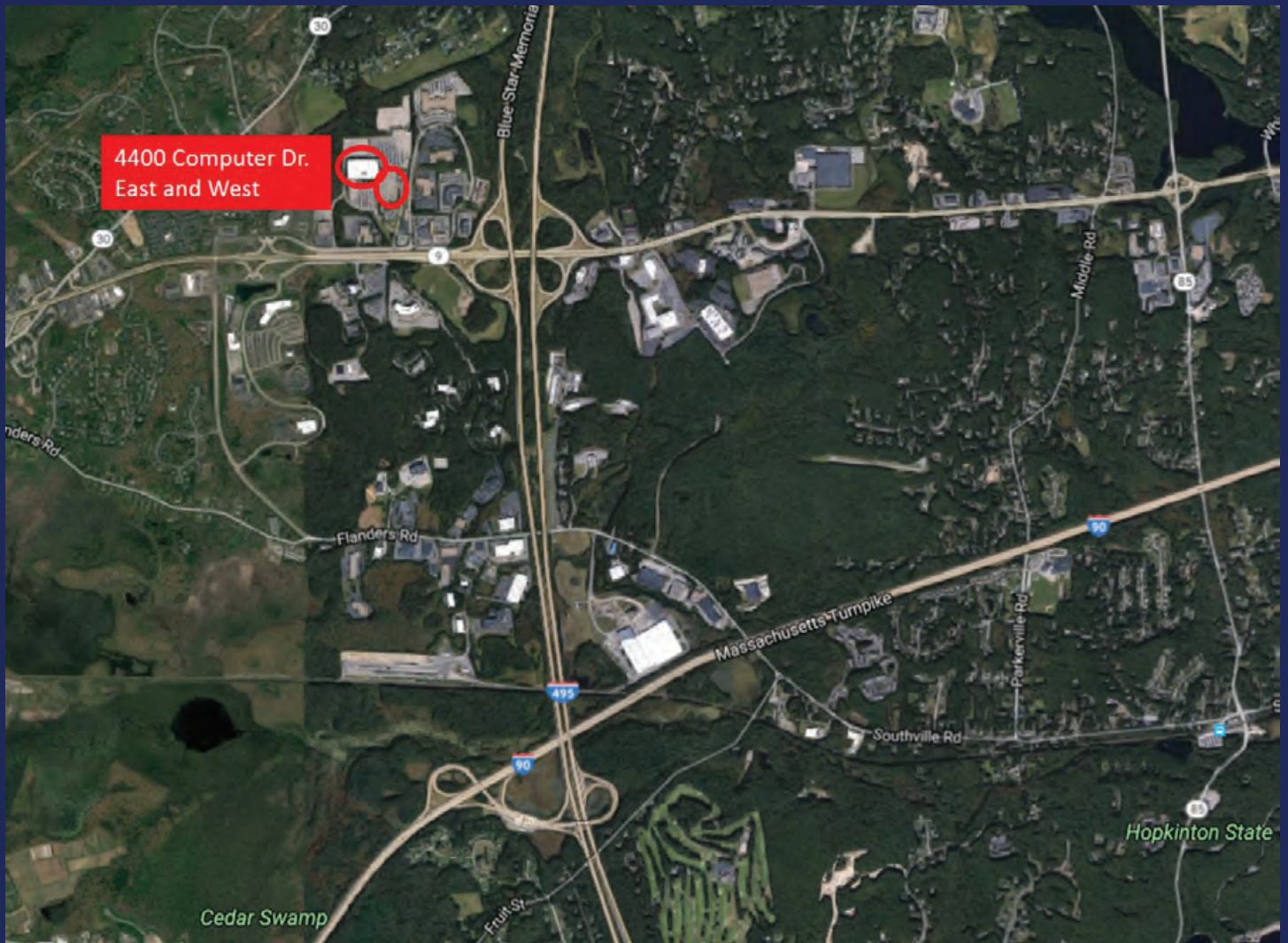
Carruth Capital, LLC

116 Flanders Road, Suite 2000

Westborough, MA 01581

Phone: (508) 898-3800 | Fax: (508) 898-3005

[carruthcapital.com](http://carruthcapital.com)



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Westborough, MA 01581

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Fax: (508) 898-3005

[carruthcapital.com](http://carruthcapital.com)





State-of-the-Art Distribution at the Center of 495.

# CROSSROADS INDUSTRIAL PARK



For More Information, Contact:



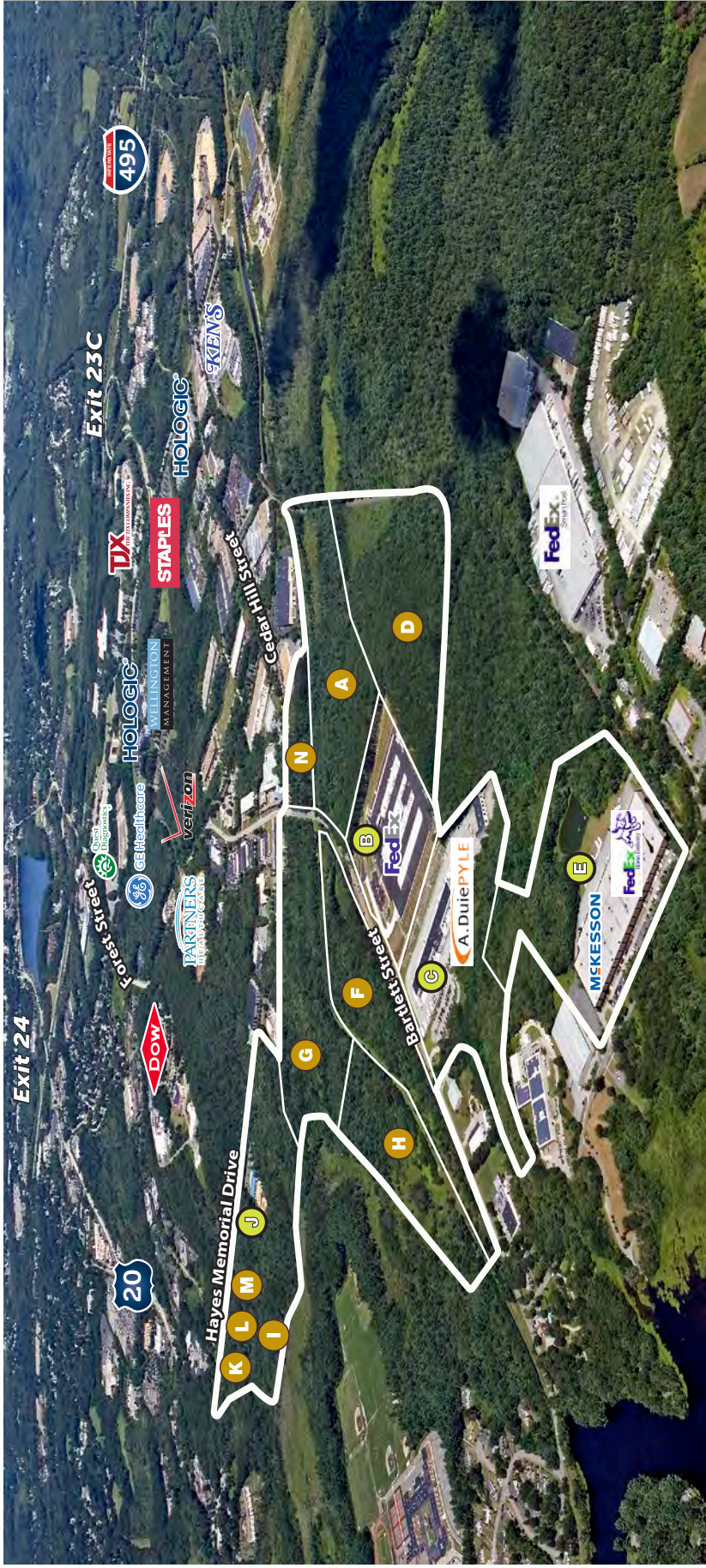
617.439.6000 | [transwestern.com](http://transwestern.com)

THE GUTIERREZ COMPANY



[www.gutierrezco.com](http://www.gutierrezco.com)





## CROSSROADS INDUSTRIAL PARK

Crossroads Industrial Park is over 360 acres of master-planned land stretching along the Marlborough/Northborough border from Route 20 to the Penn Central Railroad. Crossroads offers approximately 1.8 million square feet of new, state-of-the-art industrial and flex space development potential across 14 separate buildings to accommodate a variety of building shapes and sizes; all available in Greater Boston's most highly desired market – the I-495 MetroWest submarket.

*State-of-the-Art Distribution at the Center of 495.*



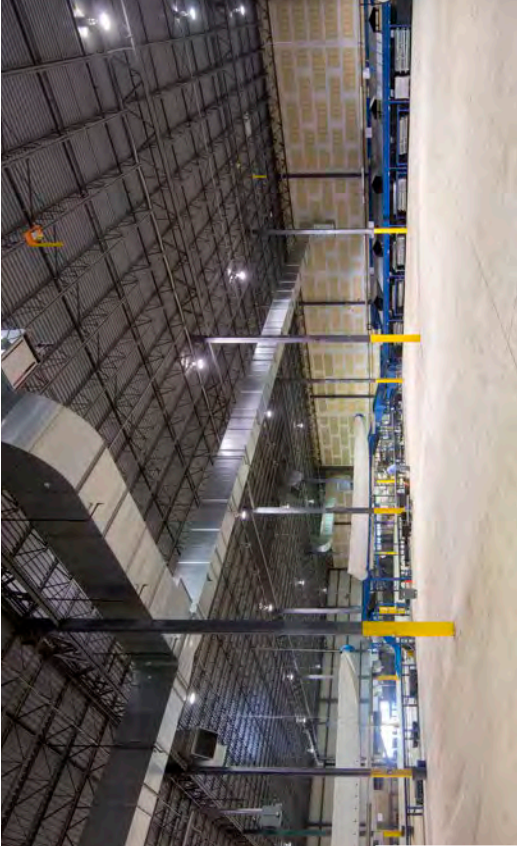
# I-495 West Area Profile

Crossroads Industrial Park sits in the heart of the I-495 MetroWest region; a prime position for rapid response distribution to the Greater Boston market and centrally located for access and distribution throughout New England. Crossroads Industrial Park has easy access to the intersection of New England's major highways, the MassPike/I-90 and I-495 as well as I-290, Route 20 and Route 9.

Not only have many premier companies located in the submarket for its superior access, but also the central location allows them to draw upon the highly skilled workforce for which New England is well-known.

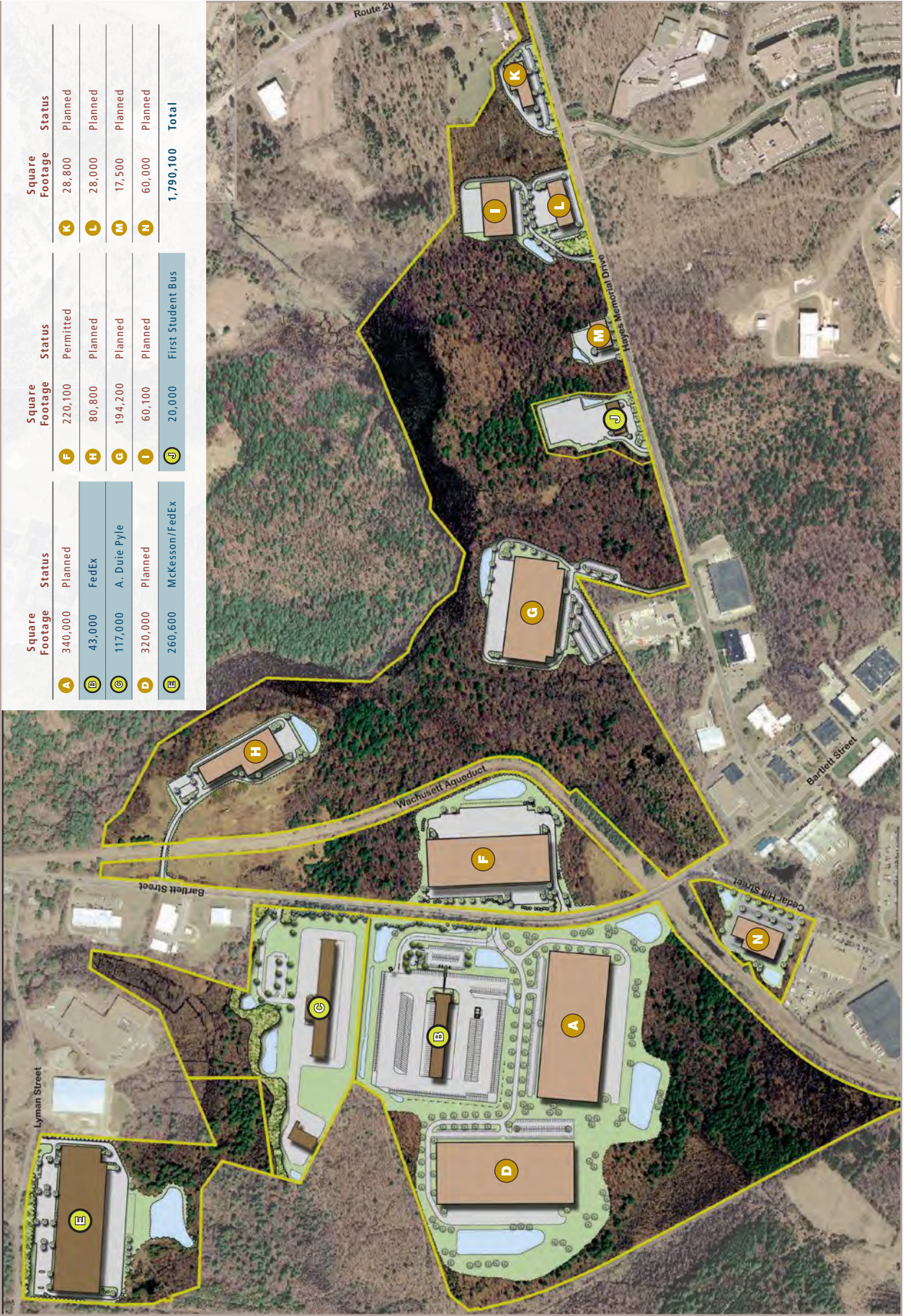
Corporate neighbors include McKesson Medsurg, FedEx, The TJX Companies, Hologic, GE Healthcare, Quest Diagnostics, HP, Verizon, Ken's Foods, EMC Corporation, IBM and Genzyme Corporation.

