



NEW YORK METRO AREA  
AMAZON HQ2 RFP RESPONSE

PRIVATE & CONFIDENTIAL



STATE OF NEW YORK  
**EXECUTIVE CHAMBER**  
ALBANY 12224

**ANDREW M. CUOMO**  
GOVERNOR

October 16, 2017

Jeffrey P. Bezos  
Founder, Chairman & CEO  
Amazon.com, Inc.  
410 Terry Avenue  
North Seattle, WA 98109-5210

Dear Jeff and Team:

Commercial innovation is embedded in New York's DNA. When the Erie Canal opened in 1825, it reduced shipping time from New York City to Buffalo from twenty-one days to six, and it cut the cost to ship a ton of goods from \$100 to \$5. Consumers suddenly had access to much greater choice at much lower cost – exactly the kind of innovation Amazon delivers.

The Canal transformed commerce across the country by connecting the Eastern seaboard with the west, and it wove the Empire State and its economy together in ways that are relevant to Amazon today. From the booming tech industry to our vibrant film industry, from agriculture and food processing to logistics to aerospace and drone testing, we lead in the industries that align with your company. Add to that our world-leading position in finance, fashion, marketing, merchandising, and advertising and it's clear we can help Amazon continue to achieve exponential growth.

This engineering marvel taught us a vital lesson about the importance of transportation. Two centuries later, New York is in the midst of a similar renaissance with a \$100 billion transportation infrastructure program – the most ambitious in our history. Transformative investments in airports, train halls, subways, roads and bridges from the tip of Long Island to the shores of Lake Erie and everywhere in between make New York the place to move goods and people.

Most importantly, we have the workforce to help Amazon grow. Our skilled, educated, and diverse workforce provides Amazon with the human capital that is at the heart of your business. A global company needs to welcome global ideas, talent, and experiences into its organization, just as we have so proudly welcomed remarkable people from around the world to the New York State family throughout our history.

**WE WORK FOR THE PEOPLE**  
PERFORMANCE ★ INTEGRITY ★ PRIDE

printed on recycled paper



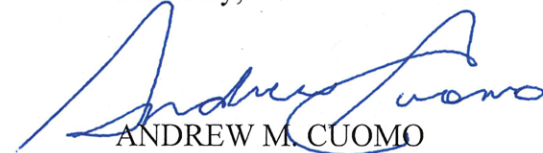
Our record of accomplishment in New York speaks for itself; over 1 million new jobs in recent years, the best bond rating in over fifty years, lower taxes for every New Yorker, unprecedented infrastructure investments, the country's most robust array of colleges and universities focused on education and research in disciplines relevant to Amazon, and the best workforce in the country.

As New Yorkers, we believe that economic progress and social progress go hand in hand. We've led the nation in passing marriage equality, paid family leave, and \$15 minimum wage. This year we announced the Excelsior Scholarship, the first-in-the-nation program to make college education 100% tuition-free for thousands of students from working-class and middle-class families. From our K-12 tech education initiatives to the Excelsior Scholarship program, the Empire State is building the workforce talent pipeline of tomorrow.

New York is submitting proposals from every corner of our great state, but we are one New York – and we will work with you to create the greatest possible benefit to Amazon and to all New Yorkers.

Our State motto *Excelsior* means "Ever Upward." Join us by locating HQ2 in New York State so we can grow ever upward together.

Sincerely,



ANDREW M. CUOMO

# TABLE OF CONTENTS

## I. Executive Summary

### New York Metro Area

9

## II. Urban Options

### New York City

29

- i. New York City Value Proposition
  - 1. New York: The Day 1 City
  - 2. The Home of the Best and Brightest Minds
  - 3. The World's Greatest City to Live In
  - 4. A Global Leader in Key Industries
- ii. Proposed Neighborhoods

## III. Suburban Options

### Long Island

107

- i. Long Island Value Proposition
- ii. Proposed Sites

### Lower Hudson Valley

133

- i. Lower Hudson Valley Value Proposition
- ii. Proposed Sites

# NEW YORK METRO AREA

---







# NEW YORK METRO AREA



amazon



## THE NEW YORK METRO AREA IS ...

comprised of New York City, Long Island and the Lower Hudson Valley, the country's #1 MSA. It is a top tech hub ready to support the success of a 50,000-employee Amazon HQ2, with a competitive, game-changing environment, fed and fueled by a pipeline of transformational talent. This both urban and suburban ecosystem works as a cohesive and dynamic whole, offering top-tier education, infrastructure and quality of life.

### ... A PLACE AMAZON ALREADY CALLS HOME

Today, 1,844 people work for Amazon here—including those based at Amazon's Brooklyn based fashion photography and videography studio. 4,250 additional jobs are being created as part of the company's recently announced plans for a Staten Island fulfillment center and a Manhattan administrative office expansion. That's an Amazon workforce of 6,000+. Add in the area's enormous base of Amazon customers, and the New York Metro area is a natural place for Amazon to build and grow.



## ... A GLOBAL HUB FOR BUSINESS

The New York Metro area, named one of the world's top two "Alpha++" cities by the Globalization and World Cities (GaWC) Research Network, offers Amazon HQ2 fertile ground in a global business capital, anchored by the financial services, media/communications and professional services sectors. The Metro area has benefited from the State's deliberate fiscal discipline over the past six years. That has led to the lowest taxes in decades, the creation of more than 1 million private-sector jobs since 2011 and supports New York's national leadership in Fortune 500 company HQs. The New York Metro is #2 in the country for foreign direct investment (FDI), with some 2,200 foreign-owned firms based within 25 miles of Manhattan. The New York Metro area also is a center for venture capital and innovation, ranking #2 in the country for VC investment outside the Silicon Valley. Startups have raised over \$38 billion in tech funding since 2009; in 2015, internet-related investments accounted for more than 75 percent of dollars invested.

### New York State is business friendly



Growth of 1MM private sector jobs since 2011



3.4% median household income growth outpacing the nation



Over 5B Debt decline



Credit ratings are up across the board: Moody's Aa1; Fitch AA+ and S&P AA+



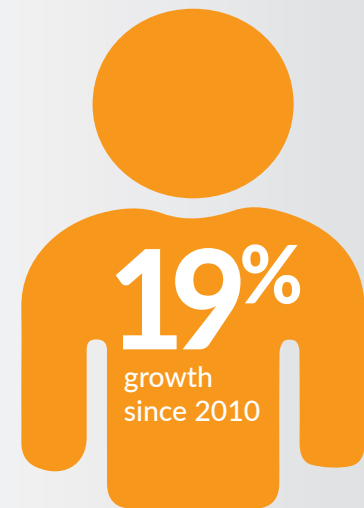
Lower business taxes and lower income taxes

## ... HOME TO AN UNPARALLELED TALENT PIPELINE

New York Metro's educational institutions are world class, having educated more than a quarter of all U.S. Nobel Prize winners. New York State's the only state with two Ivy League schools and home to the country's largest comprehensive public university system, the State University of New York (SUNY). The New York Metro area has 266 colleges and universities. SUNY's 64 institutions—with programs and initiatives supporting STEM, healthcare and sustainability—include research universities, academic medical centers, liberal arts colleges, community colleges, colleges of technology and online learning. New York State is also home to the Excelsior Scholarship, the nation's first accessible college program offering free tuition at all City University of New York and SUNY two- and four-year colleges to families and individuals making up to \$125,000 a year. The program requires graduating participants to remain in the state for four years, providing a built-in talent pipeline. In addition New York State is putting forth several innovative science education initiatives (see Appendix, Exhibit 1A).

**New York Metro's Tech workforce is the largest in the nation, adding almost 50,000 jobs in recent years.**

	2017
<b>New York</b> Newark-Jersey City, NY-NJ-PA Metro	<b>296,263</b>
<b>Washington</b> Arlington-Alexandria, DC-VA-MD-WV	197,353
<b>Los Angeles</b> Long Beach- Anaheim, CA	166,234
<b>San Jose</b> Sunnyvale- Santa Clara, CA	153,240
<b>San Francisco</b> Oakland-Hayward, CA	150,419
<b>Chicago</b> Naperville-Elgin, IL-IN-WI	138,813



Source: BLS QCEW 2017

## ... MAGNET FOR A COMPREHENSIVE LABOR POOL

New York Metro's workforce is well-educated and diverse, across a number of disciplines. Most adults have attended college or earned a degree, and those graduates work across a number of sectors: more than 800,000 executives and administrative professionals including accountants, lawyers and CEOs. Since 2014 we've added more than 30,000 post-secondary STEM degrees every year, cementing our #1 ranking in the Northeast in total STEM grads. And the New York Metro area's tech presence rivals any market, employing close to 300,000 tech professionals and graduating 41,000 tech degree holders in the past three years. We have over 150,000 tech professionals with Java expertise and more than 100,000 with C++ expertise.

Equally important, the Metro area's median workforce wages are highly competitive.

**Application Developers' wages are lower in the New York Metro area**

	Median Hourly Earnings
<b>San Jose</b> Sunnyvale- Santa Clara, CA	\$62.31
<b>Seattle</b> Tacoma-Bellevue, WA	\$61.68
<b>San Francisco</b> Oakland- Hayward, CA	\$59.25
<b>Washington</b> Arlington-Alexandria, DC-VA-MD-WV	\$54.68
<b>Boston</b> Cambridge-Newton, MA-NH	\$52.83
<b>NY Metro</b>	<b>\$51.46</b>

Source: BLS QCEW 2017



## ... UNIQUELY CONNECTED

New York Metro is critically connected within the region, the country and the world. Three of the New York Metro area's airports—John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA) and Newark Liberty International Airport (EWR)—combine to create the nation's largest air transit system, ranking second in the world in passenger traffic, with direct flights to 233 domestic cities and 189 international cities. Those include 31 daily nonstop flights to San Francisco/San Jose and seven to Seattle. The New York Metro area's subway, bus and commuter rail systems carry a total of 3 billion passengers annually. The area's robust transit network is bolstered by \$100 billion in state infrastructure investment, with transformational projects including: the new Moynihan Train Hall, a 21st century world-class transportation hub for Amtrak, LIRR and subway commuters; a \$1.5 billion expansion of the Jacob K. Javits Convention Center; the Governor Mario M. Cuomo Bridge replacing the Tappan Zee; and major redesign and redevelopment projects at JFK and LaGuardia airports.

### New York Metro has excellent non-stop access to all key Amazon business locations.

#### Monthly Non-Stop Flights

Seattle	390
San Francisco Bay Area	1,196
Washington DC Area	1,306



SOURCE: Flight information and schedules for New York airports was provided by the Port Authority of New York & New Jersey, which operates all three airports (<http://www.panynj.gov/>); data represents Q2 2017

## ... DIVERSE AND INCLUSIVE

Diversity is a core strength of the New York Metro area, with more than 200 languages spoken here and the highest number of foreign-born residents outside of California.

New York Metro has the highest share of foreign-born residents outside of California.



Source: American Community Survey 2015

Diversity is also at the heart of New York State's character. New York State has been home to the change-makers behind virtually every civil rights movement. With the Statue of Liberty in its harbor, and designs in place for New York's first official monument honoring the LGBT community, New York is also a sanctuary city. The State supports and shares Amazon's corporate community values around its workforce. New York State passed the nation's strongest Paid Family Leave Policy last year, was the largest state to pass the Marriage Equality Act in 2011, and is consistently a promoter and defender of diversity and inclusion. And New York State has set the country's highest goals for MWBE contracts in promoting increased opportunity.

## ... A CREATIVE AND CULTURAL CAPITAL

New York Metro is a creative and cultural center—home to national and international media outlets, fashion houses, book publishers and many of the world’s best-known museums, concert halls, theaters and performance spaces, both off and on Broadway. Food is art in New York Metro, with top restaurants among the more than 30,000 that make up the city’s metropolitan menu. People come from all over the world to see all that New York Metro has to offer—and New York City is #1 in the U.S. for overseas visitors.

## ... A FILM INDUSTRY LEADER

New York Metro is also a working film set, with studios that are part of a thriving state film and television industry that has been the catalyst for \$18+ billion in spending and 1.1 million hires from New York State-based productions since 2011. New York Metro is one of the world’s top three filming capitals and the country’s largest documentary producer. The industry is supported by New York State’s \$420 million film incentive program, one of the best in the nation, offering film, television and commercial production and post-production tax credits for qualified New York State expenditures. The program has created dramatic growth in television series productions, in particular, and in industry infrastructure, from studios to soundstages to post-production facilities.



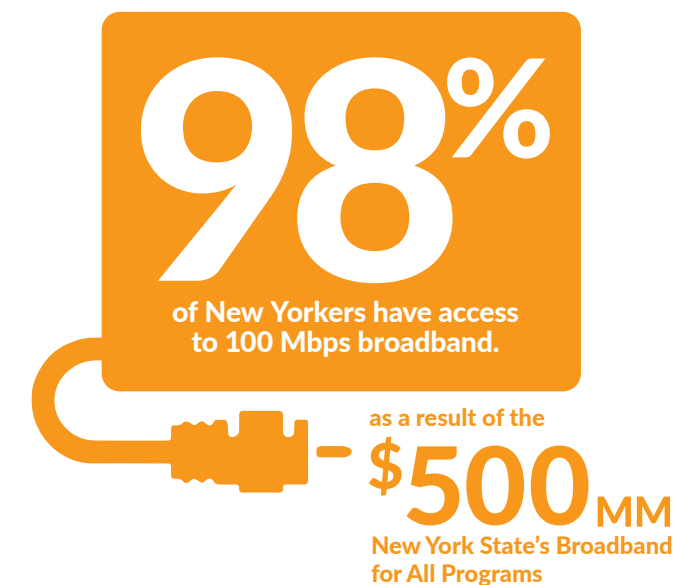
## ... FUELED AND SUPPORTED BY A STATEWIDE INNOVATION ECONOMY

Innovation and invention are part of New York Metro’s DNA. The State encourages and invests in collaboration between industries and universities to develop new technologies in big data, security and defense, business, medicine, photonics and nanotechnology. And in New York Metro, more than 92,000 patents have been awarded since 2000. The state is #1 in academic R&D in the Eastern U.S.

## ... COMPLETELY CONNECTED

The New York Metro is one of the most important nodes in the global internet backbone. With over six long-haul international fiber lines landing stations, it is considered one of the most strategically interconnected areas of the world. Due to this interconnectivity, the level of speed, security, and redundancy is unparalleled. As America’s financial capital, the New York Metro is strategically committed to having a world class fiber network that rivals many nations.

The State of New York has made the largest and most ambitious State investment in broadband deployment in the nation. The New NY Broadband Program is a \$500 million public program whose main goal is to ensure that every home, business, school, and community anchor has access to high-speed broadband. Throughout the New York Metro, broadband service providers have also made investments in fiber infrastructure that have totaled over \$1.2 billion. These broadband service providers have guaranteed that all the specific sites outlined in this response are capable receiving the capacity, speed, and commitment to satisfy Amazon’s requirements.





## ... TAKING FLIGHT, ALIGNED WITH AMAZON EXPLORATION AND EXPANSION

As Amazon develops its delivery systems, the Unmanned Aerial Systems (UAS) industry is taking off from New York State. A groundbreaking partnership with NASA and the Northeast UAS Airspace Integration Research Alliance (NUAIR) is growing the industry, from a strong base of R&D, tech and talent. New York State will be the site of the world's first 50-mile Unmanned Traffic Management (UTM) corridor and with NUSTAR, the nation's most comprehensive UAS test facility. New York State is investing \$49 million in UAS and encouraging entrepreneurship from around the world, hosting business accelerator competitions and awarding millions to entrepreneurs committed to incubating their ideas and growing their startups here, with a focus on clean energy, UAS and data-centric technologies.



## ... INNOVATING FROM FARM-TO-TABLE

With 7 million acres of rich farmland and resources, New York State ranks in the country's top 10 producers of some 30 commodities, from apples to grapes to dairy. And we are at the forefront of creating new approaches to sustainable agriculture, working with Cornell's College of Agriculture and Life Sciences researching aerofarming methods that do not require soil for increased yields from traditional harvests, in addition to innovations in food safety and sourcing policy. We are also growing a 600-strong network of farmers markets and, ultimately, feeding a growing audience hungry for locally produced food. The state's yogurt and craft beverage industries, benefiting from quality, locally sourced ingredients, are booming—rivaling Greece in Greek yogurt production and tallying triple-digit increases in licensed craft beverage producers. That's thanks in part to streamlined regulations and modernized laws that are supporting success, from Long Island wineries to Brooklyn breweries and Hudson Valley farms.

## ... A LEADER IN SUSTAINABILITY

New York State is actively working to fight climate change, reduce harmful pollution and ensure a diverse and reliable energy supply. The State's Clean Energy Standard—requiring half of New York's electricity to come from renewable energy sources by 2030—is among the most ambitious clean energy mandates. New York State is committed to green initiatives as a member of the U.S. Climate Alliance, a multi-state coalition united to collectively support the Paris Agreement in combating climate change. We're #2 in the country on approximately 30 indicators, from CO2 emissions to air quality and governance in the Siemens Green City index. The New York Metro area is filled with commuters who have plentiful non-automobile options, accounting for almost one-third of all public transit miles traveled in the nation. Region-wide, 36 percent of the labor force walks, bikes or uses public transit to get to work—in Manhattan, that number climbs to 82 percent of commuters or 10 times the national rate. The New York Metro area has the lowest car ownership, coupled with the country's largest bike-sharing program and ride-sharing services providing options for greener commutes.