**Crossroads Industrial Park Tenants:**  
McKesson, FedEx, A. Duie Pyle





# MASTER PLAN



Letter	Square Footage	Status	Square Footage	Status	Square Footage	Status		
A	340,000	Planned	F	220,100	Permitted	K	28,800	Planned
B	43,000	FedEx	H	80,800	Planned	L	28,000	Planned
C	117,000	A. Duie Pyle	G	194,200	Planned	M	17,500	Planned
D	320,000	Planned	I	60,100	Planned	N	60,000	Planned
E	260,600	McKesson/FedEx	J	20,000	First Student Bus	<b>Total</b>	<b>1,790,100</b>	<b>Total</b>



# Features of Crossroads Industrial Park:

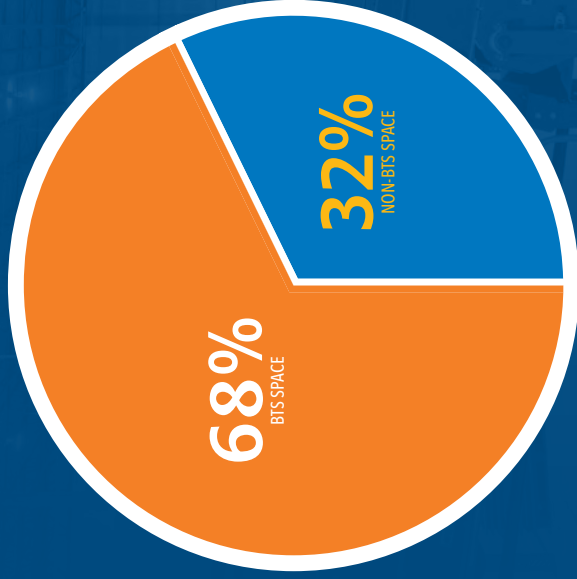
- Premier Accessibility
- Ideal Distribution Location
- Single Tax Rate with NO Business Surcharges (Northborough)
- Opportunity to Pursue Tax Increment Financing (TIF) at a Local & State Level
- Streamlined Development Process
- New England's Premier Build-to-Suit Provider



# Benefits of Build-To-Suit New High Bay Warehouse Construction:

## CROSSROADS INDUSTRIAL PARK

### LARGE BLOCK USERS CHOOSE NEW BUILD-TO-SUIT CONSTRUCTION



% Of Users > 250 KSF Occupying Built after 2000

### BENEFITS OF NEW CONSTRUCTION

#### Efficient Layout

- Fewer Columns ⇒ Easier Rack Setup

#### Higher Clearance

- Increased Storage Potential ⇒ More Productive Facility

#### Lower Costs

- Improved Lighting & HVAC ⇒ Lower Operating Expenses

#### Safer Storage

- State-of-the-Art ESFR

#### Customized to Your Business

- Have Building Features You Need and None that You Don't.
- Control Expansion





“Over the past several years, Nuance has experienced extraordinary growth which has required a continuous evaluation of its real estate needs. Our growth has necessitated having a real estate partner that is nimble, creative and resourceful – The Gutierrez Company delivers on all of these from concept to keys. //”

— **Kristen (Ellis) MacDonald - Director, GLOBAL REAL ESTATE**

“I found them to be extremely responsive, flexible, and helpful. In addition, they were outstanding at keeping the subcontractors on schedule and ensuring they delivered the highest level of quality. They are truly a professional group to work with. //”

— **Rick Willett - CEO, ASCEND LEARNING**

## CLIENTS & TESTIMONIALS

“The UTC Aerospace Systems ISR group underwent a major relocation recently and tapped The Gutierrez Company to engineer this important and complex transaction. Their willingness to listen and provide actionable solutions made our decision to relocate much more straightforward. Gutierrez’s leasing, construction and property management teams were able to turn a former electronic manufactures headquarters into a state of the art office and manufacturing facility. I would recommend them to another tenant. //”

— **Gary LeBlanc - Facilities Manager, ISR Systems  
UTC AEROSPACE SYSTEMS**

“The Gutierrez Company has been a true partner to Juniper Networks for over 12 years providing products and solutions to meet our demanding needs. Projects have included build to suit conventional office environments up to complex high density lab environments. Assistance in development of these projects is offered for every step from conceptual design straight through to occupancy followed by operational support, they have offered innovative real estate and construction solutions that are competitively priced, reliable and most importantly on schedule.

We consider The Gutierrez Company a first class landlord and partner. //”

— **Steven E. Lyons - Senior Manager, JUNIPER NETWORKS**

### RECENT SUCCESSES



# ABOUT THE GUTIERREZ COMPANY



Since 1978, The Gutierrez Company has delivered a full range of real estate development services including site selection, financing, master planning, design coordination, project management and property management. Through our wholly-owned subsidiary, Gutierrez Construction Co., Inc., we also provide complete, pre-construction consulting, construction management, and general contracting services.

The Gutierrez Company has developed about 10 million square feet of office, office/R&D, retail, residential, and industrial space in suburban Boston and southern New Hampshire for various regional, national, and international clients and tenants. We currently own and manage a building portfolio of approximately 4 million square feet of space, and control and/or own land to develop an additional 10 million square feet of space. Specializing in delivering offices tailored to our clients' needs (known as build-to-suit projects), our in-depth capabilities within each phase of the development process enables a seamless transaction from 'concept to keys'.

Bring your company forward and let  
The Gutierrez Company put you on the map.

***Building on experience.***



**The Gutierrez Company**  
Burlington Office Park  
One Wall Street  
Burlington, MA

T: 781.272.7000 | F: 781.272.3130 | W: [gutierrezco.com](http://gutierrezco.com)





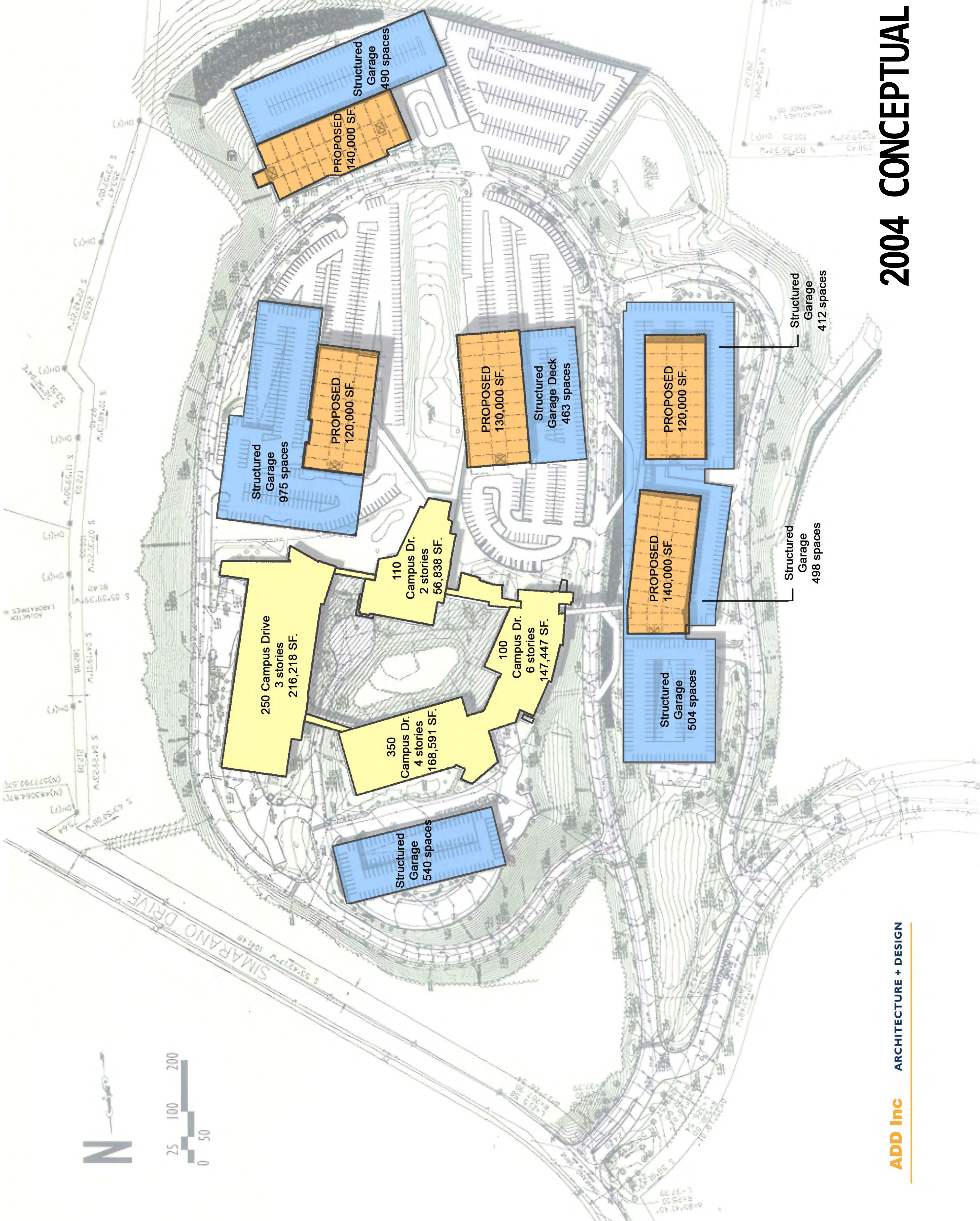
Hayes Memorial Hwy





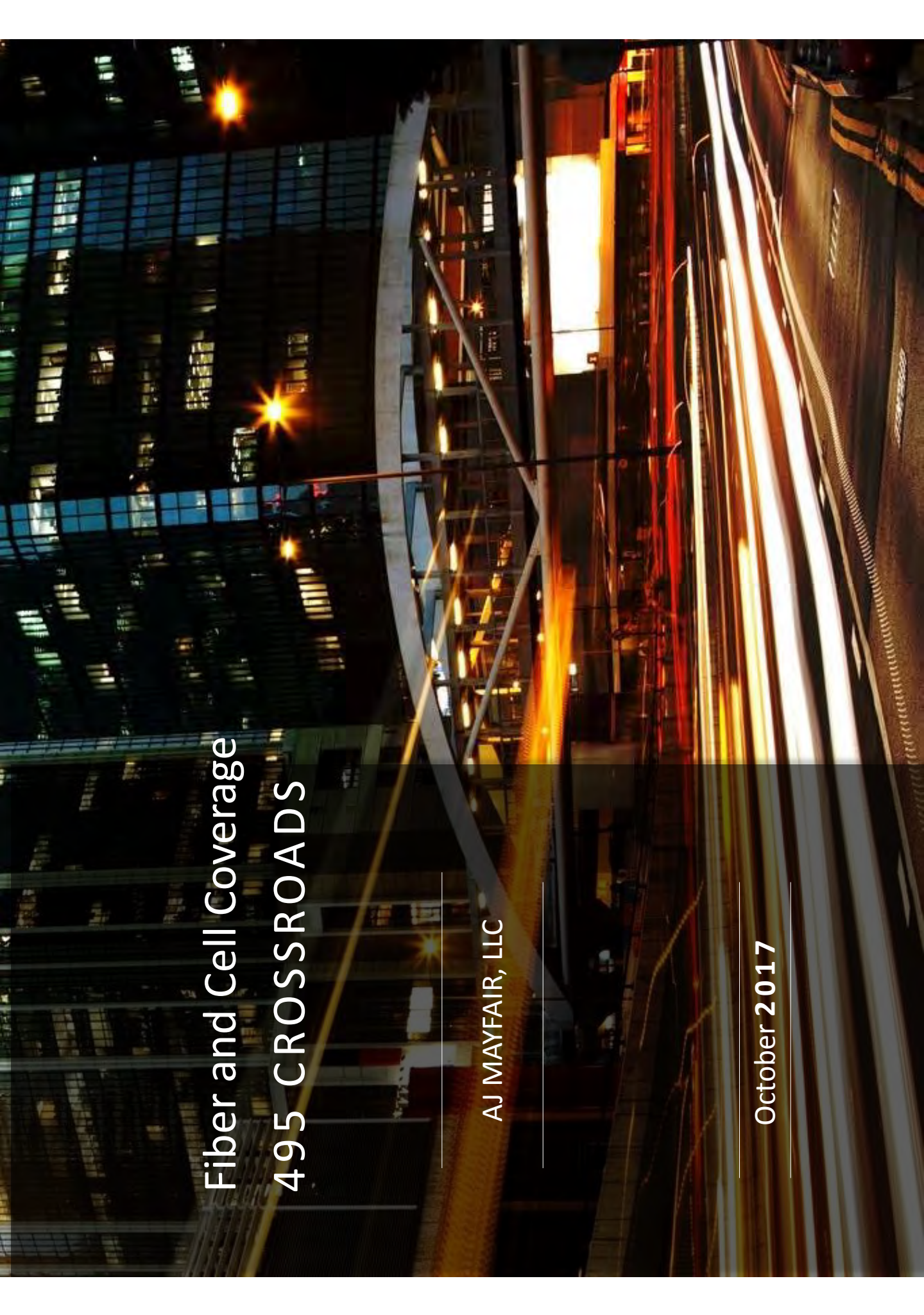
**Hines**  
**AT MARLBOROUGH**

# THE CAMPUS



## 2004 CONCEPTUAL MASTER PLAN





Fiber and Cell Coverage  
495 CROSSROADS

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AJ MAYFAIR, LLC

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October 2017

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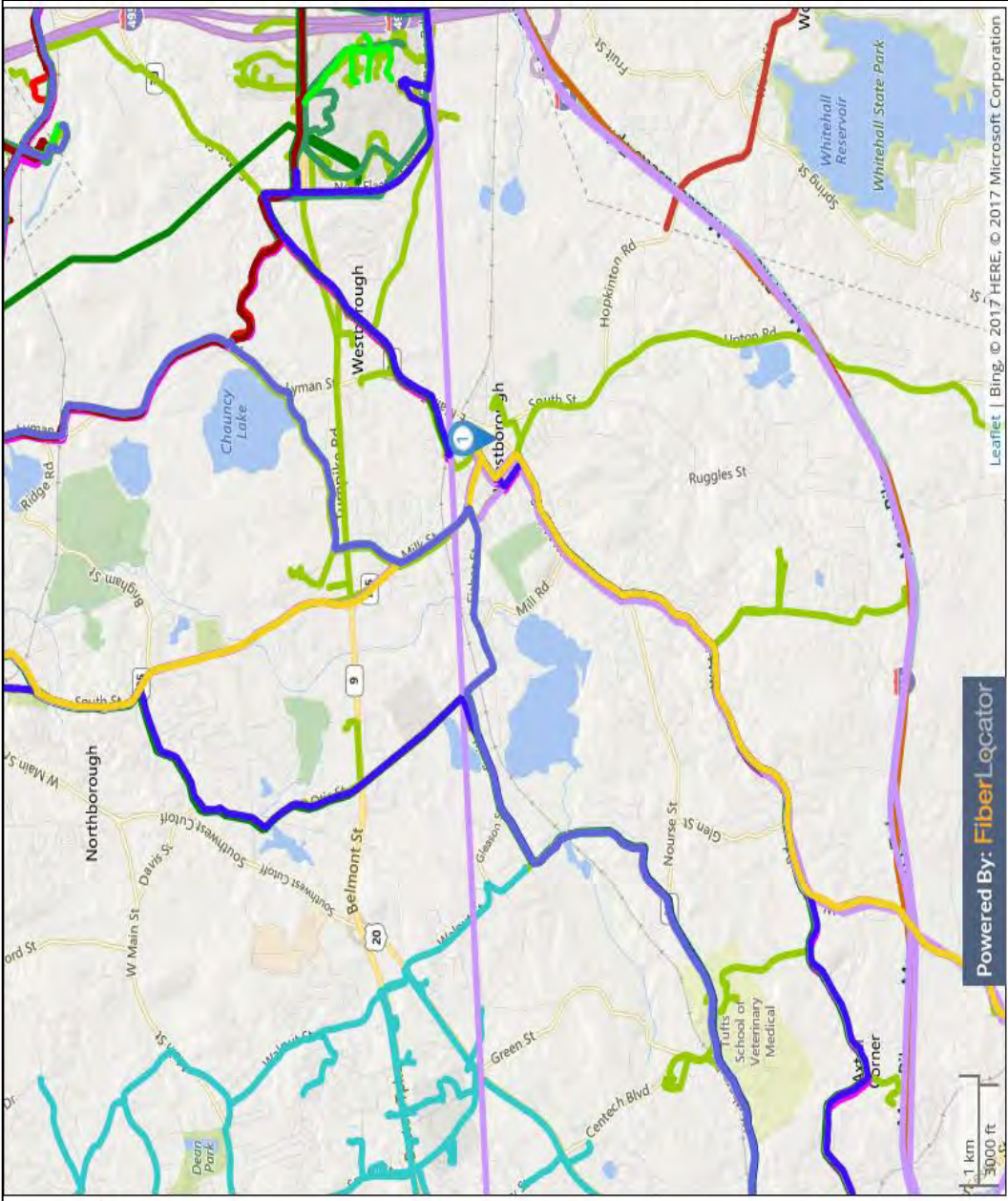
**Fiber Infrastructure Maps by Town**  
**Long Haul Fiber Infrastructure Map by Region**  
**Data Center Map and Addresses**  
**Lit Buildings Map by Town**  
**Cell Tower Locations by Region**  
**LTE Service Maps by Region**

**\*Not all providers publish their maps without an NDA therefore certain providers will not be visible in some of the maps that follow.**

# Fiber Infrastructure - Westborough

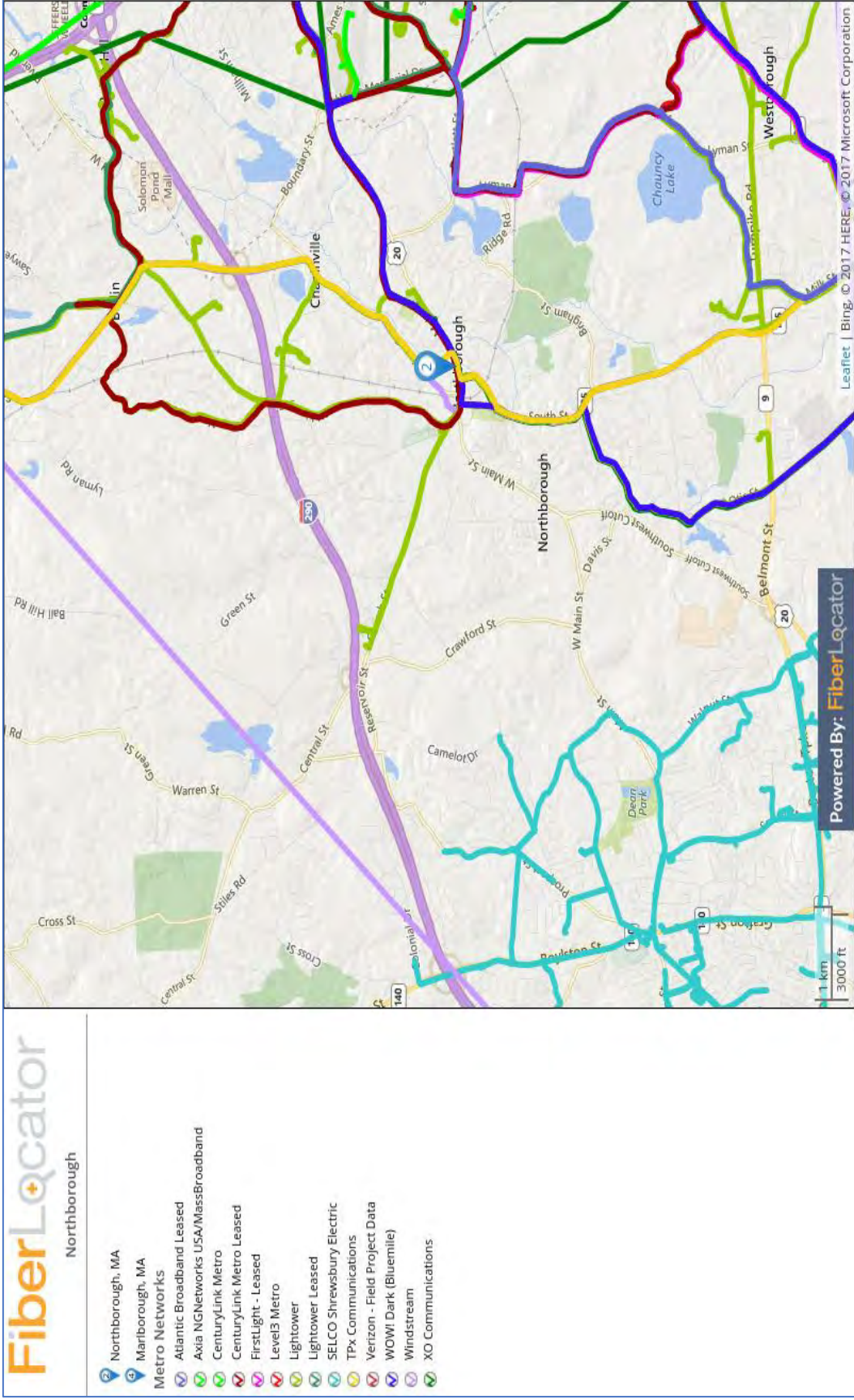
## FiberLocator Westborough

- Westborough, MA
- Metro Networks
- Atlantic Broadband Leased
- Axia NGNetworks USA/MassBroadband
- CenturyLink Metro
- CenturyLink Metro Leased
- FirstLight - Leased
- Independent Optical Network (ION)
- Level3 Metro
- Lightower
- Lightower Leased
- SELCO Shrewsbury Electric
- TPX Communications
- Verizon - Field Project Data
- WOW! Dark (Blueville)
- Windstream
- XO Communications