### New York Metro leads the nation in commuting to work by transit, walking or biking

<b>New York City</b>	<b>36.5%</b>
San Francisco	21.3%
Boston	18.2%
Washington DC	17.5%
Chicago	15.0%
Philadelphia	13.6%
Seattle	13.3%
Los Angeles	9.5%
Denver	7.7%
San Jose	7.4%



Source: American Community Survey 2015

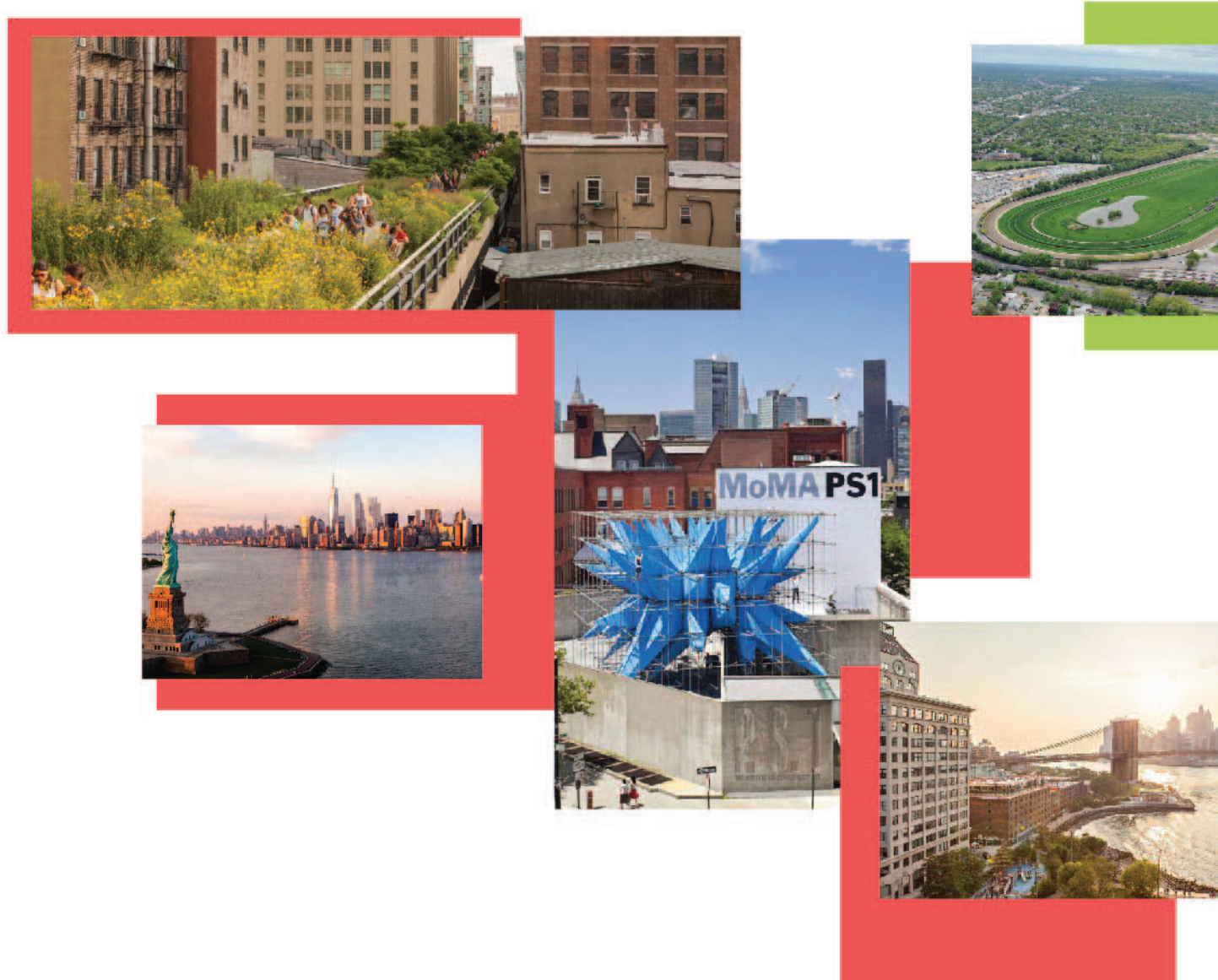
## ... WHERE EVERYONE WANTS TO BE

People want to live in the New York Metro area, especially those between the ages of 25 and 39. Their numbers have grown by almost 200,000 in the past five years. If people are not already here, they want to be. And when they get here they'll find a range of housing options—growing by 43,000 new units annually—that are competitive, so they can stay, grow and innovate here.



## ... RICH WITH OUTSTANDING SITES TO LOCATE HQ2

New York Metro offers a wide range of buildings and surroundings that are perfect for innovative businesses. New York City's selection of sites include several distinct business districts: diverse and innovative Long Island City, vibrant and connected Lower Manhattan, the trend setting Brooklyn Tech Triangle, and the modern new Midtown West. The Long Island and Lower Hudson Valley regions offer competitively priced, transit-connected facilities and properties ready for development. These include a town style office park and greenfield site in Long Island and secure former headquarter buildings, a downtown suburban option and a repurposed factory in the Lower Hudson Valley.



## ... READY TO PARTNER

As New York State's chief economic development agency, Empire State Development (ESD) works across the state's regions, in partnership with Governor Cuomo's Regional Economic Development Councils—in a regionally strategic approach to economic development that involves public and private stakeholders and guides growth from the ground up, with projects that take advantage of regional strengths and resources. The New York State advantage to business includes creative incentives and support for innovation and growth, including loans, grants and venture capital.





## NEW YORK STATE IS READY TO SUPPORT AMAZON

ESD and Amazon have worked successfully together in the New York Metro area to design incentive packages for the company's broad range of facilities. New York State is prepared to continue our proven partnership and provide Amazon with tailored incentives and support to make HQ2 a reality.

### PROJECT FINANCING

ESD is set to provide a range of cost saving financial incentives custom-made for Amazon's HQ2 project including, but not limited to:

#### EXCELSIOR JOBS PROGRAM

Fully refundable tax credits based on job creation, investment, R&D and property tax commitments delivered over 10 years.

#### ECONOMIC DEVELOPMENT FUND

Cash grant funds based on capital development costs to build-out and equip new business operations.

### LAND USE & ZONING SUPPORT

ESD will work with Amazon and the local partners throughout New York State to coordinate and expedite development of Amazon's proposed headquarters. The agency's statutory authorities allow it to catalyze real estate development that supports economic growth in New York State. Subject to public approvals, ESD is empowered to acquire, encumber and dispose of any real property interest, including through eminent domain. ESD can also override local zoning, offer tax subsidies while holding title to a property, and provide lower cost financing or grants to economic development projects.

### EMPLOYEE HOUSING ASSISTANCE

New York Housing and Community Renewal (HCR), the State's housing and community development agency, will work with Amazon and local partners to implement an Employer Assisted Housing Program (EAHP), which matches employer contributions for down payment and rehabilitation assistance for moderate- and middle-income employees. Past versions of the EAHP have matched employer

contributions on a 3:1 ratio for households with incomes up to 150 percent of the HUD Area Median Income, adjusted for family size.

### TRAINING

ESD, together with our New York State and local partners, is ready to design training programs based on Amazon's requirements including:

#### PARTNERSHIP WITH THE STATE UNIVERSITY OF NEW YORK (SUNY)

Through its robust credit and non-credit workforce development programs, SUNY can provide tailored certificate courses, modules, and/or degree programs that provide "Just-In-Time" learning for Amazon HQ2 employees. SUNY has the capacity and the infrastructure to create and scale-up any program, from artificial intelligence and machine learning to aviation, tech and cyber security, logistics, operations, supply chain management, renewable energy and storage, communications, sales and marketing, legal, healthcare, biomedical sciences, and aerofarming. (A comprehensive overview of SUNY is included in the Appendix, Exhibit 1B)

#### TAILORED TECHNOLOGY TRAINING - PER SCHOLAS

ESD has proudly supported the innovative training initiatives of Per Scholas, among other local partners in the metro area. Per Scholas' programs are tailored to employers' requirements while opening doors to young adults from often overlooked communities. The organization credits itself for building a more diverse technical workforce by creating on-ramps for women and people of color, groups staggeringly underrepresented in tech employment today. 90 percent of students are people of color, one-third are women, and one-third are disconnected young adults. Per Scholas' corporate partners include Google, TEKsystems, Accenture, CA Technologies and Barclays.

### ENERGY BENEFITS

The New York Power Authority provides competitive hydro and market energy rates through its landmark RechargeNY program. Through this program, energy commodity discounts are available based on projected power usage, energy load, job creation and capital expenditures.

# THERE'S NOWHERE LIKE NEW YORK

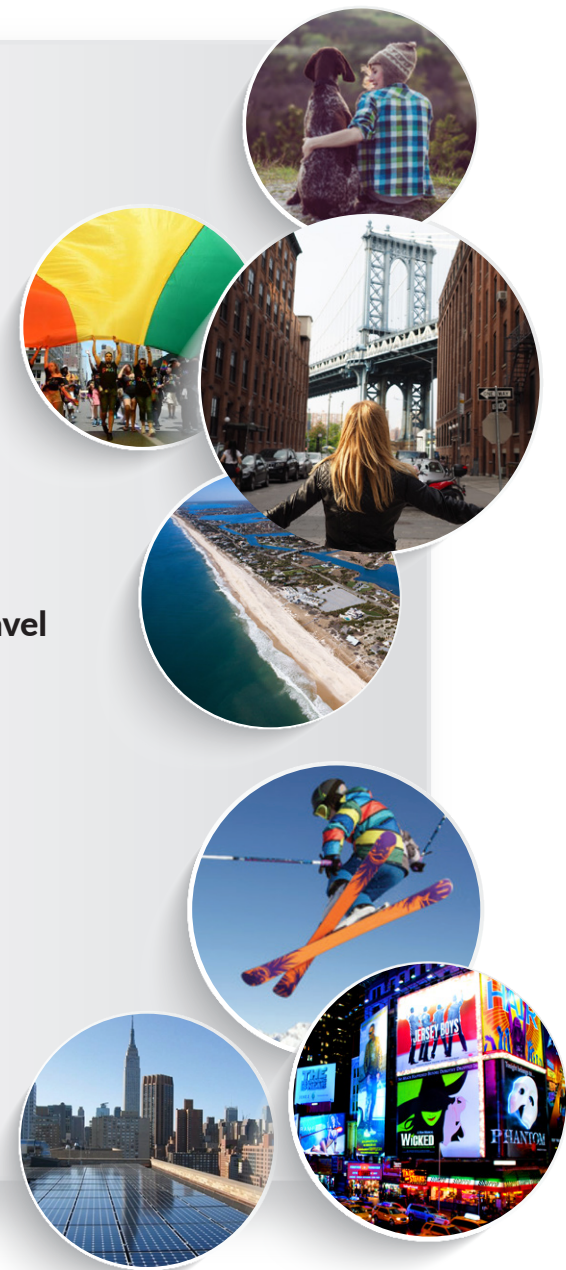
## FOR **amazon**

- The country's **largest tech labor pool**
- The **largest tech pipeline** in the Northeast
- Highly **competitive labor costs**
- The nation's **largest air-transit system**
- The nation's most aggressive transformational **infrastructure investments**
- Statewide commitment to **fiscal discipline** and **stable business** environment
- Shared **cultural and social values**
- A proven **ecosystem for innovation**



## FOR **amazon** EMPLOYEES

- A **diverse, inclusive** population
- Broad array of **housing stock**
- Competitive **cost of living**
- Outstanding transit options for **all modes of travel**
- World-class **culture and creativity**
- Unsurpassed **recreational** opportunities and **natural landscapes**
- Top **educational institutions** at every level
- One of the **greenest cities** in the world





# NEW YORK CITY

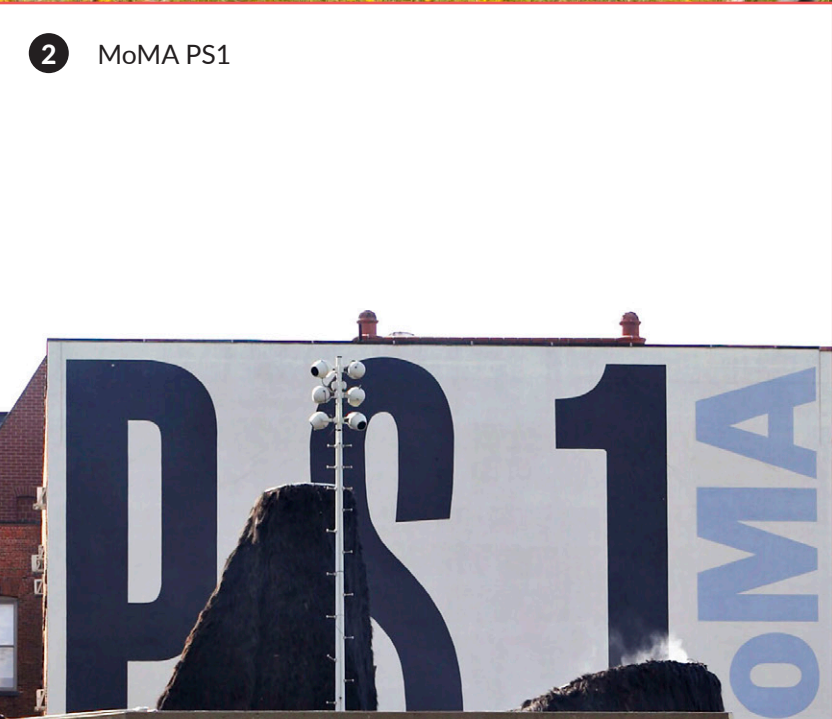
---

I   
NY





1 High Line



2 MoMA PS1



3 Brooklyn Bridge Park



4 Statue of Liberty



# NEW YORK CITY

## SELECTED COMPANIES, EDUCATIONAL INSTITUTIONS, AND ATTRACTIONS

### COMPANIES

- 1 amazon
- 2 Google
- 3 jetBlue
- 4 HEARST
- 5 Pfizer
- 6 facebook.

### INSTITUTIONS

- 1 COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK
- 2 NYU
- 3 CORNELL TECH  
HOME OF THE JACOBS  
TECHNION-CORNELL  
INSTITUTE
- 4 The Rockefeller University
- 5 The City University of New York
- 6 Pratt







THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, NY 10007

October 16, 2017

Mr. Jeff Bezos  
Chairman & Chief Executive Officer  
Amazon  
410 Terry Avenue North  
Seattle, Washington 98109-5210

Dear Mr. Bezos:

We are proud to present New York City's response to Amazon's search for a new headquarters. New York is already home to key aspects of Amazon's film, retail, tech and marketing businesses. We are enthusiastic about expanding that footprint with HQ2.

The case for New York City is simple: we are the global capital of commerce, culture and innovation. No city has a greater diversity of talent, of industries, and of collisions that fuel great ideas and companies.

The brightest minds and innovators want to live in New York. The people who live and come here experience a quality of life unlike anywhere else, from our incomparable public spaces and cultural institutions to our dynamic neighborhoods. This is the safest big city in America, an open city that welcomes people from every corner of the country and the globe.

We are not just a magnet for talent; we produce it. Our public school system, our public and private universities, and our workforce training programs embrace new technologies and partnership with the private sector. We are the largest city in the nation to offer computer science in every grade. We founded a Tech Talent Pipeline that trains New Yorkers—1,500 in just two years—to fill in-demand positions at major firms. We welcome the opportunity to engage Amazon in this incredible apparatus, to ensure the ready-to-work talent necessary for your company's growth.

New York City has long been the financial capital of the world and boasted strength in sectors like media, fashion and advertising. And our economy has built upon those strengths by embracing technology and innovation. In the span of a decade, New York's tech sector has evolved from a cluster of pure-tech start-ups to an ecosystem of more than 350,000 workers permeating nearly every industry. All the elements of Amazon's emerging businesses have strong foundations across the five boroughs, representing a pool of talent and partners that exist nowhere else.

Our public sector has a tried and tested capacity to engage with communities and across industries to achieve ambitious goals, be it implementing a truly universal Pre-K education system, establishing a municipal ID program now used by more than a million New Yorkers, growing the largest public bike sharing system in North America, or launching the first citywide public ferry service in a century in barely two years-time. From education to infrastructure, this is a city that can deliver.

We hope Amazon will closely consider the totality of what New York is ready to deliver on Day One.

Companies don't just come *to* New York. They become *part of* New York, interconnected with our civic life, our institutions and our broader economy. We want Amazon to be part of the New York story.

Sincerely,

Bill de Blasio  
Mayor

## NEW YORK: THE DAY 1 CITY

No place embodies the spirit of Amazon's Day 1 philosophy more than New York City. While there are many reasons New York City is the ideal location for Amazon's second headquarters, they all come back to this same point.

In his most recent letter to shareholders, your CEO articulated four principles of the Day 1 philosophy: embracing external trends, high velocity decision-making, resisting proxies, and customer obsession.

Here in New York City, we have always embraced and built upon external trends. That's how we've remained an economic powerhouse for nearly four centuries. We started small, when fur trading was the hot new thing, and we never looked back.

Over the years we transformed, first into a shipping town, then an industrial hub, and then the capital of the financial world. We've recently gone through another evolution, as **a center of tech and innovation across all industries** – from finance to fashion, marketing to manufacturing. No other city has the depth of innovative companies and density of consumers in all the key industries that Amazon cares about.

Here in New York City we make decisions quickly and deliver on ambitious projects. In 2010, we sought to create a world-class applied sciences school to train local talent for the new economy. By 2011, Cornell Tech, a collaboration between Cornell University and the Technion-Israel Institute of Technology, had launched. This fall, we celebrated the grand opening of its brand new, \$2 billion campus. The school will be **home to more than 2,000 students and 200 professors** working on the most important innovations of our time.

In 2014, we knew we needed to offer high quality **full day pre-Kindergarten to every 4-year-old** to prepare them for academic success and reduce the achievement gap. By that September, Pre-K for All had launched. We're now giving every 4-year-old the academic and social skills they need, and are **saving as many as 70,000 families an average of \$10,000 a year** on childcare costs. Looking ahead, we're aiming to serve more New Yorkers by expanding the program to include all 3- and 4-year-olds.

In 2015, we saw demand for a modern ferry system to connect rapidly growing waterfront neighborhoods that lack subway access. By 2016, we were building boats and planning routes. This summer we launched NYC Ferry – a service that's moved **more than two million riders in less than five months**.

In New York City we aren't tempted by proxies, because we don't need them. **More Fortune 500 companies are headquartered here than anywhere else in the nation.** Leading companies in every major industry have a foothold here for the same reason Amazon does: they have to. Because all these corporations call New York home, we don't need to read reports about what our industries need. We can meet decision-makers directly at conferences and coffee shops. We get information from the source. It never comes secondhand.

Here in New York City, we are obsessed with our citizens as customers. In his shareholder letter, your CEO wrote, "customers are always beautifully, wonderfully dissatisfied... Even when they don't yet know it, customers want something better."

You will find no group of individuals more wonderfully dissatisfied than New Yorkers. **Our diverse population of immigrants and strivers are constantly looking for something better, and often loudly demanding it.** Every day, we have 8.5 million people voting with their feet. Businesses that don't respond to their needs don't last long here.

**Meanwhile, our consumer base keeps growing.** People are moving here in record numbers, and both crime and unemployment have hit all-time lows. We're responding to this growth by **building hundreds of thousands of units of housing, embarking on the largest affordable housing plan in the City's history, building millions of square feet of new office space, and investing in our transit system.**

It's why we continue to grow, evolve, and innovate even as other cities stagnate. It's why we build world-class parks on top of old train tracks, in abandoned tunnels, and over former Coast Guard bases.