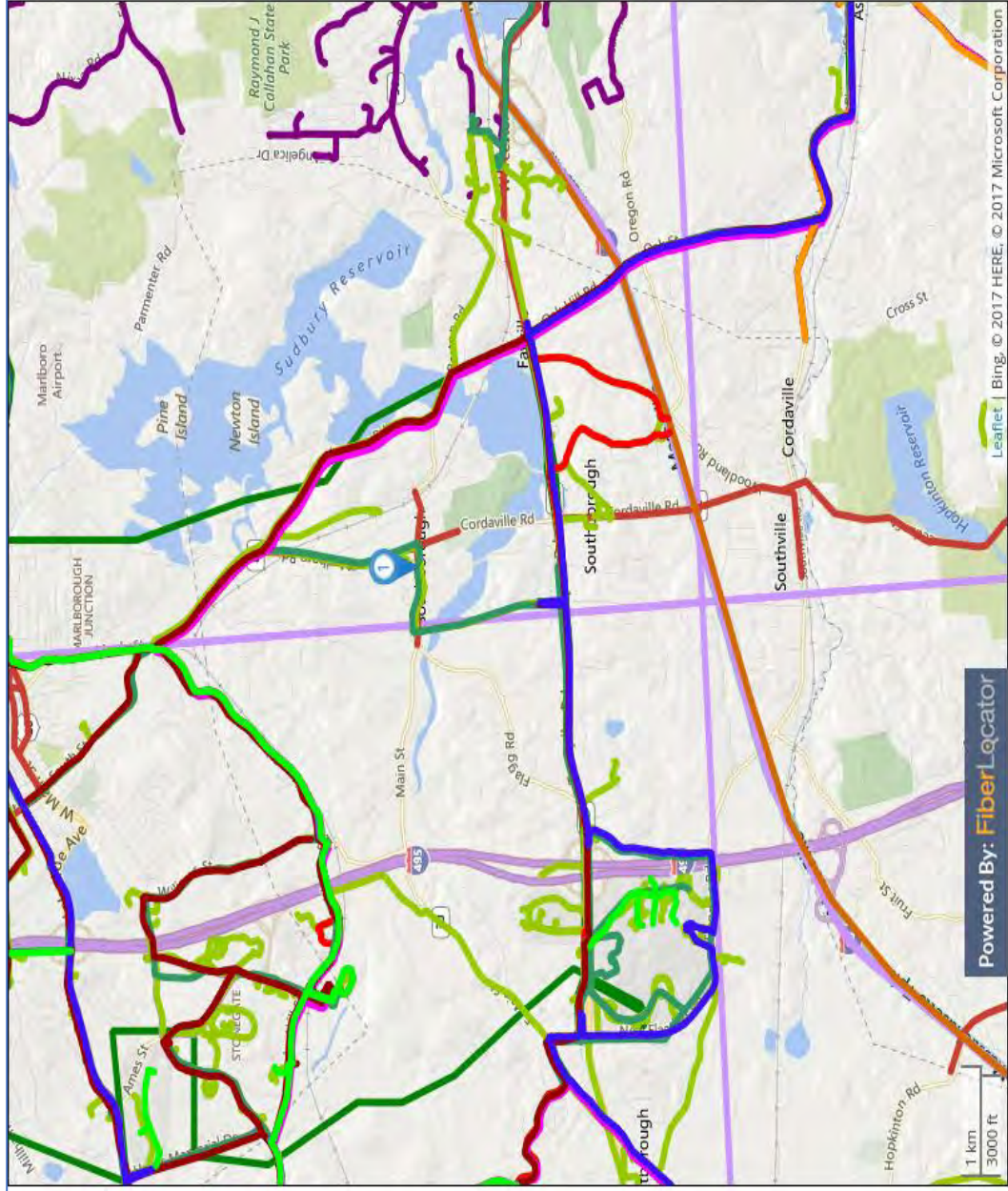
Powered By: **FiberLocator**

# Fiber Infrastructure - Northborough





# Fiber Infrastructure- Southborough



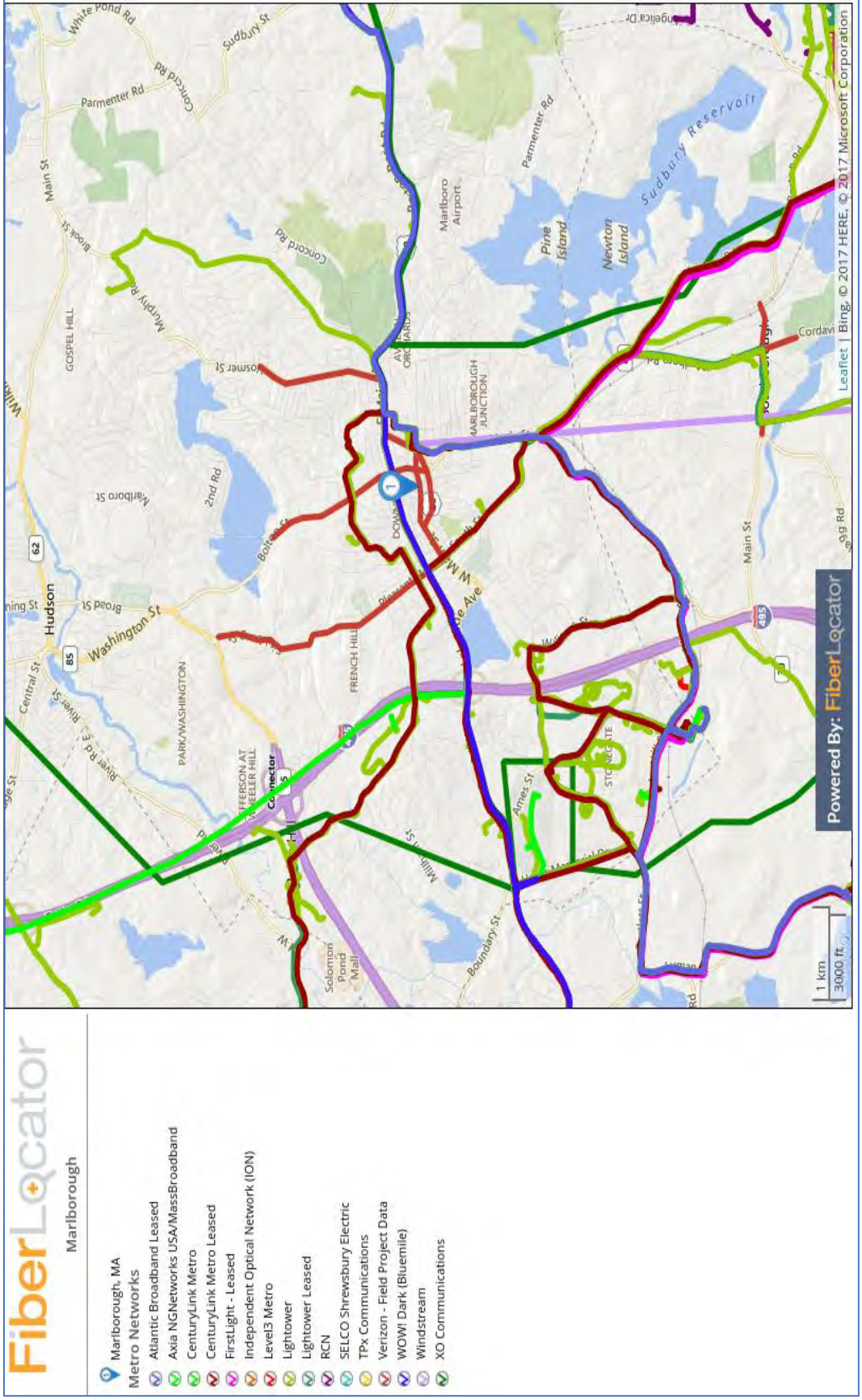
**FiberLocator**  
Southborough

- 📍 Southborough, MA
- 📍 Metro Networks
- ✅ Atlantic Broadband Leased
- ✅ Axia NGNetworks USA/MassBroadband
- ✅ CenturyLink Metro
- ✅ CenturyLink Metro Leased
- ✅ Comcast - Field Project Data
- ✅ FirstLight - Leased
- ✅ Independent Optical Network (ION)
- ✅ Level3 Metro
- ✅ Lighttower
- ✅ Lighttower Leased
- ✅ RCN
- ✅ SELCO Shrewsbury Electric
- ✅ TPx Communications
- ✅ Verizon - Field Project Data
- ✅ WOW! Dark (Bluemile)
- ✅ Windstream
- ✅ XO Communications
- ✅ Zayo Metro

Powered By: **FiberLocator**

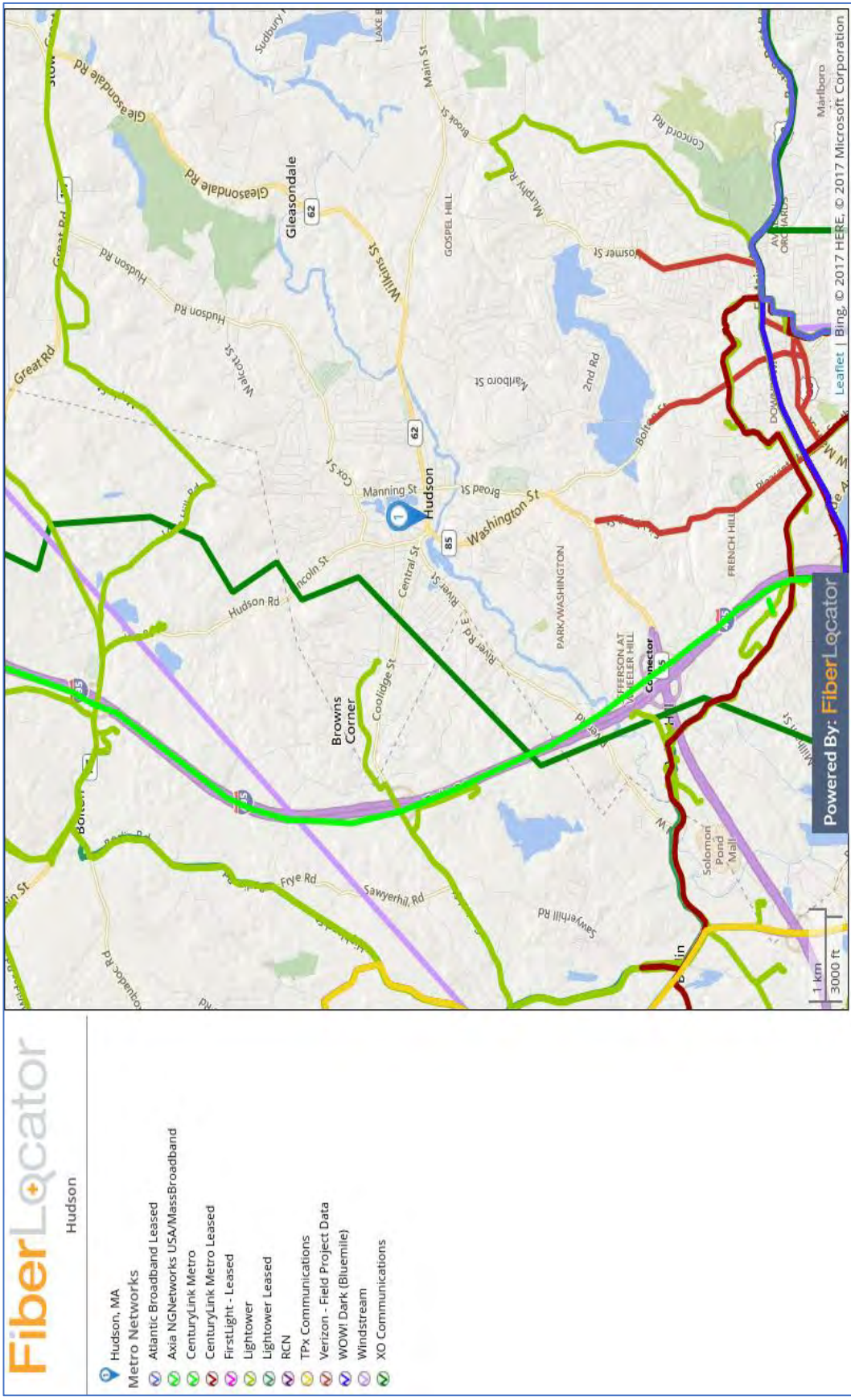
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# Fiber Infrastructure- Marlborough

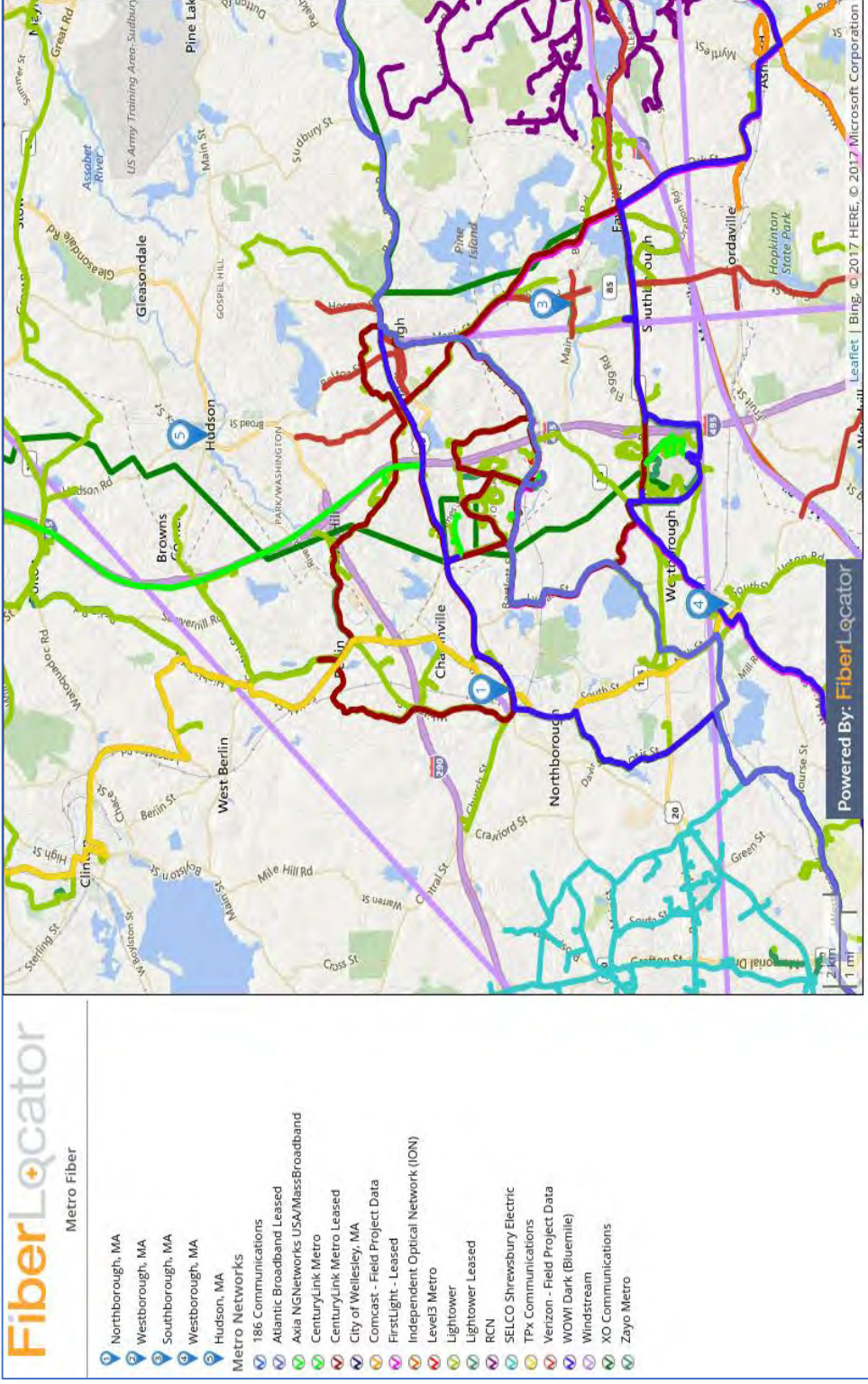




# Fiber Infrastructure- Hudson



# Metro Fiber Infrastructure- Northborough-Marlborough-Westborough-Southborough-Hudson



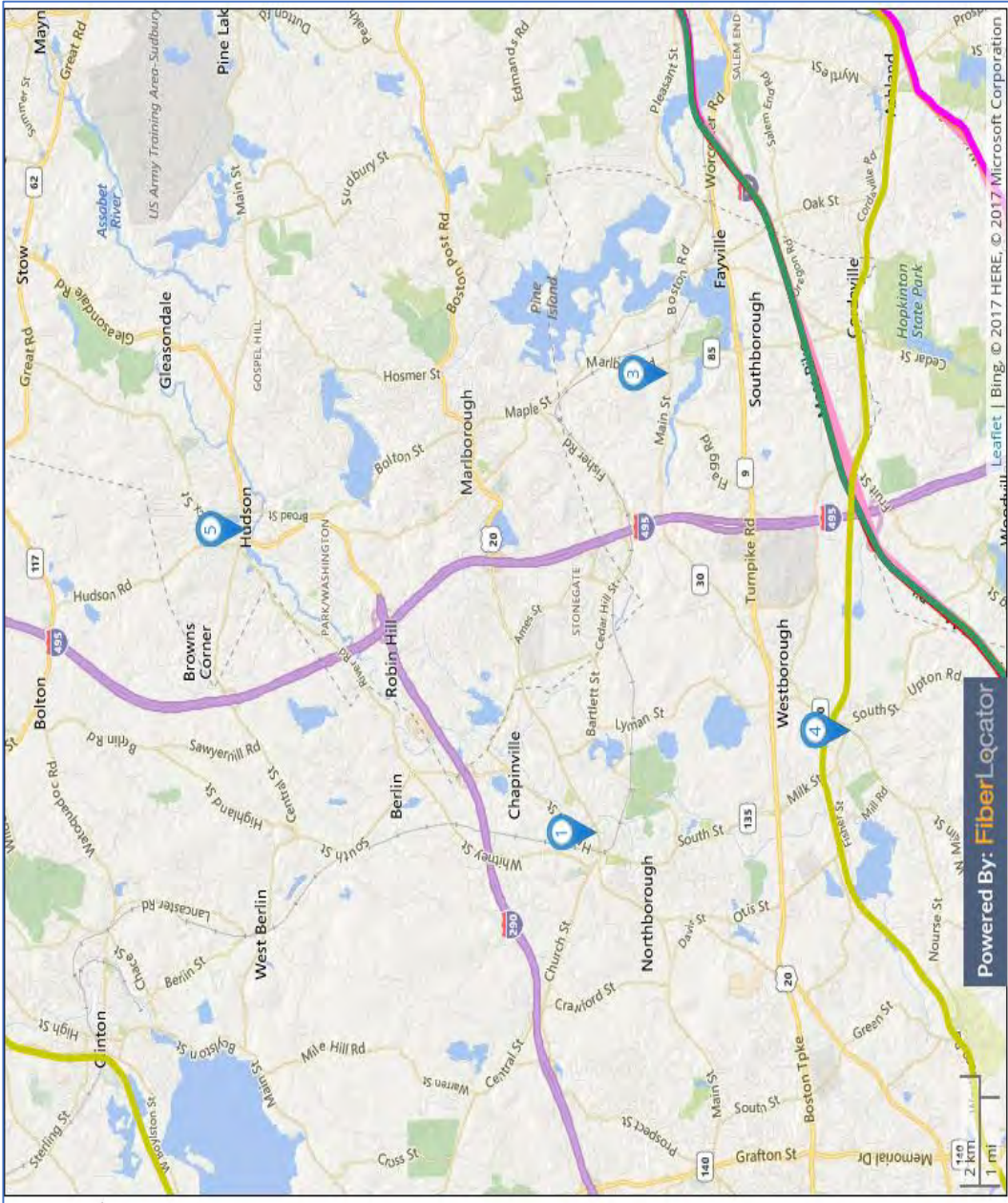


# Long-Haul Fiber Infrastructure

**FiberLocator**

Long Haul

-  Northborough, MA
-  Westborough, MA
-  Southborough, MA
-  Westborough, MA
-  Hudson, MA
- Long Haul Networks**
-  CenturyLink Long Haul
-  Hudson Fiber LH Leased
-  Level 3 Long Haul
-  Sprint Long Haul
-  Verizon Long Haul
-  Windstream Long Haul
-  XO Long Haul
-  Zayo Long Haul



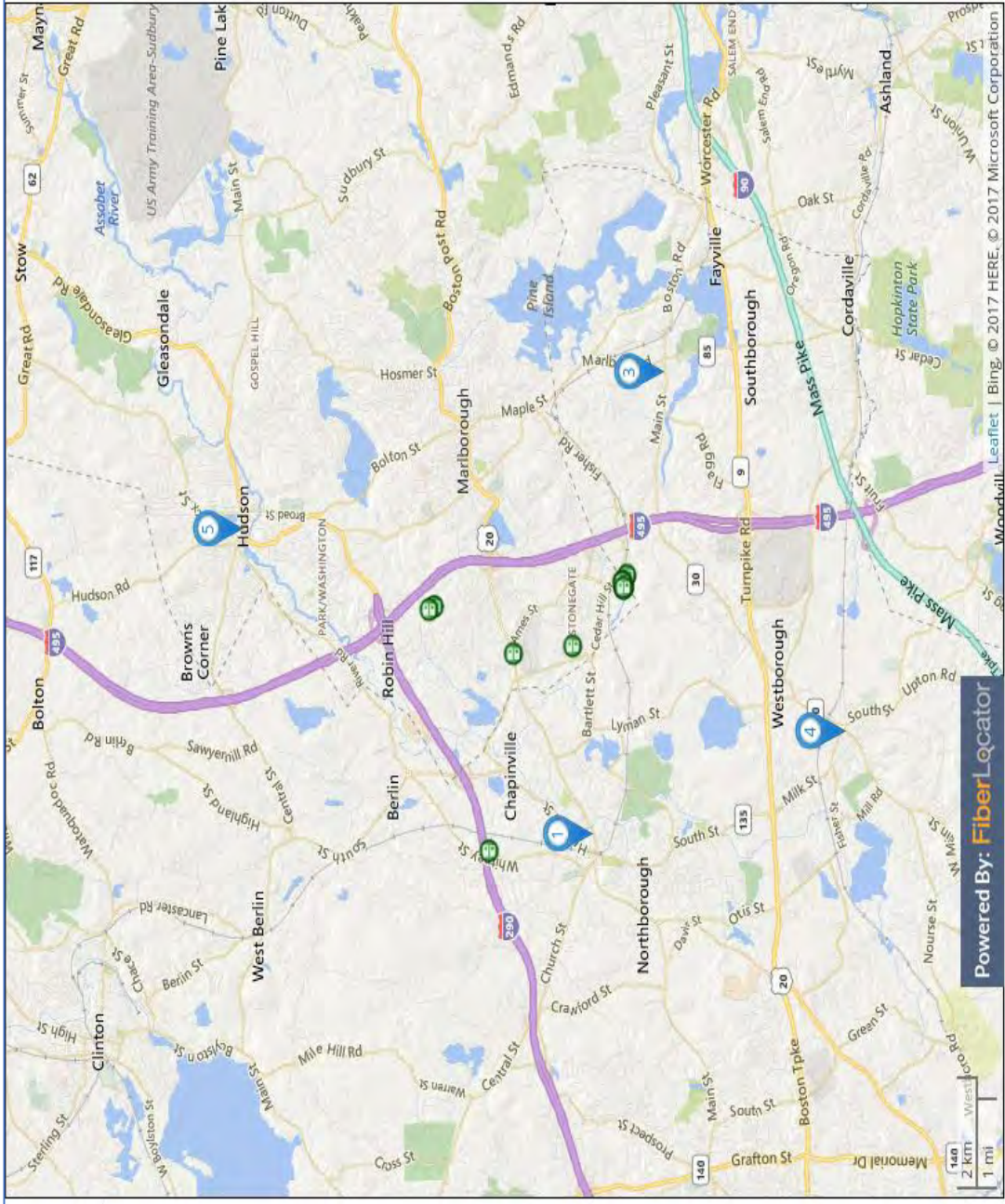
Powered By: **FiberLocator**

# Data Centers

FiberLocator

Data Centers

- Northborough, MA
- Westborough, MA
- Southborough, MA
- Westborough, MA
- Hudson, MA
- Data Centers



Powered By: FiberLocator

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# Data Centers by Address

- EarthLink, 313 Boston Post Rd W, Marlborough, MA 01752
- SunGard, 250 Locke Dr, Marlborough, MA 01752
- SunGard, 260 Locke Dr, Marlborough, MA 01752
- CENTURYLINK, 34 St Martin Dr, Southborough, MA 01752
- CENTURYLINK, 45 Bartle St, Marlborough, MA 01752
- Iron Mountain, 171 Bearfoot Rd, Northborough, MA
- 4400 Computer Drive, Westborough, MA (privately held)