It's why we built Hudson Yards, the largest private real estate development in the history of the United States. It's why we turned a 19th century navy yard into a 21st century model for industry and innovation. And it's why we, more than any other city, continue to **attract the best and brightest from around the world.**

It's worth noting that we're not catering to a monoculture. To the contrary, we're one of the most diverse cities in the world, with **immigrants from more than 150 countries and residents who speak more than 200 languages.** There is arguably no better testing ground in the world to evaluate what so many different types of people want.

Former Mayor Ed Koch summed up what makes New York City special in his third inaugural address back in 1986. He said, "New York is a long way from being perfect. This is not a place of carefree quietude. Our city is not a tranquil refuge from reality. New York today is what it has always been: it's the world's number one arena for genius, it's the battleground of new ideas. **New York is the city where the future comes to rehearse, where the best come to get better.** We're the leading city because we are the city of leaders. If you're trying for the top, you cannot top New York."

If we were on the battleground of new ideas 30 years ago, then today we are on the front line. New Yorkers reinvented public space with the High Line, changed the way people consume information with BuzzFeed and The Huffington Post, and created the second largest tech ecosystem in the country from scratch. And we've transformed our city to be the safest and greenest it has ever been, with **violent crime down 60 percent and thousands of acres of new green space.**

What follows is a detailed description of all the things that make New York City the place where the best come to get better: our rich culture and high quality transportation; our unmatched talent pool; and our breadth of industry representation. But in the end, it all boils down to this:

**Right now you work in a building called Day 1. We invite you to come work in the Day 1 city, a place that never stops innovating, never gets comfortable, and never plays it safe. Join us as we make history, and write the next chapter of Amazon's story in the world's greatest city.**





# NEW YORK CITY ATTRACTS THE BEST AND BRIGHTEST MINDS, AND WE'RE INVESTING IN OUR PEOPLE FOR THE JOBS OF THE FUTURE.

Over 8.5 million people have chosen to make New York City home. 3.3 million are immigrants from over 150 countries. The New York City metro region has more workers with H-1B visas than anywhere else in the nation. Our population is one of the most diverse and best-educated in the country.

There are **more New Yorkers with bachelor's degrees than there are residents of most cities. Roughly 2.3 million New Yorkers have a bachelor's degree or above**, more than Los Angeles, San Francisco, Philadelphia, Washington, and Boston combined. Approximately 5.3 million residents with bachelor's degree or higher live in the New York City Metropolitan region, and are seamlessly connected to the City by the Metro-North, Long Island Railroad, and NJ Transit systems. New York City has three times as many residents with a graduate degree as our closest competitor. Last year alone, over 80,000 people with a bachelor's degree or

higher relocated to New York City. And, four out of five 23 to 29 year olds residing here but born outside of New York State have a bachelor's degree or higher. Whether Amazon is looking for software engineers, managers, accountants, lawyers, fashion designers, or healthcare professionals, no other city has the depth and breadth of world-class talent we can offer.

Fluency in computer science is crucial in an environment where artificial intelligence, machine learning, and robotics are transforming industries. New York City already has more software engineers than any other city, double the number of Boston and San Francisco and triple that of Philadelphia. But, it's still Day 1, and we're not stopping there. Our vision is to become the largest and most diverse tech hub in the country, starting from the first day a student enters the classroom.

2016 metropolitan area employment by occupation

	Software development engineers	Other engineers	Executive / management	Legal	Accounting	Administrative
<b>New York Metro</b>	<b>278,950</b>	<b>55,990</b>	<b>163,700</b>	<b>109,720</b>	<b>115,680</b>	<b>1,527,120</b>
Washington	209,800	40,760	77,810	68,000	40,980	408,880
Los Angeles	155,050	58,440	110,660	51,820	60,960	982,470
Dallas-Fort Worth	134,200	41,470	51,820	24,750	37,960	625,950
San Francisco	131,540	31,950	45,720	24,380	25,790	332,300
Chicago	128,760	41,240	107,440	37,730	43,160	700,350
San Jose	126,770	42,680	19,530	7,790	13,620	130,540
Boston	125,850	30,440	65,280	25,910	30,900	385,060
Seattle	120,810	30,600	30,270	14,790	19,340	262,120
Atlanta	111,800	27,020	65,020	22,310	27,500	401,220
Philadelphia	90,710	27,930	38,190	31,200	29,540	465,930

## Pre-K and K-12: New York City is nurturing the engineers of the future.

New York City has the largest public school system in the country, and our schools are stronger than ever. Last year, 72.6 percent of our students graduated, the highest graduation rate in the history of New York City. We offer pre-Kindergarten for all of our 4-year-olds, with 70,000 already enrolled. By 2021, our program will extend to 3 year olds, beginning our world class education even earlier, and saving families thousands of dollars a year on childcare.

New Yorkers are firm believers in the value of STEM education. Our growing Career and Technical Education (CTE) programs allow students to graduate from high school with academic and industry-recognized skills leading to

high-quality college and career options. CTE serves nearly 60,000 students annually, with over 200 programs including training in engineering, robotics, media tech, design, business management, and distribution & logistics.

In 2015, Mayor de Blasio announced CS4All, a 10-year, \$81 million initiative that will enable all 1.1 million students in NYC's public school system to study computer science across grades K-12 by 2025. In just a few years, nearly 1,000 teachers have been trained. Last year, close to 90,000 students received instruction in more than 500 schools. We are the largest school district in the nation with a CS program of this kind.

## Higher Education: New York City is making historic investments in Applied Science education.

New York City has **over 120 colleges and universities, the largest urban public university system in the country**, and a metro college population of over one million students. This is larger than the entire population of the city of Boston. Columbia, NYU, The City University of New York, and the new Jacobs Technion - Cornell Institute are a few of the world-class universities that call New York City home.

In a world where the skills needed to fuel our economy are constantly evolving, every day is Day 1 for our academic institutions. Cornell Tech, opened in September and is a \$2 billion, two-million-square-foot campus on Roosevelt Island

for graduate education and research, aiming to integrate technology, business, law and design experts for the digital age. The campus will soon to be home to more than 2,000 graduate students and faculty. This past summer, we announced a historic commitment by CUNY to double its tech bachelor's graduates to 1,000 a year by 2022 through multi-million dollar investments co-designed with industry partners. We're also making major investments in STEM graduate education and research. Our Applied Sciences initiative, of which Cornell Tech is a part, supports the expansion of Columbia's Data Science Institute, and the establishment of the NYU Center for Urban Science and Progress.



Cornell Tech



## Workforce Development: New York City is building the diverse ready-to-hire talent companies need.

As skills continue to evolve, New York City is designing nimble new training and employer partnership models. We are a pioneer in this area, with cities all over the world replicating our programs. New York City is **home to over 100 organizations that provide accelerated tech training**. Our **22 bootcamp programs alone serve over 2,000 people annually** in cloud administration, to software engineering, and data science. We have more coding bootcamps than any other city in the country, and are pioneering new training models designed to increase the diversity of our workforce with programs like Tech Talent Pipeline, Per Scholas, and CQ4.



**About:** Tech Talent Pipeline collaborates with tech industry leaders from 200+ companies to align the city's tech training and education infrastructure to deliver talent for decades to come. Thousands of New Yorkers will be equipped with 21st century skills and connected to in-demand jobs, with hundreds already employed at companies like Spotify, Viacom, and Betterment.

**Academic partners:** The TTP Academic Council is comprised of 16 local post-secondary institutions including Columbia, NYU, Pace, Pratt Institute, and CUNY. Representatives from these schools are developing pathways to careers in tech fields for New Yorkers.

**Corporate leadership:** The TTP Advisory Board is composed of 28 CEOs, CTOs, CIOs, and senior executives representing the city's top tech employers and a collective workforce of 50,000 New Yorkers.

## Talent Programs: New York City's top colleges and universities are committed to working with Amazon to create a robust source of future employees.

Here are some examples of partnerships we look forward to designing with you.

### Customized certification programs

- Partner with our top engineering institutions like NYU, CUNY, Columbia and Cornell Tech.
- Join the NYC Tech Talent Pipeline Advisory Board of 28 leading industry executives to inform academic curricula across the city and build Amazon's staff of diverse, hire-ready talent

### Partnerships with local organizations to increase workforce diversity

- Work with organizations like Per Scholas, Coalition for Queens, CUNY Techworks, and others to diversify Amazon's workforce with programs to train overlooked talent pools with in-demand tech skills
- Work with The Young Men's Initiative to connect training partners to youth, young adult, and adult populations

### Faculty exchanges:

- Partner, as companies like Google, IBM, Facebook, and Intel have done, with our universities to create part-time faculty exchanges for Amazon employees in fields like wearable tech, facial recognition, machine learning, and video interpretation

### R&D partnerships

- Work with top universities to develop cross-institutional R&D labs that cater to Amazon's research needs, building on New York City's strong track record with companies across industries
- Sponsor entrepreneurs-in-residence programs with our top institutions
- Develop competitions for teams across our universities to solve Amazon-specific technical challenges

## NEW YORK CITY RETAINS THE BEST TALENT BECAUSE IT'S THE **WORLD'S GREATEST CITY**, AND EVERY YEAR WE CONTINUE TO REDEFINE WHAT'S POSSIBLE.

It's no wonder we have the largest workforce, the highest number of college graduates, the largest immigrant population, and more companies than any other city in North America. But we take nothing for granted. We're creating a new urban culture, developing world-renowned parks, building more housing than any other city, and pioneering new modes of transportation.

## Culture and entertainment: New York City is the preeminent destination for art, theater, music, and nightlife.

New York City's rich arts and entertainment scenes are embedded in the city's fabric. We are the preeminent destination for art, theater, music, and nightlife.

New York City is **home to over 800 museums and galleries** that house some of the world's most famous works of art. You can see Vincent Van Gogh's *Starry Night* at the Museum of Modern Art and Jacques Louis David's *Death of Socrates* at the Metropolitan Museum of Art. In the last two years alone, we opened the new Whitney Museum of American Art, the Met Breuer, and we will open the Universal Hip Hop Museum in 2022. MoMA PS1, the Noguchi Museum, and the Brooklyn Museum draw thousands each year.

**Broadway's 41 theaters** are home to new blockbuster hits, like *Hamilton*, and some of the longest-running shows in the world, like *Phantom of the Opera*. Alvin Ailey American Dance

Theater is perhaps the best modern dance troupe in the world. Participatory theater experiences like *Sleep No More* and grassroots performance series like *So Far Sounds* are inspiring a new generation of performers.

New York City's music and nightlife scene is unrivaled. We have **more musical performances than any other city in the world**, with five million tickets sold every year at our major venues. Madison Square Garden and Barclays Center are the top two performance venues in the United States. Lincoln Center is home to the renowned Metropolitan Opera and the New York Philharmonic. Ever ready to reinvent and improve, we announced this summer that a Nightlife Ambassador, appointed by the mayor, will make it even easier for entertainment to thrive in New York City. Cultural attractions drew **over 60 million tourists in 2016 – with over 12 million of them traveling from other countries**.





New York City is not only a top destination for leisure travelers, but also a prime spot for businesses to convene clients and colleagues from around the world. We host hundreds of conferences, trade shows, and business events per year – over 6 million meeting and convention delegates visited in 2016. And we're making big investments to expand our convention

spaces and our hotel footprint to host even more visitors. Today, New York City has the most active hotel development pipeline in the country, with approximately 113,000 rooms as of June 2017, and an expected inventory of 137,000 rooms by the end of 2019.



**Jacob K. Javits Center Expansion**  
In January 2016, Governor Andrew Cuomo announced the \$1.5 billion expansion of the Jacob K. Javits Convention Center, adding more than 1 million square feet of event space.

### Recreation & Waterfront: New York City is developing world-renowned parks and increasing access to its waterfront.

New York City is a beautiful juxtaposition of cityscape and green park space. We are home to some of the **most iconic parks in the world**, including Central Park, Prospect Park, and Hudson River Park. Today, we're not only improving our **30,000 acres of city-owned parks**, but we're also creating new green spaces **where one would least expect them**.

The beloved Brooklyn Bridge Park was built by converting old piers into beautiful parkland. In New York City, you can play soccer on a pier in front of the world's most famous skyline, or ride a ferry to a 172-acre island with parks in the middle of New York Harbor.



**The Hills on Governors Island**  
Formerly a Revolutionary War fort and a Coast Guard base, Governors Island is now home to a \$71 million, 10-acre new park called The Hills, where visitors can find some of the best views of the New York skyline and the Statue of Liberty. Future Amazonians can enjoy the Island's art festivals, concerts, cultural events, and more.

### Transportation & Access: New York City is modernizing and expanding the country's largest public transportation network.

New York City is by far the most transit-rich city in the United States. We are the **only large city in the country where the majority of workers commute via mass transit**. Today, more than four out of five commuters to our central business district arrive on mass transit. In Manhattan, less than 10 percent of commuters drive to work. More customers use the Metropolitan Transit Authority's network of subways and railroads than every other subway and commuter railroad in the country combined.

New York City opened the first underground subway line in 1904; soon it had the largest system in the world. Unlike other metropolitan areas, our subways run 24/7/365 to support the city that never sleeps. New York City also has the largest bus fleet in the nation, serving over 2.5 million people each weekday. In the past two years, the City has extended the 7 Line to Hudson Yards, completed the World Trade Center Transportation Hub, which connects Lower Manhattan to 11 subway lines and trains to New Jersey, and opened the Second Avenue Subway, which extends service to approximately 200,000 more New Yorkers. And earlier this year Governor Cuomo announced a final deal for a \$1.6 billion project to create Moynihan Station, a new transportation complex at Penn Station.

We are the prime terminal of the nation's largest commuter railroads—Long Island Railroad, Metro North, New Jersey Transit, and PATH—creating access to communities in New Jersey, Long Island, Connecticut, and upstate New York.

New York City is exceptionally accessible from points beyond the five boroughs. Our central location on Amtrak's Northeast

Corridor provides high-speed Acela service to major business, cultural and political centers, including Washington, Philadelphia, and Boston. Our interstate highway network of 235 miles (I-78, I-80, I-95, I-87, I-278, I-495) provides easy access to the Northeast, Mid-Atlantic and New England regions. Our three airports, John F. Kennedy, LaGuardia, and Newark Liberty International, represent the largest airport system in the United States. It is second in the world in terms of passenger traffic, and first in terms of total flight operations. We are already a global destination for tourism and business, and are working to modernize our airports for future travelers. **By 2020, all three of our airports will have undergone extensive renovations**, with more than \$20 billion of planned investment.

New York City is creating new modes of transit for New Yorkers, from the recently launched NYC Ferry service to the forward-looking BQX streetcar. Future Amazonians will be able to ferry across New York Harbor with breathtaking views of the skyline and join over 2 million riders who have taken our new NYC Ferry. They will be able to grab a Citi Bike (our bikeshare program) and ride along new greenways and over 1,000 miles of protected bike lanes. New Yorkers take more than 450,000 cycling trips each day, triple the amount taken 15 years ago. This is supported by the enhancement of 300 miles of on-street bike lanes, 45 protected bike lanes with over 60 miles of dedicated cycling space installed in 2016 alone.

Thanks to the interconnectedness and walkability of the City, the majority of households here are car-free. With our strong transit system, everything from the best restaurants to the best entertainment venues, feels just a short trip away.



**La Guardia Airport (LGA)** broke ground in 2016 for a redesign that will create a single main terminal and an AirTrain link to Manhattan.



**Housing: New York City is building more than any other city, making it more affordable and diverse.**

As a result of concentrated investments, we are making New York City increasingly affordable relative to other cities. In a comparison of median rents across major metropolitan areas, New York City was less expensive than San Francisco, Washington, San Diego, and Los Angeles. On average, New Yorkers spend **\$290 less per month on rent than residents of San Francisco, and \$210 less per month than residents of Washington, D.C.** New York City's rent is on par with Seattle, with New Yorkers spending only \$40 more per month.

The \$40 rent difference is more than compensated for by our city's low cost of transportation. New Yorkers who rely on **public transportation** benefit from an **annual transportation cost below \$1,500**, a savings of over \$10,000 compared to the median Seattle household. Moreover, our new Universal Pre-Kindergarten continues to lower our cost of living, substantially reducing childcare costs for families across the five boroughs.

New York City's volume of lower-cost housing stock eclipses the entire rental stock of most cities. The New York City metro area has **over 1.8 million units below Boston's median rent**, and more than the total number of rental units in Boston and Seattle combined.

Many think of New York City as a city of massive multifamily buildings, but the reality is that we're a city of diverse neighborhoods and lifestyles. Whether Amazon employees want to live in an apartment among the best restaurants and bars in the world, or in a house within walking distance of great parks and schools, they'll find a home in New York City, and we continue to add units. From 2000 to 2017, permits have been filed for more than 447,000 residential units, accounting for one of the largest building booms in the city's history.