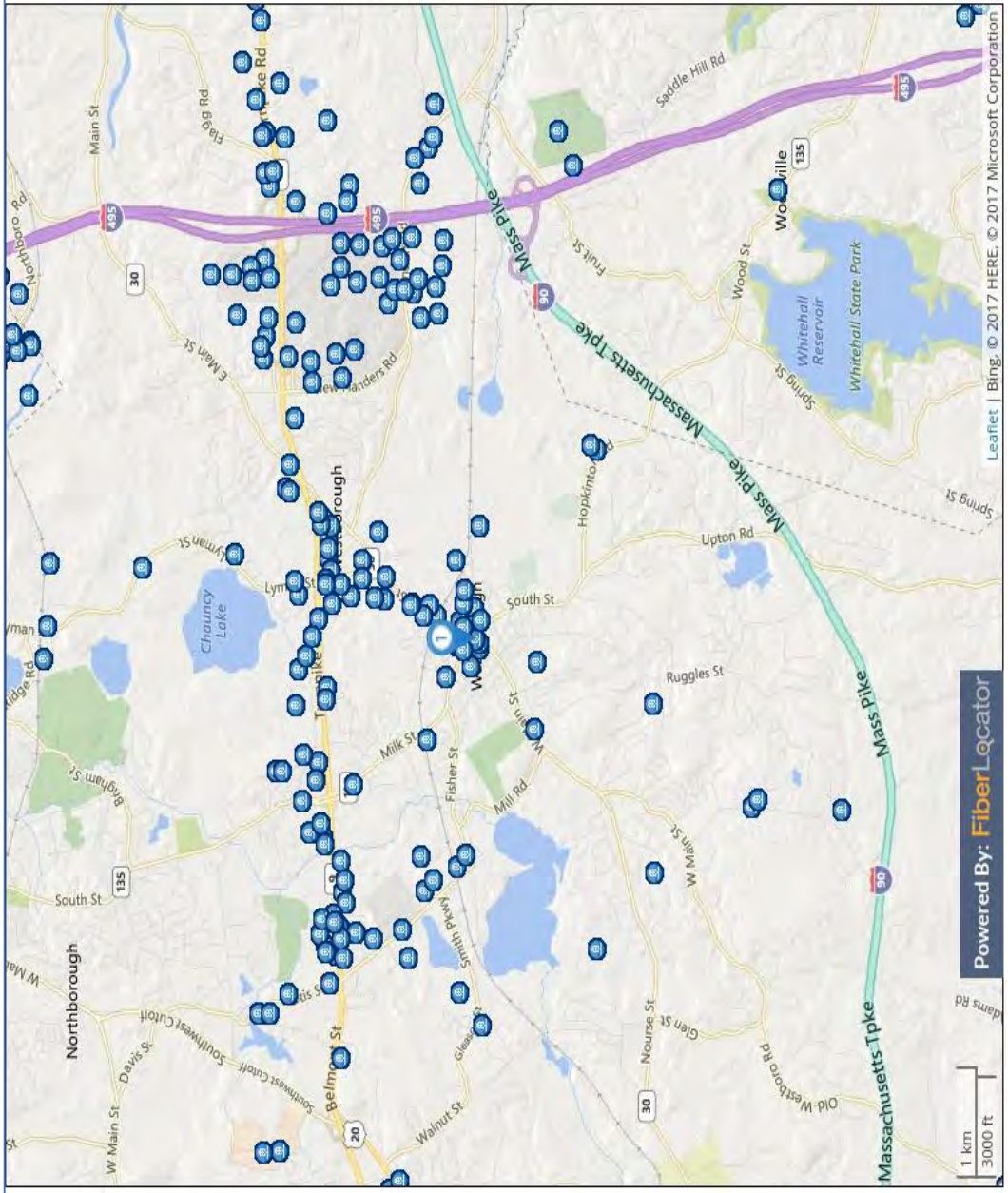
# Lit Buildings - Westborough

Lit Buildings

FiberLocator

Westborough

Westborough, MA  
Lit Buildings



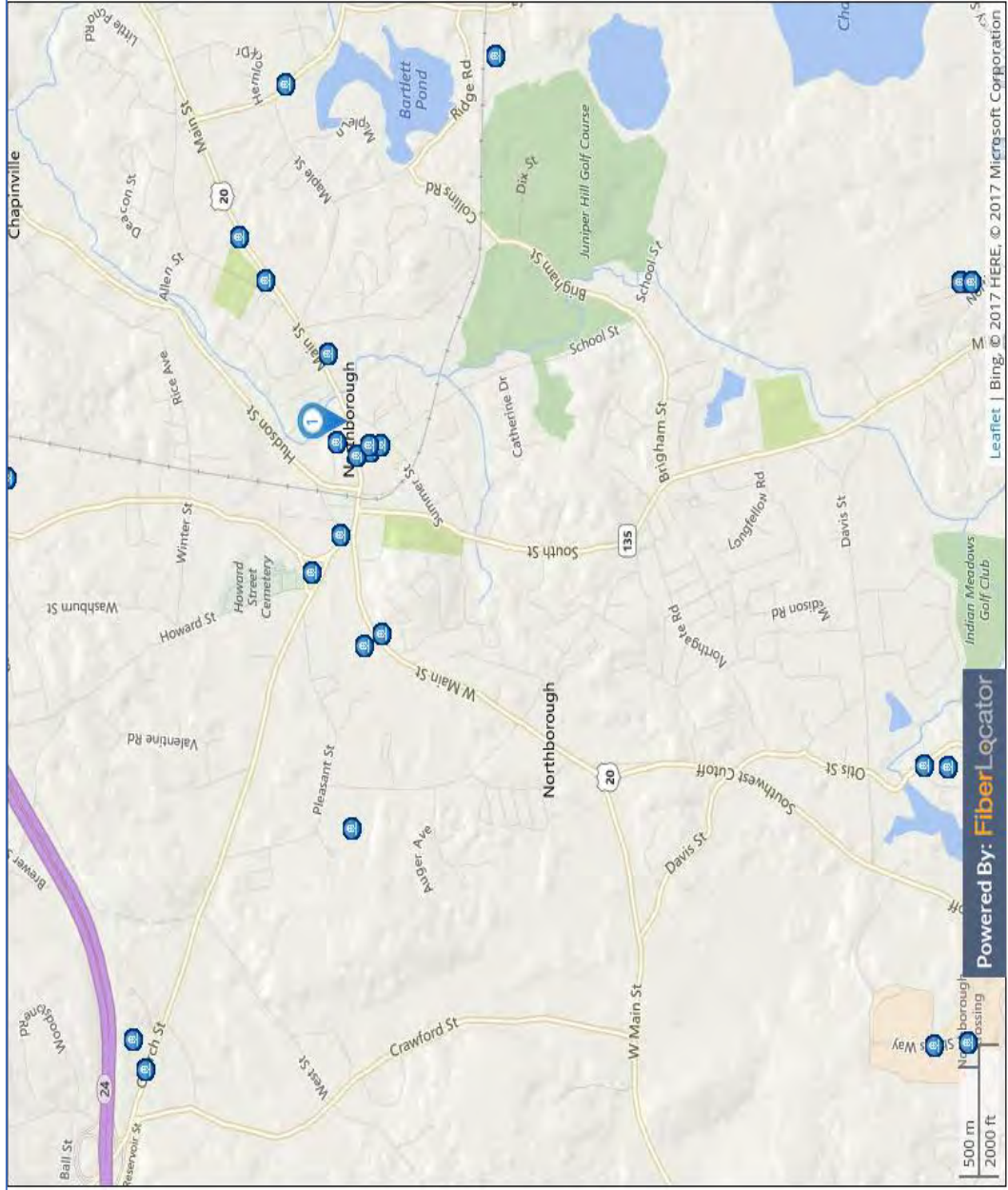


# Lit Buildings - Northborough

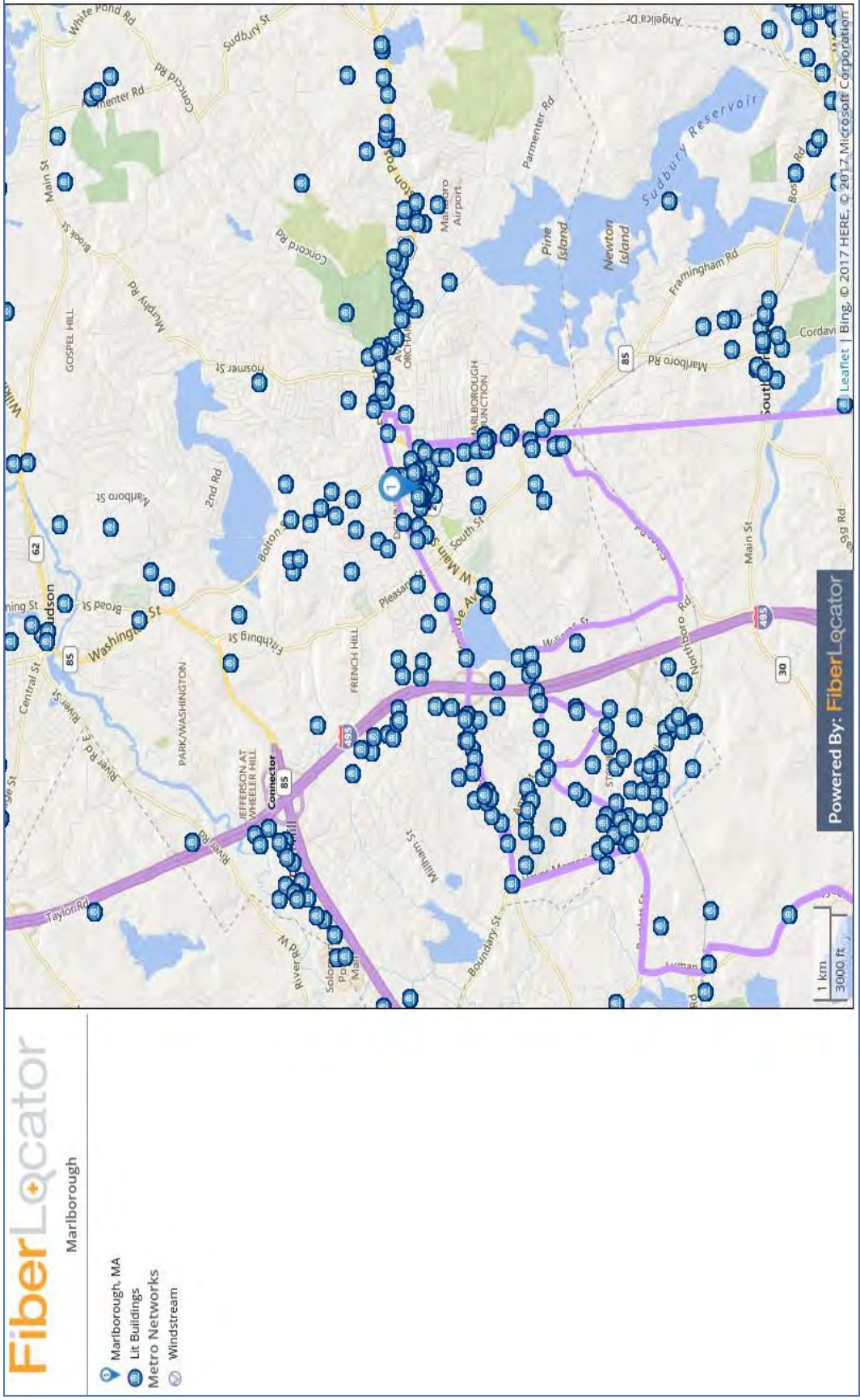


Northborough

- Northborough, MA
- Lit Buildings

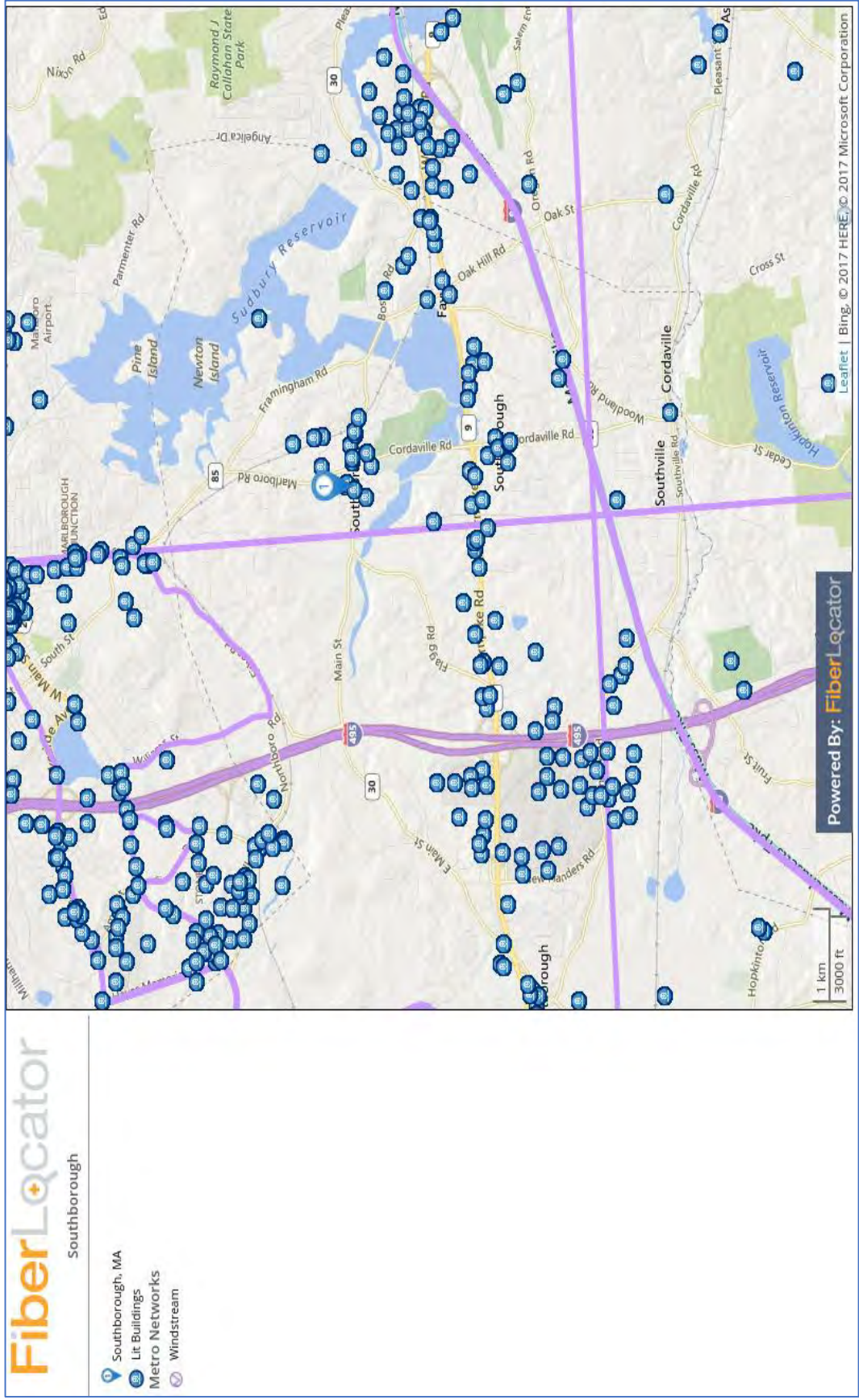


# Lit Buildings - Marlborough





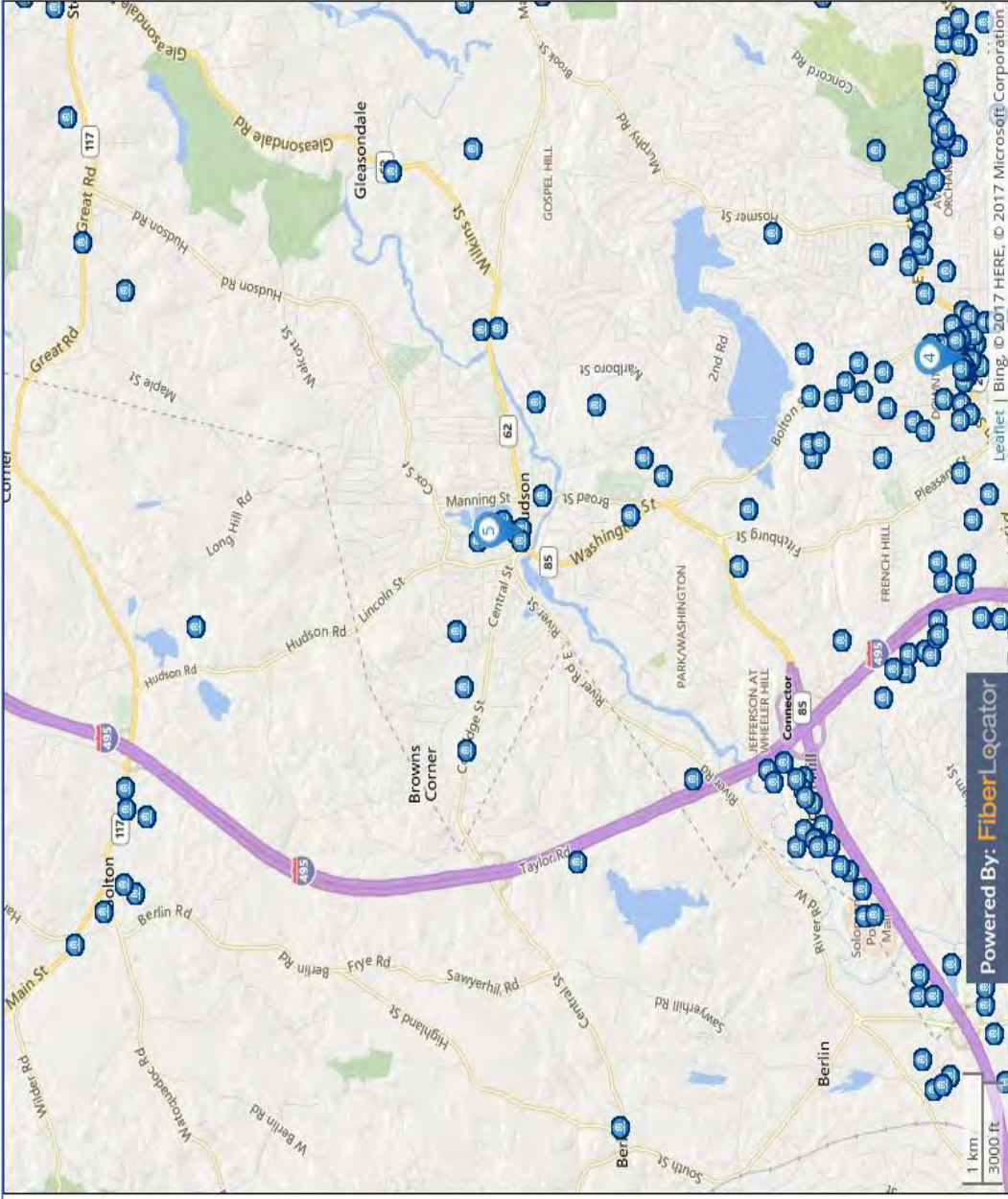
# Lit Buildings - Southborough



# Lit Buildings - Hudson

**FiberLocator**  
Hudson

- Hudson, MA
- Lit Buildings



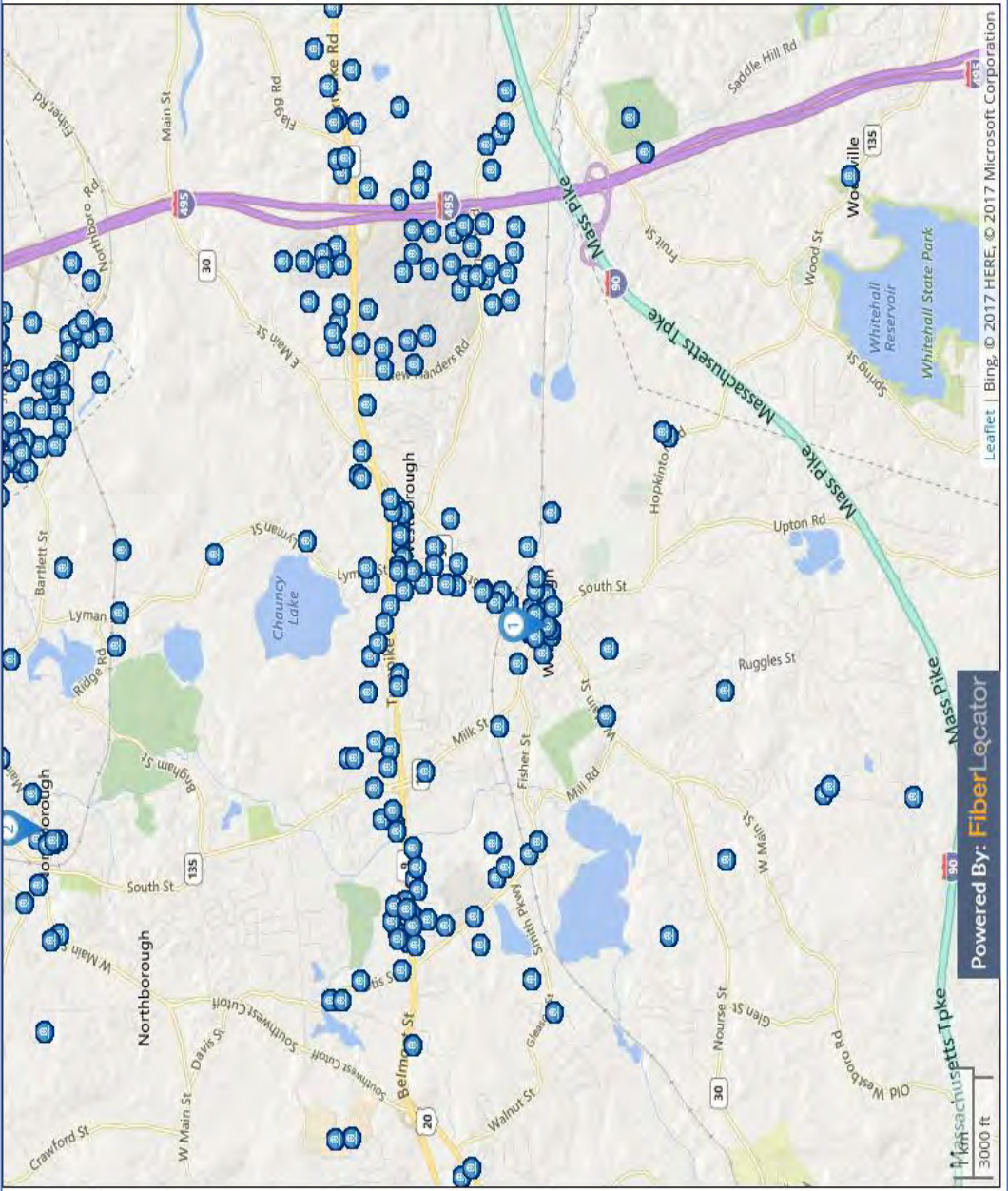


# Lit Buildings - Westborough / Southborough

FiberLocator

Westborough

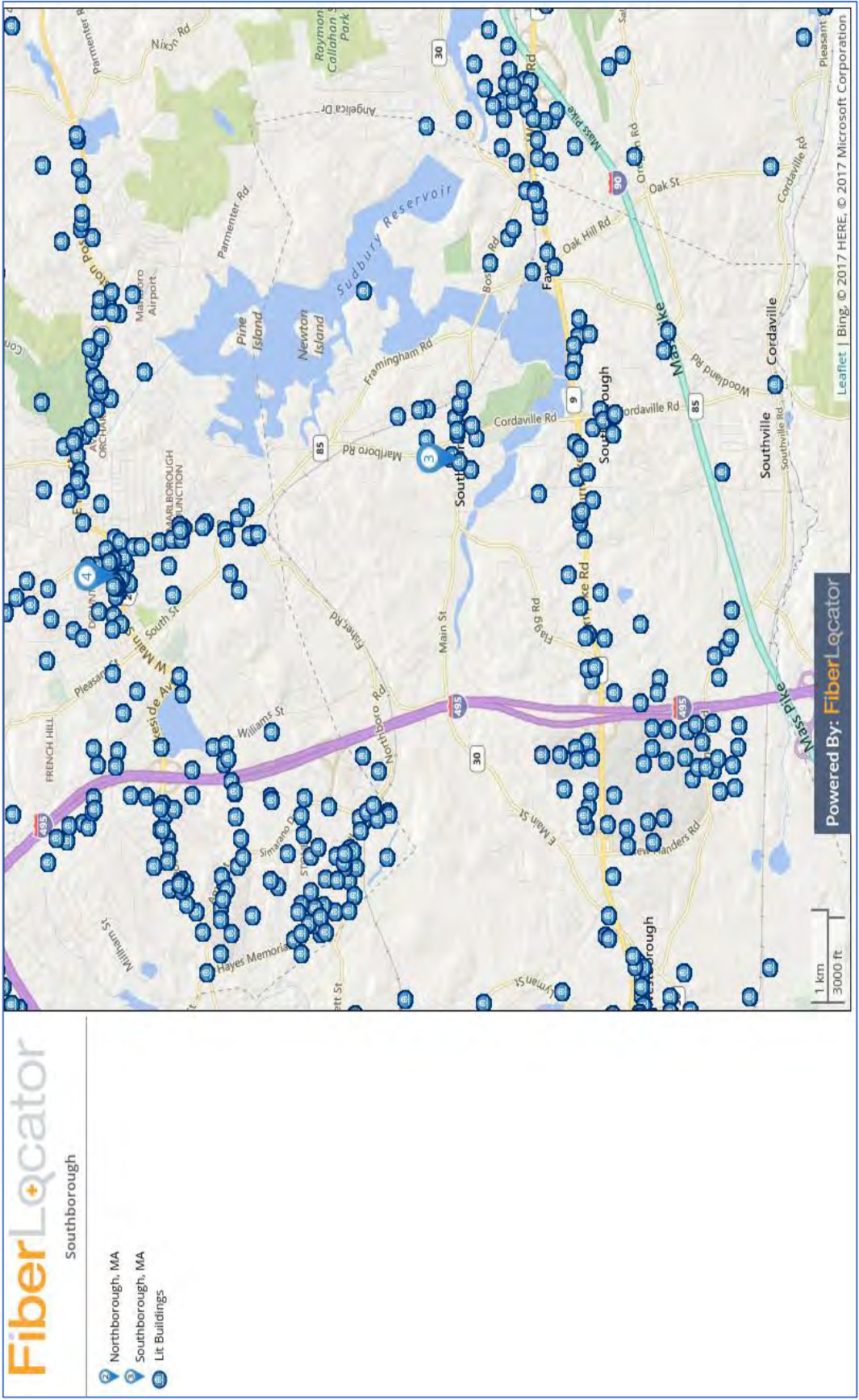
- Westborough, MA
- Southborough, MA
- Lit Buildings



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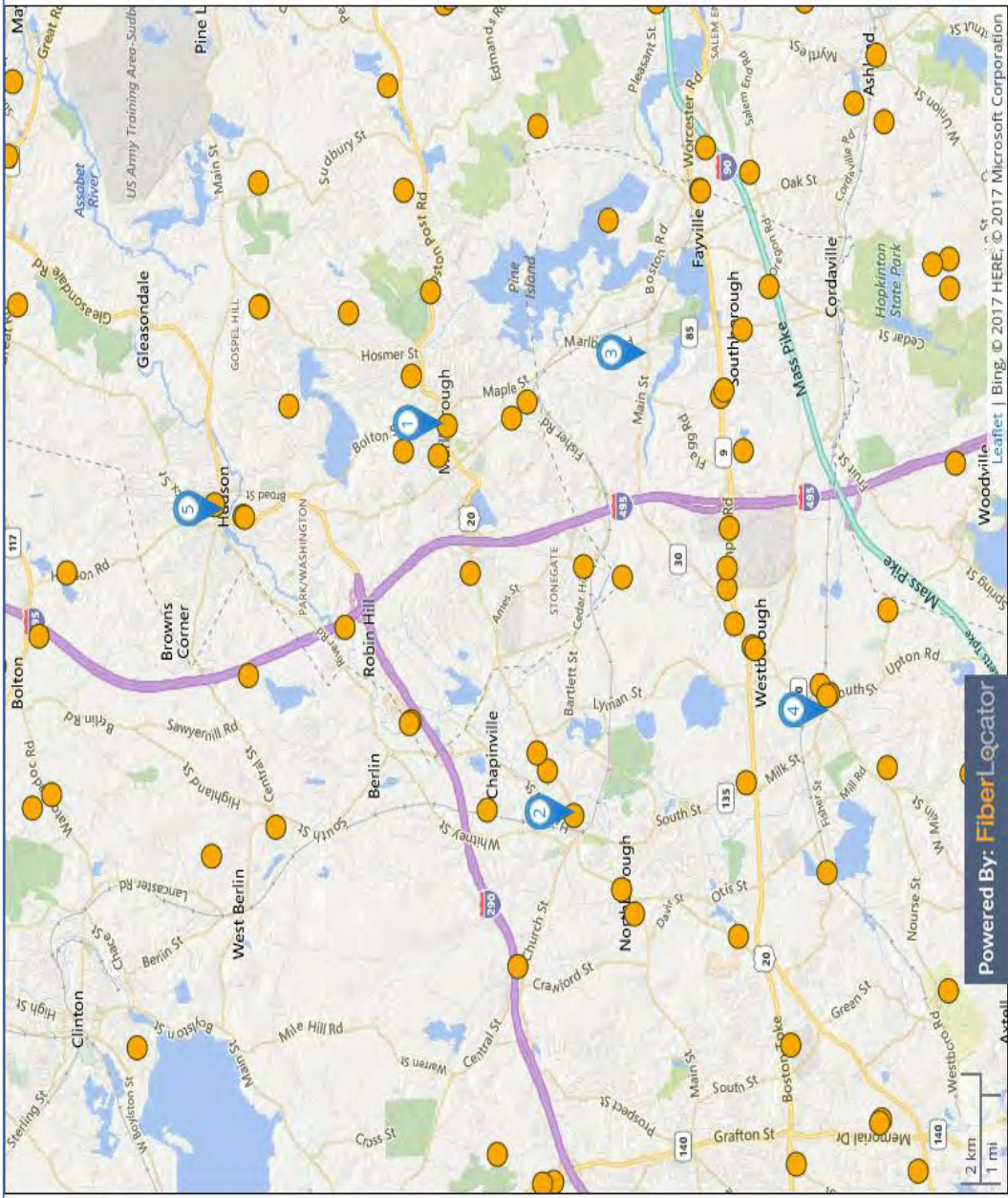
# Lit Buildings - Northborough / Southborough