2017 median residential rent and total rental housing stock by metro area

Metro	Median rent	Total # of rental units
San Francisco	\$1,580	801,484
Washington, D.C.	\$1,500	859,950
Los Angeles	\$1,340	2,315,974
<b>New York</b>	<b>\$1,290</b>	<b>3,653,023</b>
Boston	\$1,290	714,996
Seattle	\$1,250	590,325
Philadelphia	\$1,040	776,996
Chicago	\$990	1,345,735
Atlanta	\$970	825,782

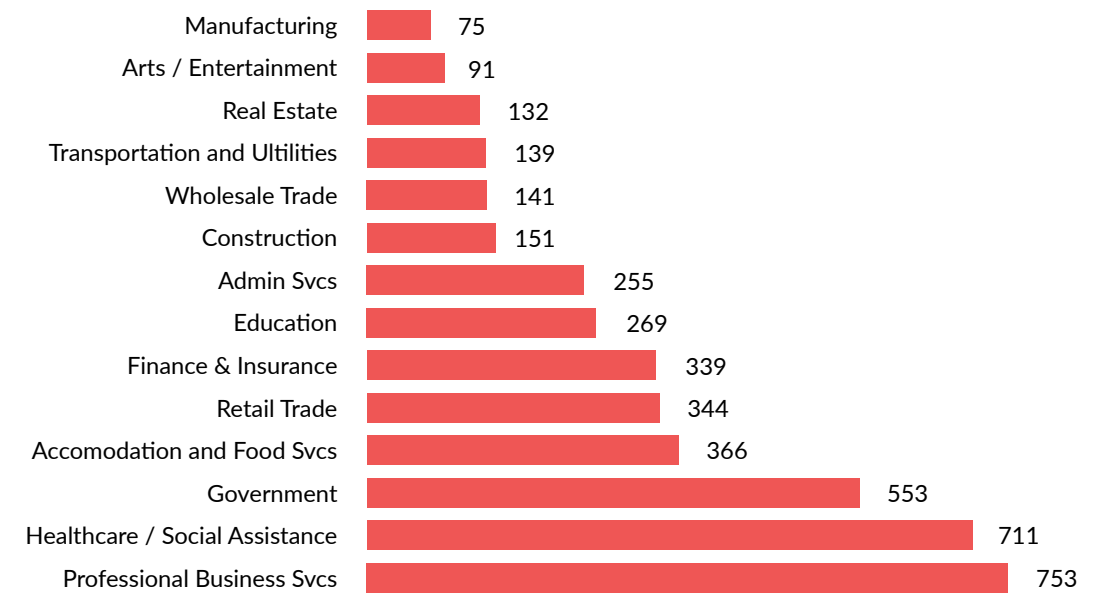
**THE STRENGTH OF NEW YORK CITY'S TALENT ALLOWS US TO STAY AT THE LEADING EDGE OF ECONOMIC GROWTH, DRIVING INNOVATION ACROSS ALL INDUSTRIES, ESPECIALLY THOSE THAT ARE A PRIORITY TO AMAZON.**

From our earliest days, New York City has been defined by enterprise and innovation. Whether it was founding the most influential stock exchange in the world, or being at the forefront of blockchain currency, New Yorkers have been pushing boundaries since Day 1. It's a place where engineers are building the future of Artificial Intelligence just blocks from Madison Square Garden, where Nikola Tesla first exhibited the precursor to the modern remote control.

New York City is the epicenter of business, with large and small companies that span every industry. We are home to more corporate headquarters than any other city in the world and the second largest start-up ecosystem in the world. New York City-based companies were the largest share of firms among Inc.'s 5,000 fastest-growing private companies in 2017. Companies are starting here, growing here, and becoming global leaders here. From technology to media to healthcare, we have the big ideas, talent, consumers, and density of activity that will allow Amazon to meet the scale of its ambitions.

According to The Economist Intelligence Unit, New York City is the most competitive city today and will remain so in 2025.

New York City's economic strength spans all industries (August 2017 New York City Employment in thousands)



Source: NYS Department of Labor

## Economy: New York City is reinventing itself as a global capital for technology.

As Amazon seeks to build Alexa's capabilities, improve the ways it serves its customers across platforms, grow its AWS business, and hire tens of thousands of software engineers. New York City offers the diverse talent, ideas, and clients that the company needs.

New York City's technology ecosystem is stronger than ever. **Our workforce of over 278,000 software engineers is larger than any other metropolitan area and is more than double that of San Francisco's.** Moreover, employers tell us that they are better able to retain tech talent in New York. With the

diversity of our industries and a three-year pipeline of over 16,000 degrees in engineering fields, the competition for top of the line talent is less fierce. We have lower average tech wages than the Bay Area and Seattle; New York City companies pay tech employees an average of \$109,000 compared with \$123,000 and \$114,000 respectively. This is a testament to the size of New York City's talent pool. Large technology companies are drawn to the City by the depth and quality of our workforce. Major players have significantly expanded their New York presence in the last three years:

*"Google expands its New York footprint."* –New York Times

*"Facebook announces an open engineering office New York City."* –ZD Net

*"Spotify shifts its headquarters from Stockholm to NYC."* –Digital Music News

*"Slack started its Search, Learning, & Intelligence (SLI) group in the new NYC office."* –Medium

*"Snapchat plans to more than double its workforce in New York City."* –Business Insider

*"IBM Watson HQ opens for business in New York's Silicon Alley."* –CIU Magazine

New York City startups are thriving, particularly in commercializing technology solutions for industries like finance and healthcare, where we've long been a leader. **We have over 9,000 startups, 120 incubators, and record volumes of venture funding, with \$8.96 billion in 2017, \$8 billion more than 10 years ago.** B2B services, Consumer Web, Healthtech, and Fintech were the largest categories of startups receiving funding in 2016, accounting for more than \$6 billion of our almost \$9 billion in funding.

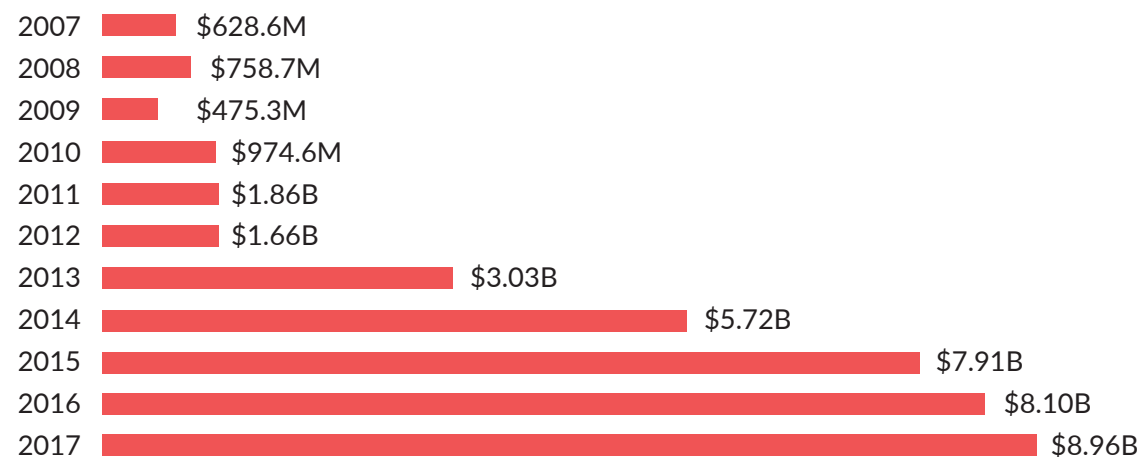
Our world-class research institutes like Columbia's Data Science Institute and the NYU Center for Urban Science and Progress are driving innovation in tech and other industries each day. These R&D labs, in conjunction with other leaders like the new Cornell Connected Experiences Lab and the New School's Center for Data Arts are innovating in key areas such

as data science, artificial intelligence, machine vision, semantic search, robotics, mobile data, autonomous vehicles, augmented and virtual reality, cybersecurity, logistics, and healthcare IT. And, our ability to leverage the largest workforce of design and creative industry professionals in the country means that we are also leaders in commercializing products for consumers. We not only produce some of the best R&D and technology, but have UX/UI designers, artists, and marketing experts needed to bring them to life.

Looking ahead, we recently announced the development of Union Square Tech Hub, **a new 258,000 square-foot hub for technology jobs and workforce development.** Located in Union Square, this will serve as a focal point for tech training and start-up incubation in the core of our Silicon Alley.

### Growth of venture capital funding in New York City

#### 2007-2017 New York City Metropolitan Area Total Venture Capital Invested



## Innovation: New York City is building on our longstanding leadership in media and the creative sector.

As Amazon expands the reach of Amazon Music, works with visionary storytellers to produce the next great wave of original films, grows its publishing platforms, and seeks the next partnerships for Amazon Fashion, New York City is where the company will find the resources to bring its ambitions to life.

New York City is the global capital of publishing, music, fashion, advertising, and film, we have every medium covered. **Our creative industry workforce is almost 300,000 people.** We recently overtook Los Angeles County as the largest creative business cluster in the United States, and we're continuing to grow quickly.

In publishing, we are **home to all of the "Big Five" book publishers.** In music, we are **home to two of the three largest record labels in the world.** In fashion, we are **home to more than 900 fashion company headquarters** – more than double that of Paris, our next closest competitor. We are the only American city to host a major Fashion Week, and we're home to the showrooms, photo studios, industry events, and creative talent needed to grow Amazon Fashion. All of the top 10 advertising firms have offices in New York City. And at U.S. award ceremonies from 2011 to 2014, documentaries produced by New York City companies received 96 nominations, compared with 48 for Los Angeles, nine for San Francisco, and seven for Berkeley.



**Made in New York Campus**  
We recently announced a 460,000 square foot Made in New York campus in Sunset Park, Brooklyn, with space for thousands of innovators in fashion, film and TV, and other creative media.

Silvercup Studios, where Amazon already films much of its original content, is one of several world-class New York studios. Other premier studios include Steiner Studios, the largest film and television production studio outside of Hollywood, Kaufman Astoria Studios, and Broadway Stages.

As media has evolved, so has New York City. We have become one of the best places in the world to create podcasts and produce digital content for new audiences. We're home to industry leaders like The New York Times and HarperCollins, as well as new entrants like Tumblr, Vice, BuzzFeed, Big Spacship, and Spotify. We are also home to thousands of

bloggers and influencers who are defining tastes and changing the way the next generation consumes content. 14 percent of the money raised on Kickstarter—\$105 million over six years—has been for New York City-based projects. There are more Etsy sellers in New York than cab drivers.

New York City is thinking big about the future. In the last year alone, we've announced plans for historic investments in modernizing and advancing the fashion and film industries, helping companies pioneer new manufacturing technologies and activating new spaces for design and collaboration.

## NYC MEDIA LAB

**About:** The Media Lab is a community of designers, researchers, and inventors who work together as members of research teams, doing things that conventional wisdom says can't be done.

**Projects:** Approximately 400 projects are underway, ranging from learning tools, innovative devices for human adaptation and augmentation, and new modes of transportation for tomorrow's smart cities.

**Academic partners:** School of Visual Arts, NYU, Columbia, The New School, CUNY, IESE, and Pratt Institute.

**Corporate partners:** A+E Networks, Audible, Bloomberg LP, ESPN, Hearst Corporation, MLB Advanced Media, NBCUniversal, News Corp, Publicis Groupe, Charter Spectrum, Verizon, Viacom, and The Weather Company and others.





## Science: New York City is investing in the next big breakthroughs in healthcare and life sciences.

As Amazon explores opportunities in health and life sciences, whether they be identifying valuable new clients of AWS, experimenting with new opportunities to serve customers or exploring the pharmacy and medical device space, New York City will be the place to find clients, world class research, and top talent.

Healthcare has long been New York City's largest industry, with a workforce of over 700,000 people. We have five major private hospital networks and the largest public healthcare system in the country. We also have **nine major academic medical centers**, putting us at the forefront of healthcare education and research. Last year, we received over \$1.6 billion in NIH funding, second only to Boston. And we're home to a booming ecosystem of exciting startups like

HealthReveal, Oscar Health, Flatiron Health, CityMD, ZocDoc and AllazoHealth.

Pharmaceutical leaders such as Pfizer and Bristol-Myers Squibb are based in New York City. Others, like Celgene and Regeneron Pharmaceuticals, are in the greater metropolitan area. Newer companies that are paving the way in pharmaceutical ordering and delivery, such as Capsule Pharmacy and Zipdrug, also call us home.

To stay at the forefront of research and innovation in these fields, New York City is making historic investments in life sciences R&D. **The City and State have announced combined \$1.15 billion in initiatives just this past year.** New York City's initiatives will catalyze the new research that will define the future of this industry and improve lives around the world.

## Customers: New York City is the largest and most dynamic proving ground for innovative products and services.

Our 8.5 million New Yorkers are trendsetters. They seek new experiences and thrive on diversity. This is why brands from all over the world test new concepts in SoHo popup shops and Williamsburg concept stores, it's why Amazon chose to test Prime Now here and open some of its first bookstores here. E-commerce retail brands from around the country have chosen New York City to test new retail concepts, including

Away, Allbirds, Bonobos, Casper, and Warby Parker. We have also been a laboratory for experimentation in grocery and food delivery—Ando, FreshDirect, Blue Apron and Plated all started here. As Amazon seeks to expand Whole Foods' footprint and consider many more investments in retail and customer experiences, the pulse of New York City will propel Amazon to the future it seeks.

## FINDING AMAZON'S NEW YORK CITY HQ2 HOME

New York City is known for its robust economy, top schools, world-class culture, and verdant green space. But perhaps the city's best asset is its vibrant neighborhoods, home to the most diverse and talented communities in the world. We know that Amazon anticipates building its HQ2 *with* the surrounding community, not just *in* it. Both Amazon and its new neighborhood will be stronger if HQ2 is woven into a community's existing fabric. We are here to give Amazon the tools and opportunities to make HQ2 possible.

New York City is excited to work with Amazon and local stakeholders, leaders, and community organizations to help build a HQ2 that synergizes with its new neighborhood and ensures that Amazon's new neighbors share in HQ2's success.

We are fully committed to planning a community engagement process with Amazon, including hosting forums, leveraging technology, and making introductions to community leaders and local service organizations to develop robust partnerships and talent pipelines. Our Community Affairs and Public Engagement units will work with the Amazon team to ensure it is are connected with tenant associations, parent groups, students, communities of faith, and civic leaders. We will help identify investments and partnerships that will further opportunities for all New Yorkers, and enhance access to the strongest workforce in the nation.





## PROPOSED NEIGHBORHOODS

### In New York City, Amazon will find best-in-class public and private real estate partners.

New York City, the global capital for real estate, is ready to house Amazon's second headquarters. We have the world's most sophisticated developers, construction firms, designers and architects, and a robust pipeline of new development underway. Over 15 million square feet of new office space will become available in New York City between 2017 and 2019. Public-private partnerships that are helping to drive that growth are shaped by the preeminent economic development agency, New York City Economic Development Corporation (NYCEDC). NYCEDC has a multi-billion-dollar capital construction program and oversees over 66 million square feet of public property, including some of New York City's most important real estate assets, from Times Square office buildings and theaters, to Cornell Tech and the NYU Center for Urban Science and Progress, to wholesale food markets. NYCEDC frequently works in close partnership with New York State's Empire State Development, as it did in the preparation of this bid.

In response to Amazon's request for proposals, NYCEDC immediately issued its own call to the private sector to join us in preparing this submission. The response was robust: More than 25 proposals were submitted by dozens of firms, representing more than 50 million square feet of space into which Amazon can grow. Joining these responses were letters of support from elected officials, major academic stakeholders, and community groups, all of which are included in the attached appendix. After a detailed diligence and screening process, the City, in partnership with New York State, identified four proposed neighborhoods and clusters of properties, based upon an assessment of Amazon's stated priorities.

The options presented on the following pages offer four distinct neighborhoods that meet Amazon's goals: Phase 1 availability, at least 8 million square feet of nearby development potential, teams prepared to execute quickly, access to a broad talent pool, transit connectivity, community amenities, broad-based community support and opportunities for unique partnerships. Real estate firms that proposed buildings for Amazon's Phase 1 occupancy have executed term sheets with NYCEDC and have agreed to refrain from leasing their space until 2018. In the appendix, you will find details on New York City's existing commercial incentive programs that inform the illustrative effective rents for each neighborhood.

We look forward to discussing both these neighborhoods, and other opportunities that may be of interest, in the weeks and months ahead.





# MIDTOWN WEST

**From the heart of Manhattan, gain unrivaled access to the country's largest urban region.**

Midtown West sits at the epicenter of the New York City region, and its 20 million residents – the largest and most diverse workforce in the country. Its anchors are Penn Station, the region's most important transit hub and a focus of public investment, and Hudson Yards, a rising live-work-play neighborhood that sets a new standard for cities worldwide. West 33rd Street creates a natural east-west spine for an urban campus woven into the neighborhood's fabric.

Altogether, Midtown West offers Amazon over 26 million square feet of commercial space in a wide range of building types, including modern office towers and historic gems like the redeveloped Farley Post Office. In the future, Amazon could be part of ground-up new construction in the neighborhood, giving the company a prominent place on the Manhattan skyline.



- Opportunity to anchor a historic transit hub and expand east and west
- Total HQ2 campus potential: 26+ million square feet
- Subways/Regional Rail: 15 subway lines/PATH/LIRR/Amtrak/Metro North/NJ Transit
- Workers within 45 minute commute: 1.9 million



## Culture & Entertainment

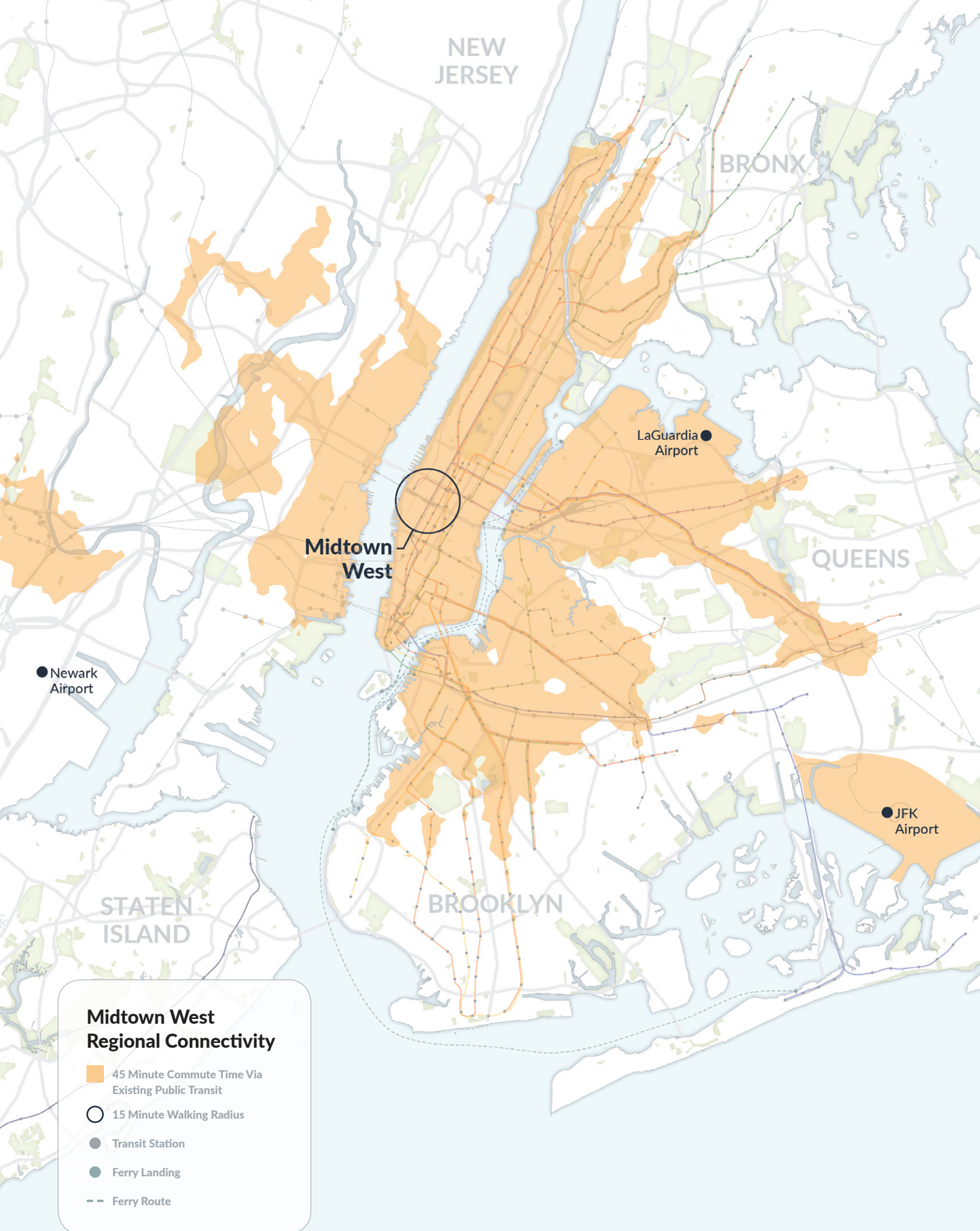
The streets of Midtown West, encompassing Chelsea, Hell's Kitchen, the historic Garment District and the new Hudson Yards neighborhoods, are a cultural crossroads of the city. The recently renovated Madison Square Garden is home to three major professional sports teams and is the city's premiere indoor concert venue. Chelsea, a global hub of the art world with over 200 galleries, stretches along the High Line public park to the south. Midtown West is a 10-minute walk from the bright lights of Times Square and the Broadway Theater District, where more than 13 million people attend blockbuster performances each year. At Hudson Yards, a major new multi-arts space called The Shed will support a diverse program of commissioned works in the performing and visual arts.

Hell's Kitchen and Koreatown restaurants offer the ethnically diverse food for which New York City is famous. Around Penn Station, new food halls and outdoor markets have expanded dining options, and at Hudson Yards, some of the world's finest chefs are opening restaurants. Nightlife options include trendy dance clubs and karaoke joints, sports bars and quiet neighborhood watering holes. The 28-acre Chelsea Piers sports complex and other family friendly options abound.

Shoppers can patronize national chains, department stores like Macy's and Nieman Marcus, and local originals, and they can find everyday necessities at neighborhood drugstores, supermarkets, and coffee shops.







### Recreation & Waterfront

The High Line, a repurposed 1.5-mile elevated rail line running from Hudson Yards to the new Whitney Museum of American Art, is a favorite place for New Yorkers and visitors to observe the city and experience nature. Hudson River Park has 550 acres of recreational piers with water-related activities like fishing and kayaking and is bordered by a continuous running/biking path that encircles Manhattan. Hudson Park and Boulevard is a new four-acre park and thoroughfare that connects Hudson Yards to 42nd Street; its completed first phase includes entrances to the new \$2.4 billion 7 Line subway station at 34th Street.

Since 2015, 33rd Street between Seventh and Eighth Avenues has been closed to traffic and remade as a pop-up pedestrian plaza with public art and year-round cultural events. It is envisioned that the space, Plaza33, will be transformed into a permanent plaza, and the City is also considering a proposal to turn 32nd Street at Penn Station's main entrance into a pedestrian boulevard. Private owners have ambitious plans to complete complementary redesign and upgrades of plazas surrounding One Penn Plaza, next door to Penn Station and Madison Square Garden.

### Transportation & Housing

Midtown West sits atop a massive transit hub that links the neighborhood to over 1.9 million workers within a 45-minute commute. Transit service includes 15 subway and four PATH rapid transit lines that connect to Manhattan, Brooklyn, Queens, the Bronx, Jersey City, Newark, and Hoboken; commuter rail and bus service to North & Central New Jersey (via NJTransit) and Long Island (via LIRR); Amtrak intercity rail service (including high-speed Acela trains) to Boston, Philadelphia, Baltimore, and Washington; and access to all three major airports, including direct connections to Newark Airport (35-40 minutes) and JFK Airport (40-45 minutes).

Recently, the City, State, and Federal governments committed over \$7 billion to a set of investments in rail capacity and passenger upgrades to Penn Station, with more expected to come. The new Moynihan Train Hall is under construction within the historic Farley Post Office building, west of Penn Station. When the train hall is completed in 2020, rail passengers will enjoy a sky-lit space with modern amenities and enhanced retail options. Amtrak's relocation to the new train hall will open the way for substantial capital improvements to Penn Station, where the LIRR concourse and adjoining subway stations are undergoing redesign and expansion with improved signage, lighting, finishes, and retail space. In addition, Metro-North Penn Access will provide access to all four commuter rail networks and a direct connection between Midtown West and the suburbs of Westchester and Connecticut.

The regional highway network is accessible via the West Side Highway, Lincoln Tunnel, and Queens-Midtown Tunnel. Hudson River ferry service to New Jersey is available from Pier 78, adjacent to the Javits Convention Center. New York City's growing network of bike infrastructure provides safe and easy ways for cyclists to commute and travel within the neighborhood. Protected bike paths are located on Broadway, Eighth & Ninth Avenues, and the Hudson River Greenway. Citi Bike has 17 bike share stations in the area, including bike valet service at Penn Station.

In Midtown West, Amazon has access to a range of residential options with reasonable commutes, at a variety of price points. These include dense Manhattan neighborhoods where employees could walk or bike to work; diverse outer-borough and New Jersey neighborhoods accessible by subway; developing towns and small cities in Long Island, Westchester, and beyond along commuter rail lines; and traditional bedroom communities offering a quiet contrast to the city. Locally, several new residential development sites will provide thousands of new units for Amazon employees to live blocks away from their new office.

### Local Partnerships

From international fashion brands like Coach and L'Oréal, to the media company Time Warner and private equity giant KKR, firms in every industry have chosen to make Midtown West their home base. An active network of some of the most sophisticated developers in the City is ready to meet Amazon's needs. Many of the key players are represented by the Hudson Yards/Hell's Kitchen Alliance and the 34th Street Partnership, one of the City's most established and high-capacity business improvement districts. Friends of the High Line and the Hudson River Park Trust act as stewards for two of the City's favorite parks. The Fashion Institute of Technology and New York University train thousands of New York City students each year. The City and our partners will work with Amazon to integrate into this existing network and help develop programs to engage New Yorkers in Amazon's success.





Rendering of the Farley Building

## NEIGHBORHOOD DETAILS

### Phase One Option 1: Farley Building

Owner / Developer: Empire State Development Corporation / Related, Vornado  
Occupancy Date: 2019  
Gross SF Available: 638,000  
Building Type: Rehabilitation  
Illustrative Effective Rent: \$85/SF\*

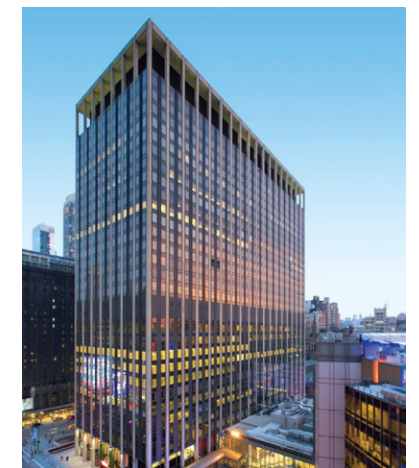
The Farley Building represents an opportunity to create an initial core campus in a historic, fully restored, Beaux-Arts post office. The limestone and granite structure offers 638,000 square feet of private space with soaring 17-foot ceilings, few columns, and floor plates that span from 100,000 to 250,000 square feet, all minutes from Amazon's existing New York offices. As potential sole tenant, Amazon could shape the four-acre rooftop into an event space, outdoor recreation area, or lifestyle amenity for employees and guests.



### Phase One Option 2: Two Penn Plaza

Owner / Developer: Vornado  
Occupancy Date: 2019  
Gross SF Available: 687,000  
Building Type: Existing  
Illustrative Effective Rent: \$80/SF\*

One block from the Farley Building, Two Penn Plaza can accommodate Amazon's immediate office needs with 687,000 square feet ready for immediate occupancy and, through renovation or redevelopment, up to 5.7 million square feet for Amazon's exclusive occupancy by 2027. Stepping outside Two Penn Plaza, workers can dine in a newly landscaped public plaza, patronize Midtown's first open-air farmers market, or attend a concert by a global superstar at Madison Square Garden.



\* Illustrative effective rents reflect estimated rent in 2017 dollars on a rentable square foot basis less as-of-right incentives, assuming 500,000 square feet of space and 170 square feet per employee.





Rendering of Manhattan West streetscape

## Expansion Potential

Midtown West represents the best of New York's established and dynamic business districts, stretching from Penn Station to the Hudson River, offering the opportunity for Amazon to expand its campus up to 25+ million square feet over 14 sites. In a tightly clustered corridor, Amazon could occupy, re-imagine and develop a commercial campus linked to the busiest transit hub in the country.

### Zone One: Penn Plaza

Amazon's headquarters in Midtown West starts in Penn Plaza, a 21-acre campus of existing and planned developments, all controlled by a single owner with whom Amazon can execute a master plan. Penn Plaza has over 10 million square feet of existing space, providing Amazon the ability to immediately occupy space as needed, and to grow over time. The re-development of Two Penn Plaza, Fifteen Penn Plaza, and the Manhattan Mall will add 9 million square feet and provide opportunities to customize new skyscrapers for current and future generations of employees.

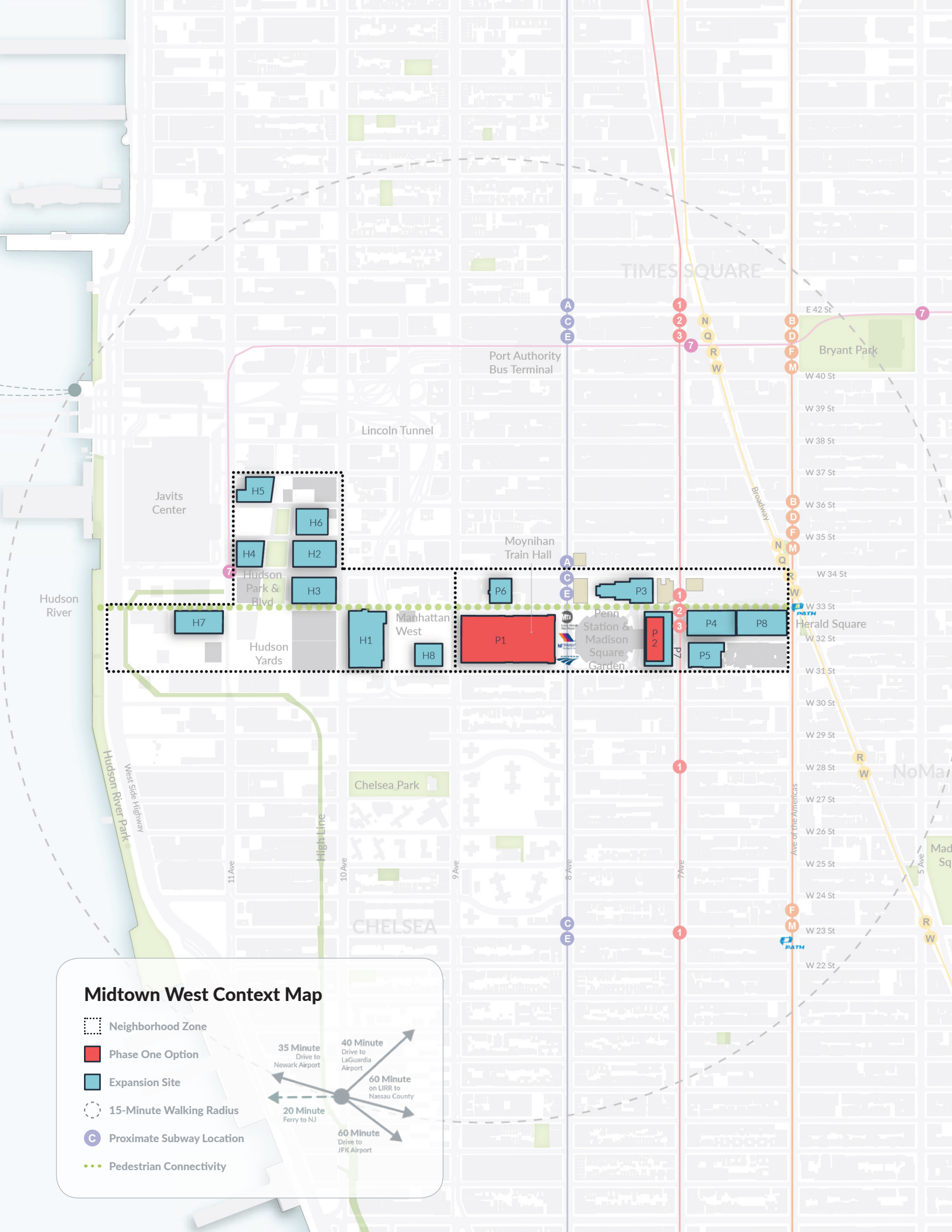


### Zone Two: Manhattan West & Hudson Yards

Manhattan West and Hudson Yards embody New York City's boundless ambition and feats of engineering. With many buildings constructed on top of active railyards, the skyscrapers of Hudson Yards and Manhattan West are the latest additions to the New York City skyline. Six new developments in Hudson Yards can deliver over 10 million square feet before 2027. New developments are at various stages of completion, and development pads can be built to suit. In addition to the skyscrapers springing up in Hudson Yards, Manhattan West — one of Amazon's current outposts — has room to expand in place and in adjacent buildings.







**Site Details**

Site ID	Site Address All addresses in New York, NY	Owner / Developer	Occupancy Date	Total Gross SF	Building Type
P1	421 Eighth Ave (Farley Building)	Related; Vornado <sup>1</sup>	2019	638,000	Rehabilitation
P2	2 Pennsylvania Plaza (Two Penn Plaza)	Vornado	2019	687,000	Existing
P3	1 Pennsylvania Plaza (One Penn Plaza)	Vornado <sup>2</sup>	2019+	2,500,000	Existing
P4	15 Pennsylvania Plaza (Fifteen Penn Plaza) <sup>3</sup>	Vornado	2022	2,500,000	New Construction
P5	11 Pennsylvania Plaza (Eleven Penn Plaza)	Vornado	2024	1,130,000	Existing
P6	330 West 34th St	Vornado <sup>2</sup>	2024	615,000	Existing
P7	2 Pennsylvania Plaza (New Construction) <sup>4</sup>	Vornado	2027	5,000,000	New Construction
P8	100 West 33rd Street (Manhattan Mall) <sup>3</sup>	Vornado	2027	1,120,000	Existing
H1	450 West 33rd St (Five Manhattan West)	Brookfield	2019	323,000	Existing
H2	66 Hudson Boulevard (The Spiral)	Tishman Speyer	2022	2,600,000	New Construction
H3	34th Street & 10th Avenue (50 Hudson Yards)	Related	2022	1,700,000	New Construction
H4	3 Hudson Boulevard	The Moinian Group	2022	1,610,000	New Construction
H5	438-444 Eleventh Ave	Tishman Speyer	2022	1,200,000	New Construction
H6	517 West 35th St	Related	2022	1,100,000	New Construction
H7	33rd Street & 11th Ave (40 Hudson Yards)	Related <sup>1</sup>	2023	2,100,000	New Construction
H8	385 Ninth Ave (Two Manhattan West)	Brookfield	2023	1,780,000	New Construction

<sup>1</sup> Ground leased from public entity  
<sup>2</sup> Ground leased from private entity  
<sup>3</sup> Alternative scenario would involve new construction of one building in place of existing Manhattan Mall and Fifteen Penn Plaza, which would provide ~4 million gross square feet  
<sup>4</sup> Alternative scenario would involve rehabilitation of existing building, which would provide an incremental ~1 million gross square feet

Midtown West Total Phase One Square Feet **1.3M**  
 Midtown West Total Expansion Site Square Feet **25.3M**  
**Midtown West Total Square Feet 26.6M**





From the heart of Manhattan,  
gain unrivaled access to the  
country's largest urban region.





# LONG ISLAND CITY

**A creative, mixed-use neighborhood with a rich legacy as the City's industrial innovation center.**

In the Queens neighborhood of Long Island City, Amazon can join an emerging urban innovation district with exceptional connectivity, a history of creativity and industry, and a diverse building stock with room to grow. The neighborhood sits at the nexus of multiple local and regional transportation networks that will allow Amazon to draw employees from throughout the region and quickly connect them to LaGuardia and JFK Airports and Penn and Grand Central Stations. The borough of Queens is home to 2.3 million people and is among the most racially and ethnically diverse counties in the country, with over 138 languages spoken.

Long Island City is already home to internationally renowned companies like JetBlue and Boyce Technologies. Local businesses design and fabricate everything from Apple's glass staircases to fortune cookies, and an array of international and local institutions stands ready partner with Amazon.

The neighborhood offers a compelling Phase 1 real estate option, along with over 13 million square feet of first-class real estate assets, shovel-ready development sites, and long-term opportunities for Amazon to expand, all at price points that compare favorably with commercial centers across the five boroughs.



**Opportunity to create connected mixed-use campus between Long Island City's waterfront and core**

**Total HQ2 campus potential: 13+ million square feet**

**Subways/Regional Rail: 8 subway lines/LIRR**

**Workers within 45 minute commute: 1.6 million**



## Culture & Entertainment

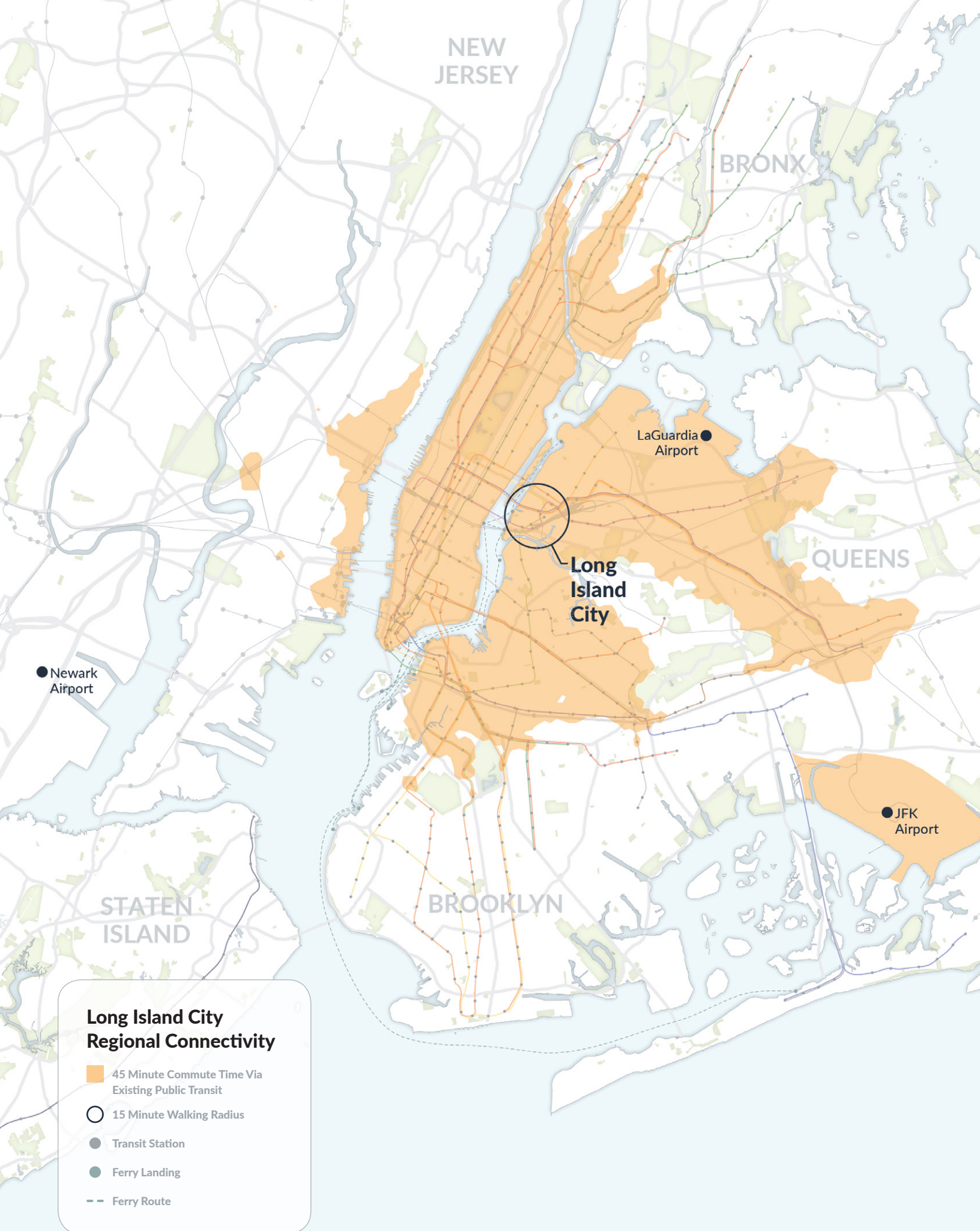
Long Island City is home to over 150 restaurants, bars, and cafes. There are over 40 arts and cultural institutions, from local galleries and studios, to world-renowned museums, to Obie Award-winning theaters. The area boasts the Jim Henson Workshop, along with two major film studios, where several Amazon TV series are currently being shot. Retail, entertainment, and cultural amenities continue to expand amid the area's steady residential and commercial growth. Hotel construction has accelerated in recent years, with over 33 hotels and 3,100 hotel rooms available today, and over 4,200 more planned.

## Recreation & Waterfront

Long Island City has ready access to over 45 acres of public open space, including six large waterfront parks. Gantry Plaza State Park, a former Pepsi bottling plant that was converted into a 12-acre waterfront park with a clear view of the Manhattan skyline, completes Long Island City's southern waterfront, connecting to the recently opened 10-acre Hunter's Point South Park.







NYC Ferry stops, boathouses, and kayak launch sites dot the neighborhood's eclectic waterfront. Two popular rock climbing gyms, The Cliffs and Brooklyn Boulders, are within the commercial core. The City has invested in enhancing the walkability and bike-friendliness of the neighborhood with a range of recent and ongoing projects to improve streetscapes and public spaces. As the neighborhood continues to evolve, the City is pursuing additional public improvements and new recreation options, including upgrades to key neighborhood corridors, new parks, and an expanded waterfront esplanade.

**Transportation & Housing**

Long Island City is one of the best-connected neighborhoods in the country. Eight subway lines, including four stops on the 7 train, NYC's "International Express," connect the neighborhood to Eastern Queens, Brooklyn, the Flatiron District and Amazon's just-announced 359,000 square foot office in Hudson Yards. Grand Central Terminal, the largest terminal in the world with 10 subway and commuter train lines serving over 750,000 commuters per day, is one subway stop away. 15 bus routes serve the neighborhood, and more than 10 new Citi Bike stations are planned to supplement 20 currently in the area. The neighborhood is served by two routes on the newly-expanded NYC Ferry system, including a five-minute ride to the recently-opened Cornell Tech campus on Roosevelt Island. The routes include stops in Midtown Manhattan, the Financial District, and Brooklyn.

Regional bus and rail systems provide access to housing markets in Manhattan, Brooklyn, the Bronx and Queens, as well as Long Island, Westchester, New York and Connecticut (via Metro North at Grand Central Station), and New Jersey (via NJ Transit at Penn Station and the Port Authority terminal). Over 1.6 million workers live within a 45-minute commute by public transit. The area has immediate access to several major highways, including the Long Island Expressway, Grand Central Parkway, and Brooklyn-Queens Expressway, as well as four bridges and the Queens Midtown Tunnel. LaGuardia Airport is a 15-minute drive or a 30-minute transit ride away, and travel to John F. Kennedy International Airport is less than 45 minutes by rail or car.

Over the long term, as Long Island City grows into a regional commercial hub, the City and MTA are considering additional strategic investments in transit. Improvements could include expanded NYC Ferry service, the planned BQX streetcar, and better-integrated regional rail with station rehabilitation, service improvements, and a planned additional LIRR station. Decking over portions of existing large railyards can accommodate commercial and residential expansion, open space, and improved circulation as an option for long-term growth.

Long Island City is one of the nation's fastest-growing neighborhoods and is uniquely suited to meet Amazon's housing needs. The area is home to 170,000 residents, with 8,000 additional housing units to be completed by the end of 2018 and another 11,000 units in 2019 and beyond. A range of housing options is available, from historic single-family homes to affordable apartments, mixed-income developments, and high-rise luxury condos.

**Local Partnerships**

Long Island City's interdependent industrial, commercial, and cultural communities are accustomed to collaboration, creativity, and innovation. Amazon would join an energized and organized community of over 6,600 businesses. The neighborhood hosts a cutting-edge wireless infrastructure developer (Boyce Technologies), the world's largest 3D printing company (Shapeways), digital solutions companies (Digital Natives), 3D chocolatiers (Sugar Cube), brewers (Rockaway Brewery), glass fabricators (Depp Glass), aviation companies (JetBlue), and film studios (Silvercup and Kaufman Astoria). Long Island City has excellent broadband connectivity and is adjacent to multiple industrial districts able to accommodate R&D space and long-term collaboration space.

The Long Island City Partnership, a strong alliance of local business and community stakeholders, is a critical resource that would work with the City to help Amazon develop partnerships and programs with local organizations and institutions. Working with educational anchors including Cornell Tech (where more than 2,000 grad students and hundreds of faculty and staff will study), LaGuardia Community College (with over 45,000 students and 11,000 faculty), CUNY School of Law, and other institutions and workforce development organizations, Amazon could become a leader in investing in the future of Long Island City. The neighborhood offers numerous educational options for residents, with approximately 60 K-12 schools, seven specialized professional schools, and three colleges.





# NEIGHBORHOOD DETAILS

## Phase One Option: One Court Square

- Owner / Developer: Savanna
- Occupancy Date: 2019
- Gross SF Available: 500,000 - 1,500,000\*
- Building Type: Existing
- Illustrative Effective Rent: \$46/SF\*\*

At over 680 feet tall, One Court Square provides panoramic views of the city skyline. The tower offers up to 1.5 million square feet at the center of Long Island City's commercial core and a dedicated lobby for Amazon's sole use. The tower also presents one of the city's most visible and valuable signage and naming opportunities.

One Court Square's 30,000+ square foot floorplates and 360-degree views complement Class A amenities ranging from a gym to covered bike storage. The building's landlord is currently developing 150,000 square feet of lifestyle-driven retail space that will house healthcare facilities, boutiques, and local food and beverage purveyors.

The tower has a direct connection to four subway lines (7, G, E, M). Four additional lines (N, W, R, F) are a short walk away.



\* Initial 500,000 square feet available in 2019. Up to 1 million square feet available by 2020.  
 \*\* Illustrative effective rents reflect estimated rent in 2017 dollars on a rentable square foot basis less as-of-right incentives, assuming 500,000 square feet of space and 170 square feet per employee.

Rendering of One Court Square Streetscape





Rendering of Long Island City Commercial Core streetscape

## Expansion Potential

Long Island City offers Amazon over 12 million square feet of expansion potential as part of a growing neighborhood. Sites primed for development or creative repositioning are clustered in two districts that are an easy 10-minute walk apart: One at the neighborhood's commercial core and another along its waterfront. Sites represent a distinctive and eclectic range of building styles, from loft-style industrial buildings to state-of-the-art office towers, that can be mixed and matched to suit.

### Zone One: Commercial Core District

The Queens Plaza and Court Square areas — Long Island City's commercial core — have the capacity to accommodate Amazon's full expansion needs. Building on its Phase 1 occupancy at One Court Square, Amazon could expand to over 8 million square feet within a few short blocks. Expansion opportunities could include full occupancy of One Court Square, creative repositioning of existing buildings, and ground-up construction in a campus setting. These options sit within a 5-minute walk of one another, adjacent to three subway stops with access to four lines (7, G, E, M) as well as a Long Island Railroad station that can be integrated into new development. The commercial core district could be anchored by a 20-acre, publicly controlled site offering a rare opportunity to help develop a large and well-connected property that could accommodate flexible campus-style configurations, housing, open space, and other uses. The site's ownership structure allows for long-term flexibility, and New York City and State are committed to working in close coordination with the local community to prepare this opportunity.



### Zone Two: Waterfront District

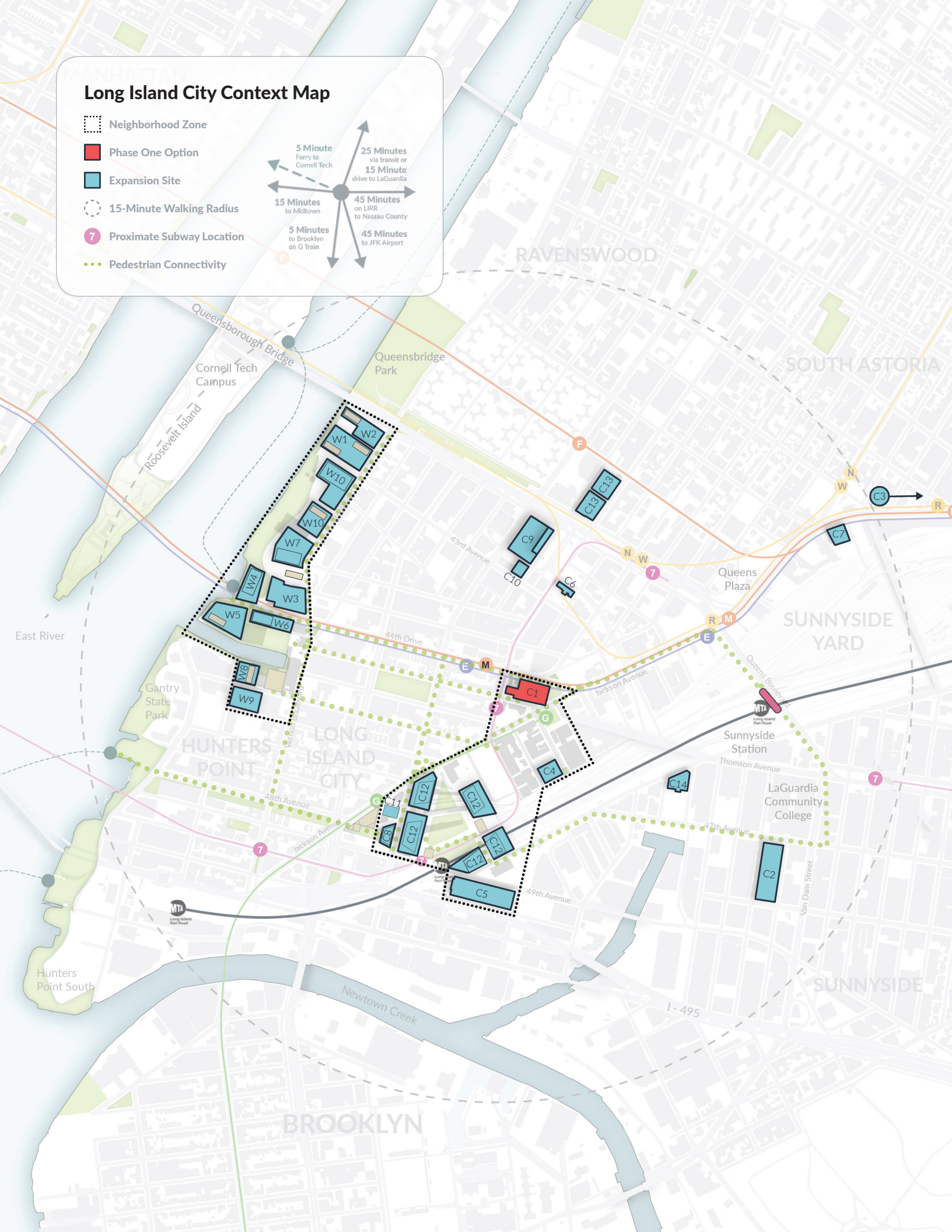
Long Island City's waterfront real estate options provide an unparalleled opportunity for ground-up development on parcels of various sizes with stunning skyline views. With Gantry Plaza State Park directly to the south and ample opportunity for additional development to the north, Amazon could help develop a new active mixed-use waterfront more than a mile long, integrating its offices with amenities to live, work, and play, all connected via a new waterfront esplanade. The waterfront has two NYC Ferry stops currently in operation, one of which provides a direct connection to the new Cornell Tech campus on Roosevelt Island. These waterfront sites have the ability to deliver more than 3 million square feet of commercial development. Through potential land use changes, these sites could deliver over 6 million square feet of new commercial or mixed-use development.





### Long Island City Context Map

- Neighborhood Zone
- Phase One Option
- Expansion Site
- 15-Minute Walking Radius
- 7 Proximate Subway Location
- Pedestrian Connectivity



### Site Details

Site ID	Site Address All addresses in Long Island City, NY	Owner / Developer	Occupancy Date	Total Gross SF	Building Type
C1	One Court Square <sup>1</sup>	Savanna	2019	500,000 - 1,500,000	Existing
C2	31-00 47th Ave (Falchi Building)	Savanna	2019	140,000	Existing
C3	37-18 Northern Blvd (Standard Motor Products Building) <sup>2</sup>	RXR	2019-20	300,000	Existing
C4	4555 Pearson St	TF Cornerstone <sup>3</sup>	2019-20	213,000	Rehabilitation
C5	24-02 49 Ave	Innovo Property Group; Westbrook Partners	2020	374,000	Existing
C6	42-50 24th St	Fisher Brothers; Hakim Org.	2021	272,000	New Construction
C7	31-08 & 31-16 Northern Blvd	Criterion Group <sup>4</sup>	2021	255,000	New Construction
C8	11-24 Jackson Ave	City-/State-Owned; Developer TBD	2022	290,000	New Construction
C9	42-22 22nd St, 42-25 21st St	Silvercup Properties; RXR	2023	605,000	New Construction
C10	21-21 43rd Ave	Silvercup Properties; RXR	2023	84,000	New Construction
C11	47-40 21st St	Plaxall	2024	402,000	New Construction
C12	21-16 Jackson Ave	City-/State-Owned; Developer TBD	TBD	3,000,000 - 7,500,000	New Construction
C13	22-09 Queens Plaza N & 22-09 41st Ave	Criterion Group <sup>4</sup>	TBD	557,000	New Construction
C14	28-11 47th Ave	LaGuardia Community College	TBD	106,000	New Construction
W1	42-30 Vernon Blvd	Silvercup Properties; RXR <sup>5</sup>	2020	752,000	New Construction
W2	41-98 to 42-16 Vernon Blvd	Silvercup Properties; RXR	2020	594,000	New Construction
W3	44-36 44th Drive	City-Owned; Developer TBD	2020	510,000	Rehabilitation
W4	4-99 44th Drive	TF Cornerstone <sup>6</sup>	2023	1,150,000	New Construction
W5	4-40 44th Drive	Plaxall	2023	648,000	New Construction
W6	5-40 44th Drive	TF Cornerstone <sup>6</sup>	2023	470,000	New Construction
W7	44-00 & 44-02 Vernon Blvd	Sussman	2024	1,375,000	New Construction
W8	5-37/39 46th Ave	Plaxall	2024	286,000	New Construction
W9	5-26 46th Ave	Plaxall	2025	239,000	New Construction
W10	43-82 Vernon Blvd	ConEd	TBD	TBD	New Construction

<sup>1</sup> Initial 500,000 sf available in 2019. Up to 1 million sf available by 2020

<sup>2</sup> Additional space available post 2020, with new addition

<sup>3</sup> Ground leased from private entity

<sup>4</sup> Under contract for purchase by 2019

<sup>5</sup> Option on publicly owned site

<sup>6</sup> To be ground leased from public entity

Long Island City Total Phase One Square Feet 0.5M - 1.5M

Long Island City Total Expansion Site Square Feet 12.6 - 17.1M

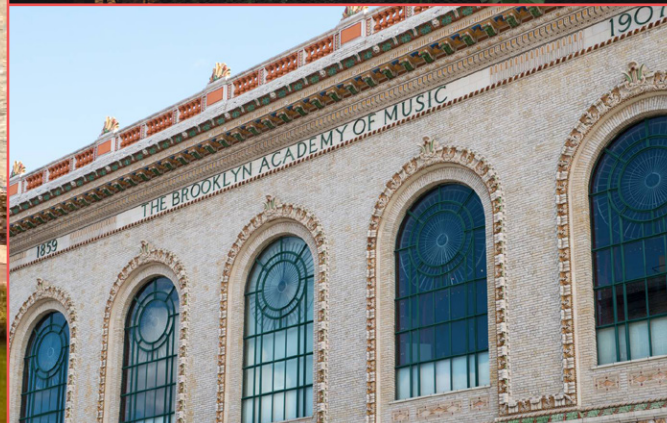
**Long Island City Total Square Feet 13.1 - 18.6M**





A creative, mixed-use neighborhood with a rich legacy as the City's industrial innovation center.





# BROOKLYN TECH TRIANGLE

**At the confluence of three neighborhoods, Brooklyn's emergent innovation hub.**

Brooklyn's Tech Triangle – DUMBO, the Brooklyn Navy Yard and Downtown Brooklyn – affords Amazon a striking opportunity to anchor its corporate headquarters in a dynamic New York City destination. North Brooklyn's waterfront comprises two unique and interconnected innovation hubs located at the borough's gateway – DUMBO and the Brooklyn Navy Yard. In addition, Amazon has the option to expand to the glass towers, arts and culture, and public plazas of Downtown Brooklyn. These three neighborhoods provide a range of real estate options to meet Amazon's needs.

The area is connected to the rest of the borough, the city, and the region through a robust multi-modal transit network, and is home to over 17,000 jobs and 1,400 companies in the innovation and creative economy. The district offers more than 15 million square feet of development opportunity.

Opportunity to link the historic waterfront to the borough's transit hub

Total HQ2 campus potential: 15+ million square feet

Subways/Regional Rail: 13 subway lines/LIRR

Workers within 45 minute commute: 1.5 million



## Culture & Entertainment

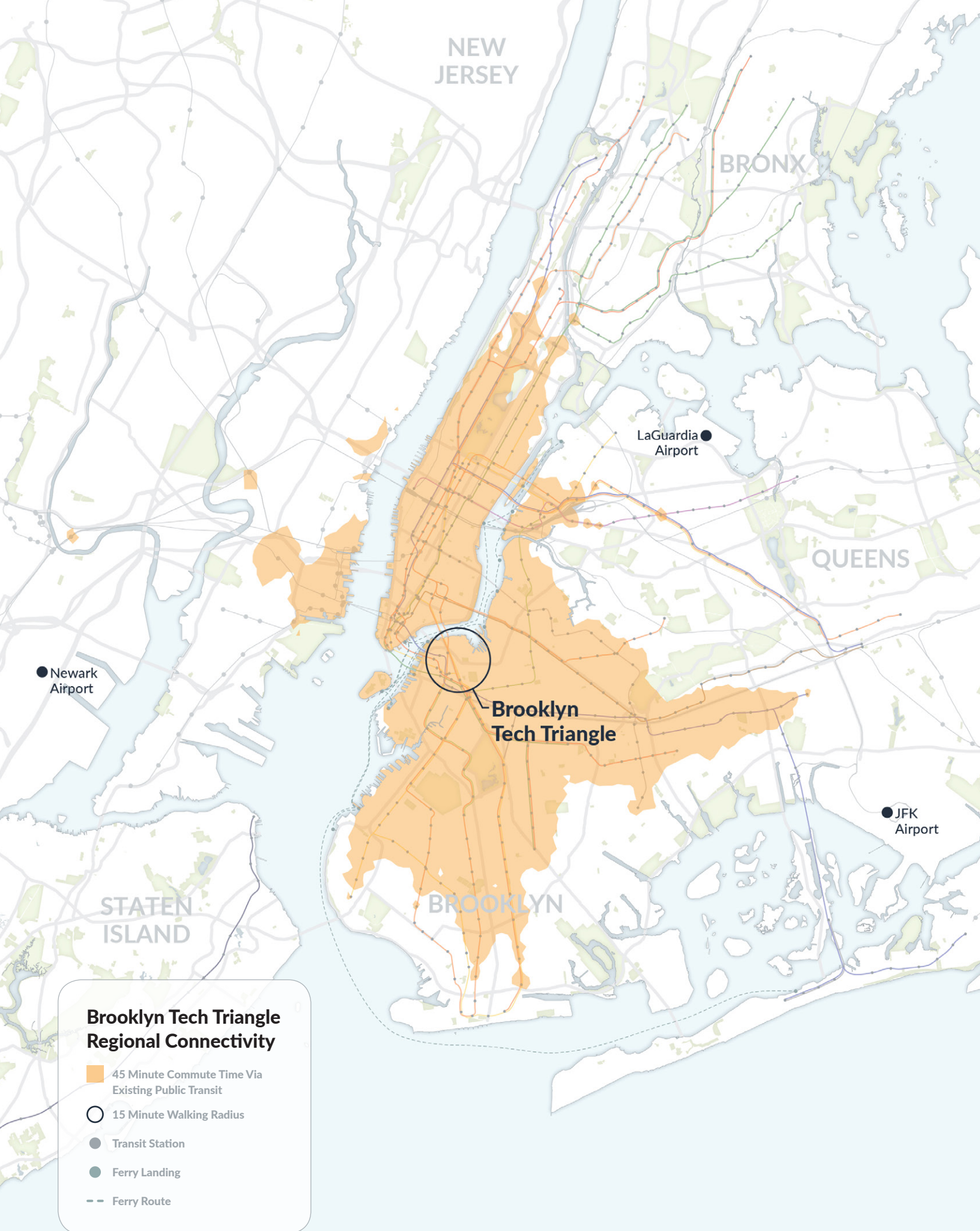
The Tech Triangle has over 70 diverse arts and culture organizations, making it one of the city's great cultural destinations. A visitor can experience cutting-edge theater, learn about the fascinating history of New York City's subways, catch an indie movie, or attend sports events and concerts year-round at the Barclays Center, one of the nation's premier venues.

The neighborhood's vibrant food, bar, and nightlife scene reflects Brooklyn's rich history and extraordinary diversity. Recent openings include the popular DeKalb Market Food Hall, a 35,000 square foot space hosting nearly 50 local and regional food and beverage purveyors. Nearby retail offerings include locally owned boutiques and national chains. The Brooklyn Navy Yard recently announced new food purveyors, including a New York institution, Russ & Daughters, as part of its \$185 million Building 77 project. There are now 14 full-service hotels in the area with more than 3,400 rooms, including new signature and boutique hotels like the recently opened 1 Hotel Brooklyn Bridge in Brooklyn Bridge Park.

## Recreation & Waterfront

Parks surround the Navy Yard, DUMBO and Downtown Brooklyn. Brooklyn Bridge Park, on 85 acres, has transformed over 1.3 miles of industrial waterfront along the East River. Opened in 2010, the Park draws millions of visitors annually to more than 500 cultural, educational, and recreational events. Prospect Park and Fort Greene Park are urban oases located in adjacent historic brownstone neighborhoods. Over \$100 million of public investment has been made in open space and infrastructure in Downtown Brooklyn, including new public plazas, cultural amenities, and Wi-Fi service.





### Transportation & Housing

Brooklyn boasts one of New York City’s most robust mass and regional transit hubs, with over 1.5 million workers within a 45 minute commute, and service by 13 subway lines and 17 bus routes. Commutes to Lower Manhattan and Midtown Manhattan are only 5 and 20 minutes, respectively, via several subway lines from Atlantic Center, which also serves as a Long Island Railroad station. The recently expanded five-borough NYC Ferry provides additional transit options at the Fulton Ferry Landing and a new Brooklyn Navy Yard landing opening in 2018. The ferry provides quick trips from DUMBO to the Navy Yard and Manhattan. At the Navy Yard, a new, Wi-Fi enabled DUMBO Loop shuttle system provides connections every 15 minutes, and additional shuttle service connects Navy Yard workers to Atlantic Terminal.

Citi Bike has identified Brooklyn as its largest area of growth and is adding bikes and stations, providing a transit option that is enhanced by more than 300 miles of bike lanes in the Borough. The Brooklyn-Queens Connector (BQX) is a state-of-the-art streetcar with the potential to connect over 400,000 residents to major job hubs along the Brooklyn and Queens waterfronts from Sunset Park to Astoria. The neighborhood is close to the region’s three major airports, and a forthcoming dedicated shuttle between Downtown Brooklyn and Jamaica, Queens, will significantly reduce travel times to JFK International Airport. Direct access to the Brooklyn-Queens Expressway links the area to highways that run through the outer boroughs and the region.

The Tech Triangle offers condominiums, market-rate rental units, and affordable housing options. The area has experienced significant residential growth over the past decade, with more than 21,000 residential units planned, in construction, or recently completed, totaling close to 30 million square feet of residential development. Within walking distance of Brooklyn’s historic brownstone neighborhoods, the area is already a magnet for a talented and educated innovation economy workforce.

### Local Partnerships

The Tech Triangle teems with innovative, creative, and entrepreneurial companies in tech, media, design, and advertising. Major companies located throughout the Tech Triangle include Etsy, Tesla Motors, WeWork, Steiner Studios, and Vice Media. The Downtown Brooklyn Partnership, a not-for-profit local development corporation, has created and leveraged transformative partnerships across the area’s businesses, institutions, and residents.

The Brooklyn Navy Yard is a 300-acre modern industrial campus accommodating more than 400 businesses and 7,000 jobs. The Navy Yard’s on-site Employment Center provides workforce training and has placed more than 2,000 job-seekers.

The Tech Triangle also hosts 10 world-class institutions of higher education that provide instruction to 66,000 undergraduate and graduate students. From Pratt Institute’s renowned communications design, industrial design, and package design programs, to New York University’s Tandon School of Engineering, Center for Urban Science and Progress, and Clive Davis Institute of Recorded Music, the talent to support creative, marketing, and digital agencies is readily available in the Tech Triangle. Amazon can plug right into this robust network of workforce, community, and business partnerships to bring Brooklyn’s Tech Triangle and surrounding communities to the next level.





Aerial rendering of Brooklyn Navy Yard campus & Dock 72

## NEIGHBORHOOD DETAILS

### Phase One Option 1: Dock 72

Owner / Developer: Boston Properties / Rudin  
Occupancy Date: 2019  
Gross SF Available: 610,000  
Building Type: Under Construction  
Illustrative Effective Rent: \$43\*

Located in the Brooklyn Navy Yard, a hub for light manufacturing, technology and innovation, Dock 72 offers Amazon up to 610,000 square feet of newly-constructed creative office space. With views of Manhattan and floor plates of up to 47,000 square feet, the LEED Silver certified, storm resilient building will offer a range of amenities, including an outdoor half basketball court, four outdoor terraces, health and wellness facilities, food and beverage offerings, a conference center, and community space. The building's dockside location will offer a direct connection to NYC Ferry.



### Phase One Option 2: 25-30 Columbia Heights

Owner / Developer: LIVWRK\*  
Occupancy Date: 2019  
Gross SF Available: 772,000  
Building Type: Existing  
Illustrative Effective Rent: \$59\*\*

Located in DUMBO, just steps from Brooklyn Bridge Park and framed by sweeping views of the Manhattan skyline, 25-30 Columbia Heights offers 771,643 square feet across two LEED-certified commercial office buildings that interconnect on the fourth and fifth floors. The building complex offers a prominent signage opportunity atop a Brooklyn icon and presents an opportunity for Amazon to establish its place on New York City's waterfront. The buildings feature 17,000- to 35,000-square-foot floor plates and amenities that include a 10,000-square-foot fitness center, bike storage, a 130-car parking garage, landscaped entrances and outdoor spaces, and more than 20 private terraces. Employees can walk to Brooklyn Bridge Park to enjoy the waterfront, play basketball, paddle a kayak, or lounge along the shoreline. The site's proximity to a dedicated waterfront bike path complements the neighborhood's considerable subway and ferry connectivity.



\* Owner is one of several in a joint venture

\*\* Illustrative effective rents reflect estimated rent in 2017 dollars on a rentable square foot basis less as-of-right incentives, assuming 500,000 square feet of space and 170 square feet per employee.





Rendering of Amazon HQ2 signage at 25-30 Columbia Heights

## Expansion Potential

The properties that can provide Amazon's initial 500,000+ square feet of space are located in proximity to three key interconnected and interlinked innovation hubs — DUMBO, Brooklyn Navy Yard, and Downtown Brooklyn. The range of amenities, architectural styles, floor plate sizes, and development potential in these areas provides a unique opportunity to accommodate Amazon's growth. In addition to the Phase One options, these hubs present more than 14 million square feet of space that can be mixed and matched as needs arise. Different building typologies could suit various aesthetic and functional needs: retrofitted loft buildings; existing office towers; and development sites with potential for build-to-suit space.

### Zone One: Navy Yard

The Brooklyn Navy Yard, once one of the nation's most innovative naval shipbuilding operations, has been transformed into a diverse hub of modern industrial businesses. The campus and its immediate vicinity represent 2.6 million square feet of expansion opportunities across five potential development sites, all in a campus setting. The development sites include 1.0 million square feet of new construction characterized by a unique light industrial and commercial mixed-use character. The Navy Yard also offers 1.0 million build-to-suit square feet on the Steiner Media Campus, facilitating potential connections between Amazon's content creation and other uses.



### Zone Two: DUMBO

Bordered by Brooklyn Bridge Park along Brooklyn's northern waterfront, DUMBO offers an additional 2.5 million square feet of expansion opportunity across eight sites. Located at the nexus of the Navy Yard, Downtown Brooklyn, and DUMBO is a six-building complex consisting of five fully rehabilitated office buildings (connected by a series of sky bridges) and an adjacent 30-story office tower. Just steps away is a significant ground-up development site occupying an entire city block.



### Zone Three: Downtown Brooklyn

As the City's third-largest Central Business District and home to a key hub for Long Island Rail Road and the city's subway system, Downtown Brooklyn offers well-amenitized real estate possibilities. Here Amazon can grow along Downtown Brooklyn's commercial corridor, which offers the flexibility to occupy more than 1.7 million square feet in new state-of-the-art office buildings, or to leave a mark on Brooklyn's growing skyline with nearly 7.5 million square feet in potential development across several centrally located parcels.





### Brooklyn Tech Triangle Context Map



### Site Details

Site ID	Site Address All addresses in Brooklyn, NY	Owner / Developer	Occupancy Date	Total Gross SF	Building Type
N1	63 Flushing Ave #300 (Dock 72)	Boston Properties; Rudin <sup>1</sup>	2019	610,000	Under construction with delivery by 2019
D1	25-30 Columbia Heights	LIVWRK <sup>2</sup>	2019	772,000	Existing
N2	15 Washington Ave	Steiner <sup>1</sup>	2020-27	1,000,000	Rehabilitation or New Construction
N3	63 Flushing Ave (Rudin)	Boston Properties; Rudin <sup>3</sup>	2020-27	600,000	New Construction
N4	63 Flushing Ave (Kent)	BNYDC	2020-27	430,000	New Construction from Demolition
N5	63 Flushing Ave (Flushing)	BNYDC	2020-27	322,000	New Construction from Demolition
N6	63 Flushing Ave (Navy)	BNYDC	2020-27	250,000	New Construction from Demolition
D2	55 Prospect St	LIVWRK <sup>2</sup>	2019-29	206,000	Existing
D3	90 Sands St	RFR <sup>2</sup>	2020	363,100	Rehabilitation
D4	175 Pearl St	RFR <sup>2</sup>	2020	192,000	Existing
D5	85 Jay St	LIVWRK <sup>2</sup>	2025	1,020,000	New Construction
D6	147 Front St	Guttman	2025-30	320,000	Rehabilitation
D7	117 Adams St	LIVWRK <sup>2</sup>	2026	164,000	Existing
D8	77 Sands St	LIVWRK <sup>2</sup>	2026-31	192,000	Existing
D9	81 Prospect St	LIVWRK <sup>2</sup>	2031	82,000	Existing
DT1	41 Flatbush Ave	Quinlan Development; Lonicera Partners	2019	225,000	Existing
DT2	1 Pierrepont Plaza	Forest City	2019	213,000	Existing
DT3	12 MetroTech Center	Forest City	2019	111,000	Existing
DT4	420 Albee Square W. (One Willoughby)	JEMB	2020	376,000	Under Construction
DT5	141 Willoughby St	Savanna	2020	278,000	Under Construction
DT6	15 MetroTech Center	Forest City <sup>1</sup>	2020-24	574,000	Existing
DT7	625 Fulton St	Totem; Rabsky	2021	1,330,000	New Construction
DT8	565 Fulton St	RedSky	2021	711,000	New Construction
DT9	590 Atlantic Ave (Bldg. 3)	Forest City <sup>1</sup>	2023	990,000	New Construction
DT10	590 Atlantic Ave (Bldg. 4)	Forest City <sup>1</sup>	2024	830,000	New Construction
DT11	Atlantic Terminal	Forest City <sup>1</sup>	2024	298,000	Existing
DT12	1 MetroTech Center	Forest City <sup>1</sup>	2024	298,000	Existing
DT13	590 Atlantic Ave (Bldg. 1)	Forest City <sup>1</sup>	2025	1,140,000	New Construction
DT14	590 Atlantic Ave (Bldg. 2)	Forest City <sup>1</sup>	2027	1,840,000	New Construction

<sup>1</sup> Ground leased from public entity

<sup>2</sup> Owner is one of several in a joint venture

<sup>3</sup> Option on publicly owned site

Brooklyn Tech Triangle Total Phase One Square Feet **1.4M**

Brooklyn Tech Triangle Total Expansion Site Square Feet **14.4M**

**Brooklyn Tech Triangle Total Square Feet 15.7M**





At the confluence of three neighborhoods, Brooklyn's emergent innovation hub.



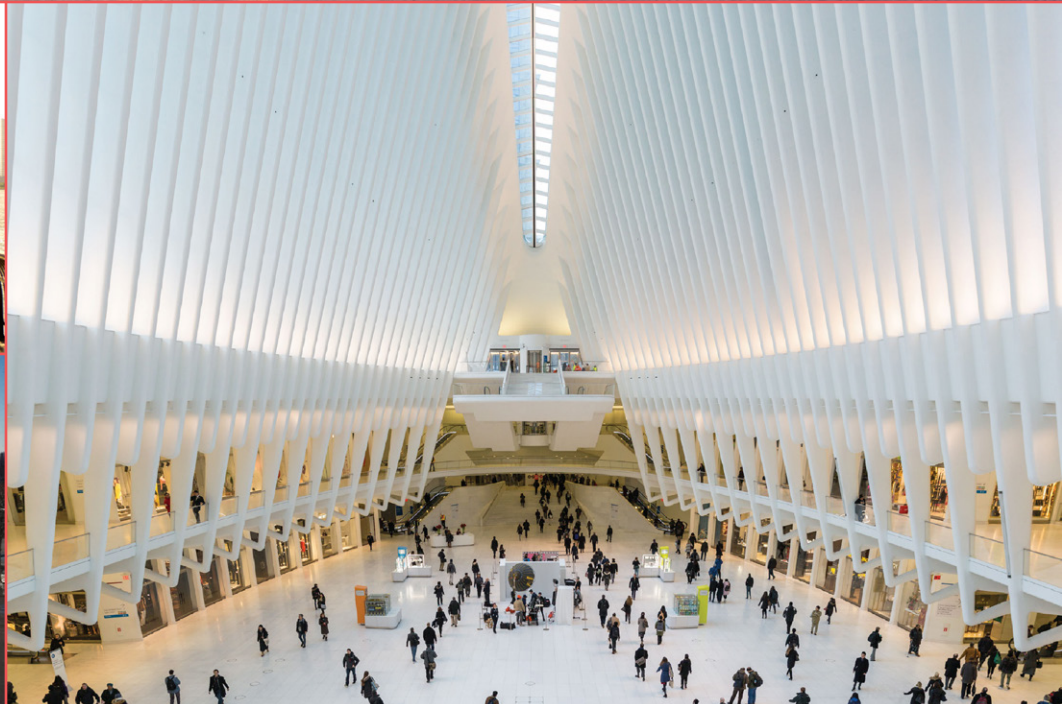


# LOWER MANHATTAN

## Where New York City began, a 21st century downtown is rising.

Lower Manhattan presents a true “plug-and-play” opportunity for a new Amazon headquarters. Amazon would join a growing collection of companies drawn to the neighborhood’s abundant transit access, stunning waterfront, public parks, diverse architecture, rich history, and vibrant dining and retail.

Over the last two decades Lower Manhattan has experienced a renaissance spurred by over \$30 billion in public and private investment. The result has been the reinvention of the neighborhood into a community of 61,000 residents and 277,000 employees. Tech, advertising, media, information, and professional services firms have grown from occupying 18 percent of Lower Manhattan’s office occupancy in 2008 to 31 percent today. Since 2005, 91 technology firms have relocated to Lower Manhattan, taking over 1.4 million square feet of space, creating a thriving ecosystem across the district. With over 89 million square feet of office space served by 14 high-capacity internet service providers, along with New York City and New Jersey transit systems, Amazon will have access to the information, ideas and people it needs to succeed.



Opportunity to grow within multiple buildings at the World Trade Center or existing offices on Lower Manhattan’s waterfront

Total HQ2 campus potential: 8.5+ million square feet

Subways/Regional Rail: 13 subway lines & PATH

Workers within 45 minute commute: 1.7 million



## Culture & Entertainment

Lower Manhattan’s restaurant and shopping scene has undergone a sweeping reinvention. Of 1,200 retailers in Lower Manhattan, 525 are bars and restaurants, many in signature properties like the recently renovated Brookfield Place and the Santiago Calatrava-designed World Trade Center Transportation Hub. The 80,000-square-foot Ronald O. Perelman Performing Arts Center will open at the World Trade Center in late 2020.

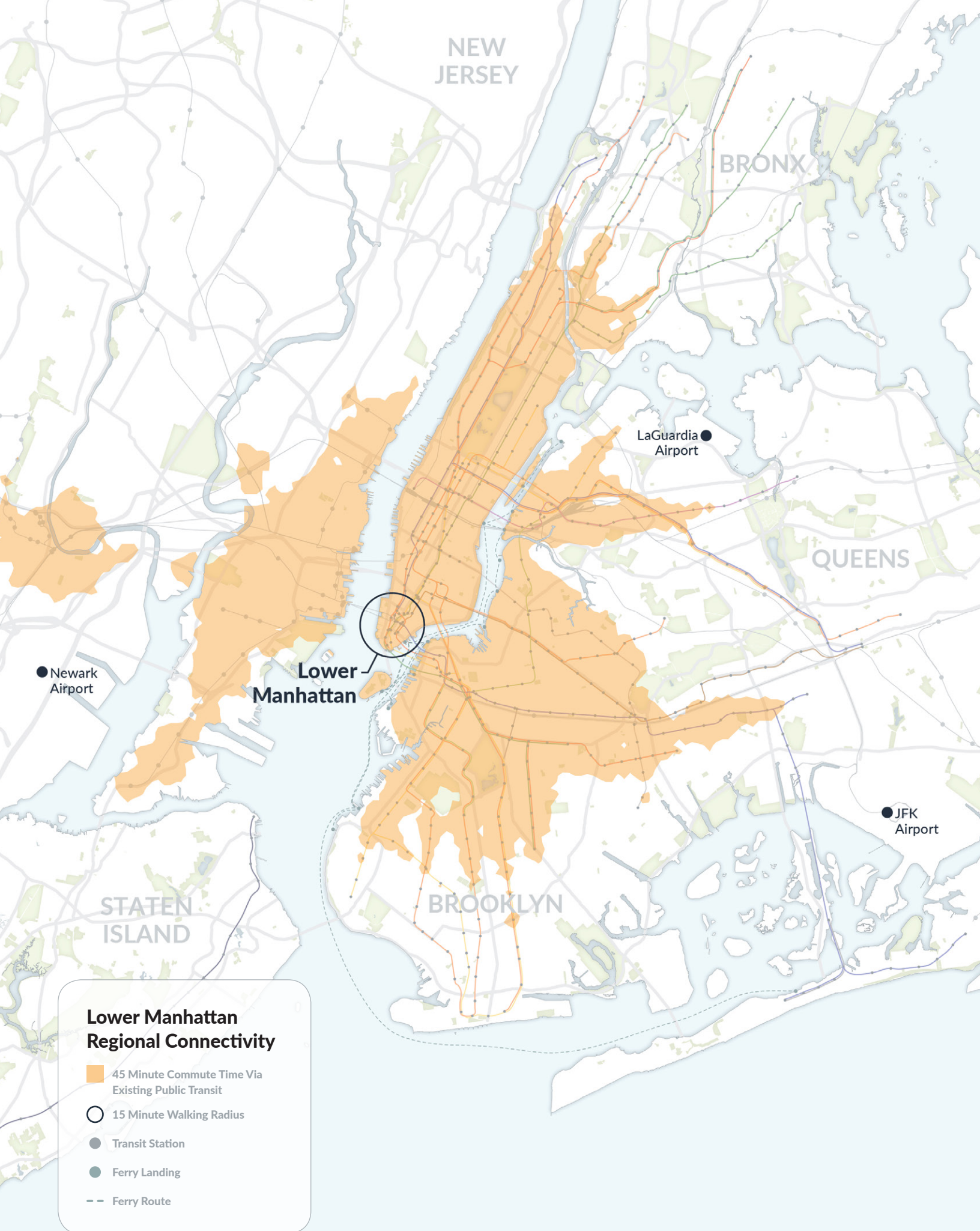
Almost 15 million people visited Lower Manhattan in 2016 to experience the neighborhood’s cultural institutions, performance centers and historic sites, and shopping and entertainment at the historic South Street Seaport, which will soon feature over 400,000 square feet of newly built dining, retail and offices. Local parents can now choose from a wide array of after-school programs and cultural offerings for children.



## Recreation & Waterfront

Lower Manhattan is surrounded by water on three sides and boasts more than 83 acres of open space including the East River Esplanade, The Battery, and more tranquil open spaces in Battery Park City. Governors Island, with over 90 acres of open space activated by art, culture, and recreational attractions, is a 10-minute ferry ride away.





From building out key plaza locations around Water Street to rethinking ways streets and the waterfront can better serve a diversity of uses, investments in the public realm can stitch together commercial areas, maritime uses, transportation networks, and recreational assets for a more vibrant and diverse mixed-use community supporting pedestrians, local business, programming and the arts in Lower Manhattan.

**Transit & Housing**

Commute times to Lower Manhattan consistently beat regional averages, and transit connectivity is outstanding. The neighborhood's extensive transportation network reaches over 1.7 million people living within a 45-minute commute. The area is served by 13 subway lines, two PATH lines to New Jersey, three ferry landings that link to 15 routes, 28 Citi Bike stations and more than 2.3 miles of bike lanes. Over 90 percent of jobs in the district are within a 5-minute walk to the subway, and more than 97 percent of jobs are within a 10-minute walk to a ferry landing. A planned extension of the PATH train will create a 30-minute, one-seat ride to Newark Airport. Five subway lines serving the district have potential to add capacity.

With 22 million annual riders, the Staten Island Ferry now runs 24/7, with recently expanded boarding capacity. Interstate 78 connects the neighborhood to New Jersey through the Holland Tunnel, and Interstate 478 connects it to Brooklyn through the Hugh L. Carey Tunnel. The FDR Drive on the East Side of Manhattan and the West Side Highway provide access to points north.

With approximately 3,500 housing units under construction or planned, the neighborhood continues to grow. Lower Manhattan is also directly connected to neighborhoods that are expected to add over 22,000 housing units in the coming years. Around 30,000 people aged 18 to 44 now call the neighborhood home, comparable to Williamsburg and more than the East Village. More than 80 percent of young professionals in Lower Manhattan have a bachelor's degree and 32 percent have graduate or postgraduate degrees.

**Local Partnerships**

A network of local organizations stands ready to work with Amazon to introduce it to the neighborhood and work together to the benefit of both the community and Amazon. The Downtown Alliance, one of the largest Business Improvement Districts in the City, provides key services including streetscape enhancements, public safety, sanitation, public space management, and a free Downtown Connection Bus with 36 stops from river to river.

There are 24 higher education and adult continuing education providers to serve 52,000 students in the neighborhood. These include Pace University, Metropolitan College of New York, Borough of Manhattan Community College, and New York Law School. In addition, New York University's main West Village campus and Cooper Union's East Village home are nearby, and are ready to work with Amazon to develop exciting workforce development and educational programs to prepare New Yorkers for the jobs of the future.





# NEIGHBORHOOD DETAILS

## Phase One Option 1: Three World Trade Center

Owner / Developer: Port Authority of NY & NJ / Silverstein Properties  
Occupancy Date: 2019  
Gross SF Available: 1,423,000  
Building Type: Under Construction  
Illustrative Effective Rent: \$57/SF\*

In 2018, Three World Trade Center will become the newest addition to Lower Manhattan's skyline. Amazon has the ability to lease up to 1.4 million square feet of brand new contiguous floor space on 35,000-square-foot floorplates. In addition to panoramic views on every floor, Amazon will have access to two roof terraces, a three-story lobby, and a below-ground parking garage. Designed to meet LEED Gold standards, Three World Trade sits atop 150,000 square feet of retail space and is linked to the rest of the World Trade Center site and its transit hub by underground pedestrian corridors.



## Phase One Option 2: 28 Liberty Street

Owner / Developer: Fosun Holdings Limited  
Occupancy Date: 2019  
Gross SF Available: 622,000  
Building Type: Existing  
Illustrative Effective Rent: \$56/SF\*

Classic architectural details meet modern technology in 28 Liberty, a landmark commercial office building in the heart of the Financial District. 622,000 square feet on virtually column-free 31,000-square-foot, floorplates offer flexible layouts with uninterrupted views, supported by the latest in telecommunications infrastructure, tenant-controlled HVAC, and high-speed elevators. The building features a 2.5-acre private green space and on-site executive parking. Recent investments include a restaurant and event space on the 60th floor, as well as 200,000 square feet of new retail space opening in 2018.



\* Illustrative effective rents reflect estimated rent in 2017 dollars on a rentable square foot basis less as-of-right incentives, assuming 500,000 square feet of space and 170 square feet per employee.





Rendering of Amazon Books at 2 World Trade Center

## Expansion Potential

Lower Manhattan is ready to meet Amazon's expansion needs in existing or built-to-suit Class A office space. The World Trade Center and the Water Street corridor offer millions of square feet for expansion. From iconic supertall towers to historic commercial buildings, Lower Manhattan's office spaces will allow Amazon to locate, expand, and innovate its business lines.

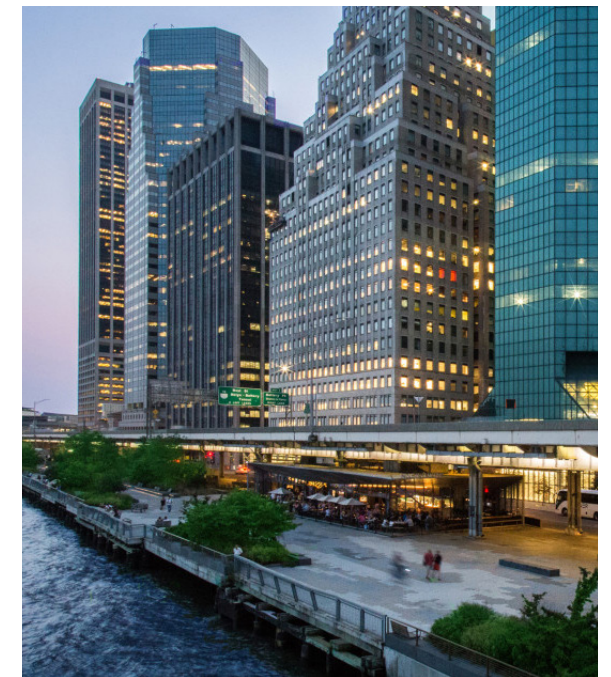
### Zone One: World Trade Center

The World Trade Center site and surrounding buildings can accommodate Amazon's entire HQ2 expansion plan in some of the newest office buildings and largest development parcels in Manhattan. Together with the Phase 1 sites, the World Trade Center offers 7 million square feet of move-in-ready and developable office space. Two World Trade Center, which will be the World Trade Center project's 1,270 foot tall capstone, offers the entirety of its planned 2,465,000 square feet, including 38,000 square feet of terraced, private green space. Five World Trade Center is a 60,000 square foot development parcel with commercial and residential zoning that can deliver over 1 million gross square feet. Adjacent to the World Trade Center is 200 Liberty Street, the anchor of Brookfield Place (the former World Financial Center), a premiere office and retail complex. 200 Liberty offers Amazon 940,000 square feet of existing office space with Hudson River views and direct access to Manhattan's premiere shopping and dining experiences.

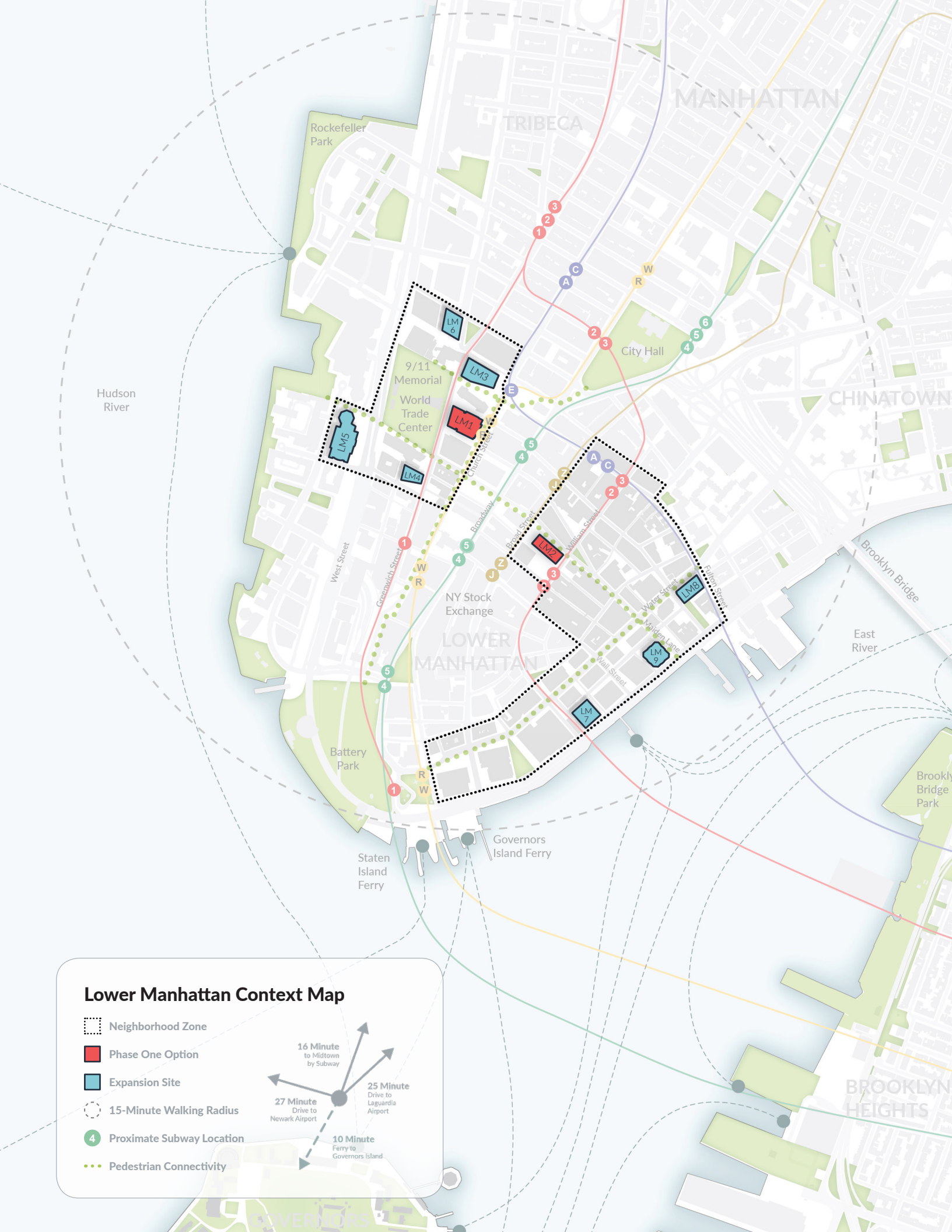


### Zone Two: Water Street Corridor

The Water Street corridor boasts nearly 19 million square feet of office space extending from the southern edge of Manhattan north to the historic South Street Seaport. Prewar Art Deco commercial properties display rich architectural details and market smaller, colorful spaces ideally suited for creative-economy tenants. Waterfront office towers like 32 Old Slip, 180 Maiden Lane, and 199 Water Street feature the latest in telecommunications technology and resiliency measures. The corridor has sweeping views of New York Harbor and the Brooklyn Bridge and is connected by the revitalized East River waterfront esplanade. Offices along the Water Street corridor enjoy close proximity to nine subway lines and ferry service to all five boroughs and New Jersey.







**Site Details**

Site ID	Site Address All addresses in New York, NY	Owner / Developer	Occupancy Date	Total Gross SF	Building Type
LM1	175 Greenwich St (Three World Trade Center)	Silverstein Properties <sup>1</sup>	2019	1,423,000	Under construction with delivery by 2019
LM2	28 Liberty St	Fosun Holdings Limited	2019	622,000	Existing
LM3	200 Greenwich St (Two World Trade Center)	Silverstein Properties <sup>1</sup>	2023	2,465,000	New Construction
LM4	130 