# Cell Towers

Cell Towers



**FiberLocator**

Cell Towers

- 1 Marlborough, MA
- 2 Northborough, MA
- 3 Southborough, MA
- 4 Westborough, MA
- 5 Hudson, MA
- Premium Layers
- Cell Towers

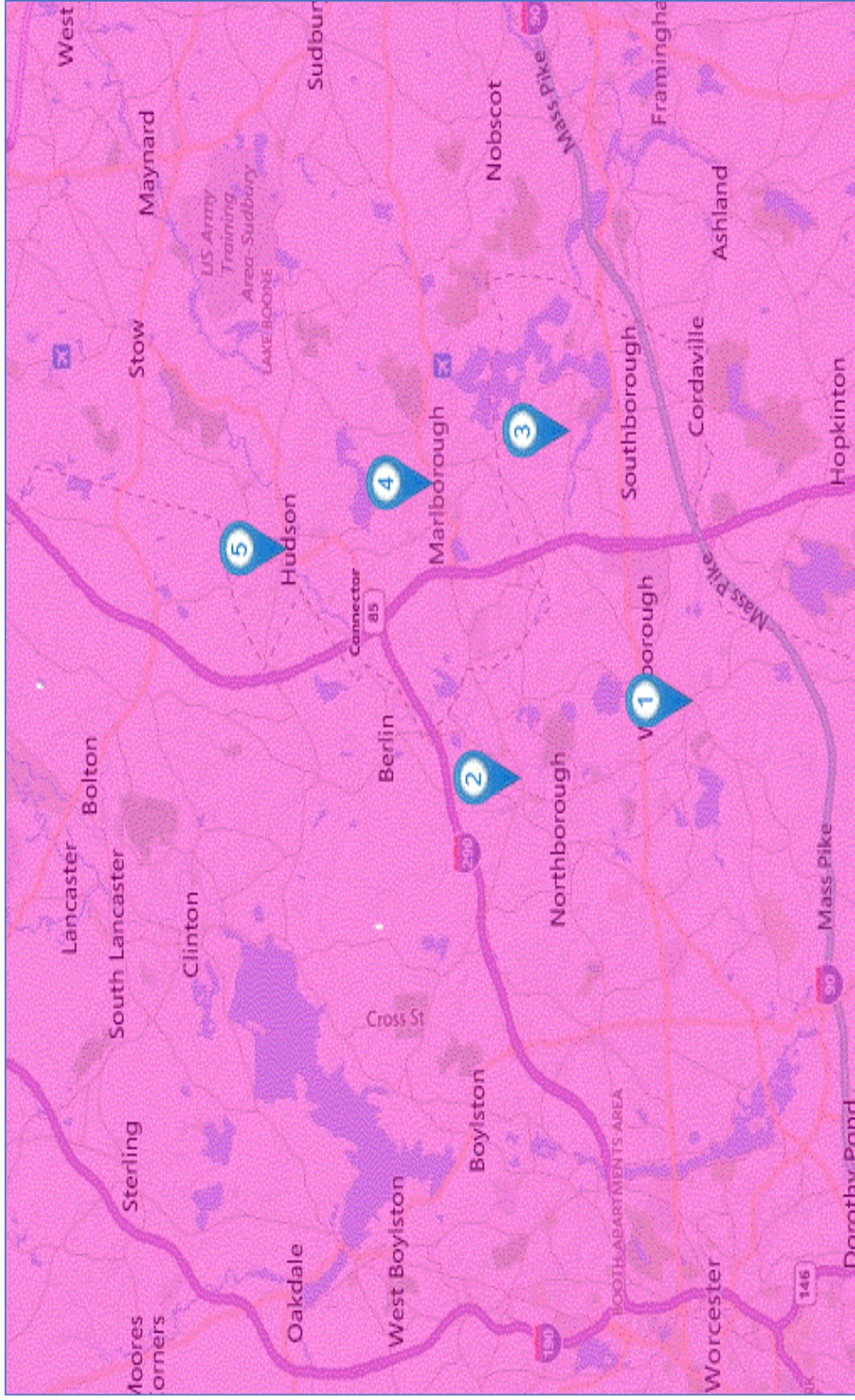
Powered By: **FiberLocator**

2 km  
1 mi



# ATT Wireless LTE

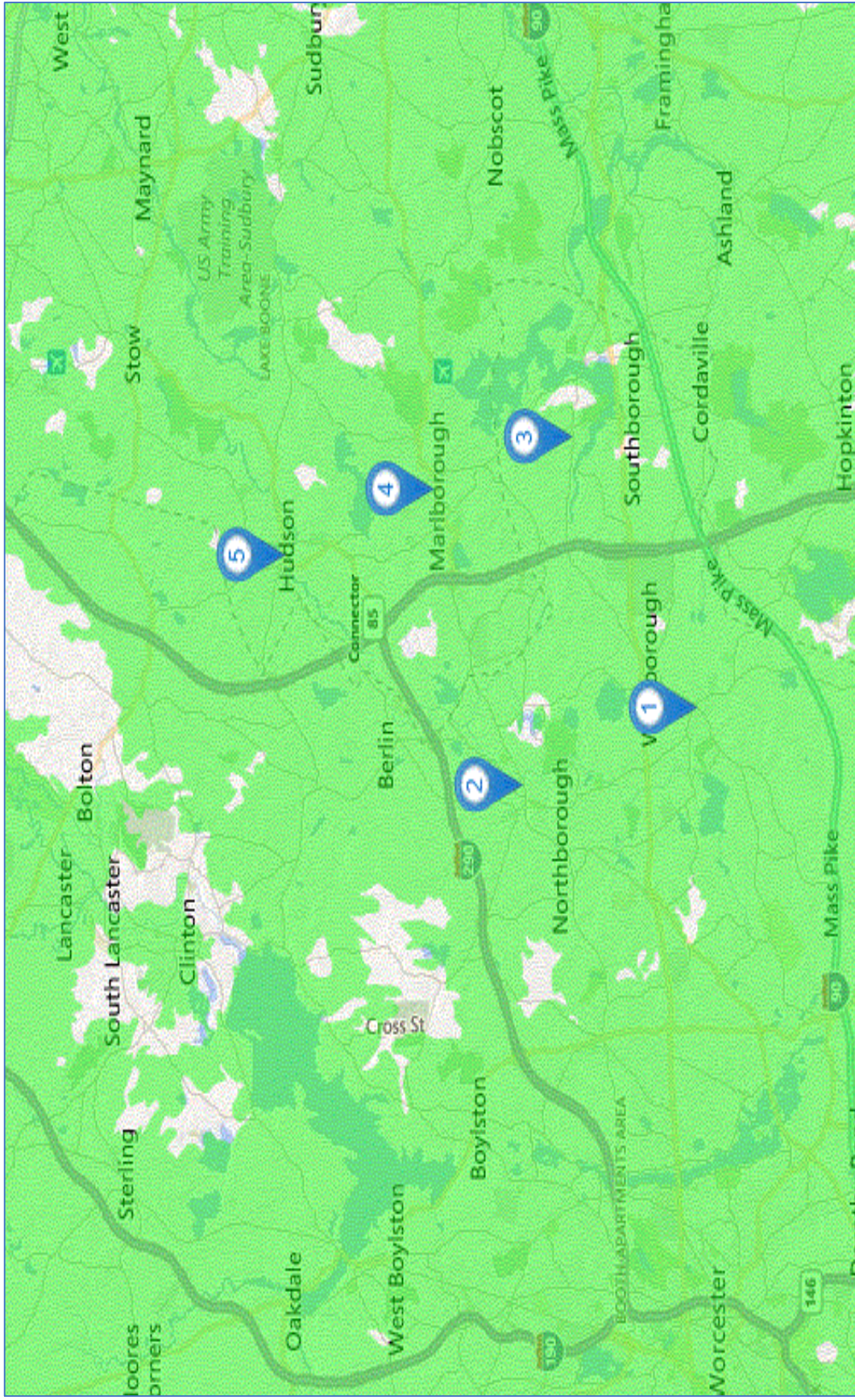
LTE





# Sprint Wireless LTE

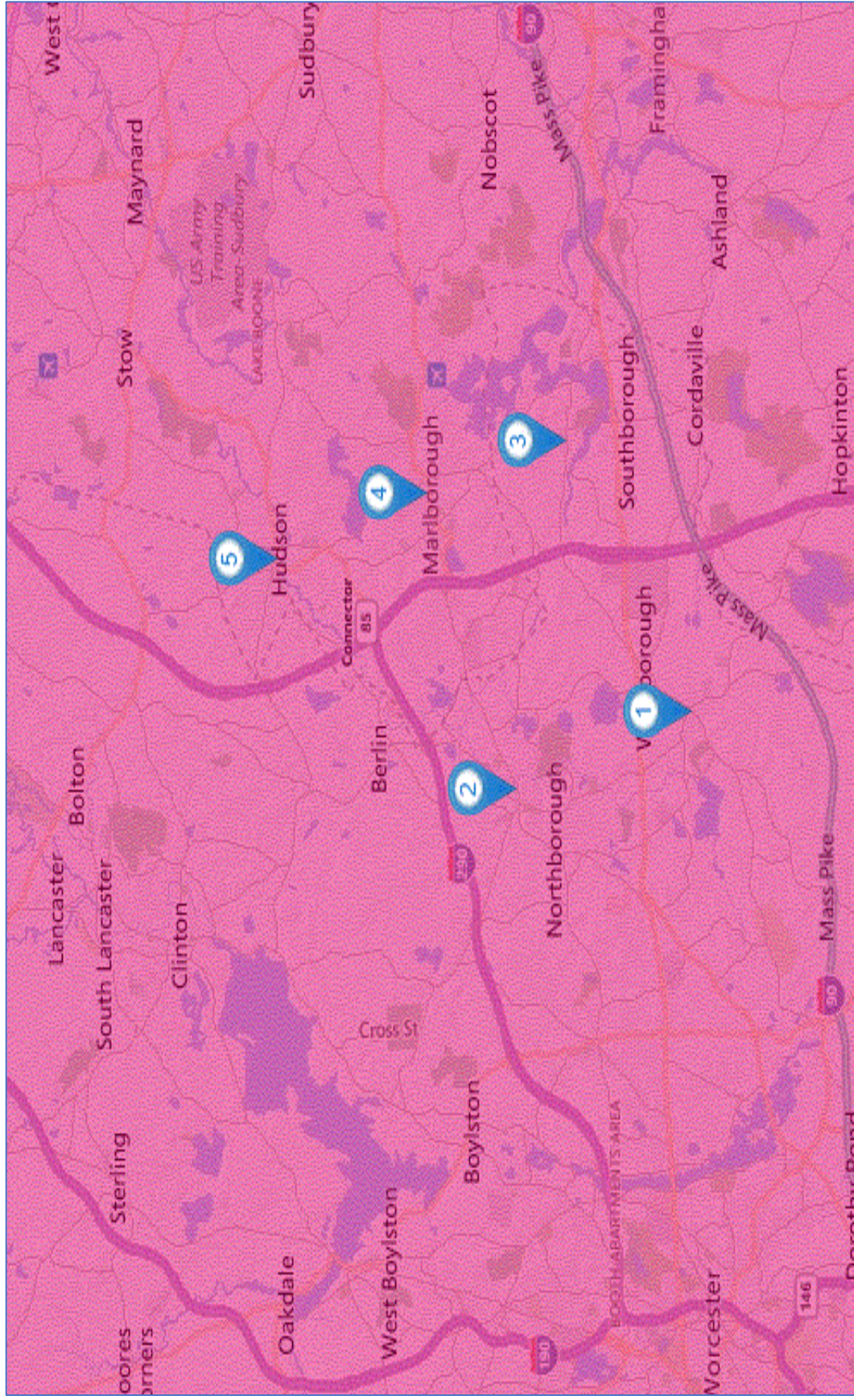
LTE





# T Mobile LTE

LTE





# Verizon LTE

LTE

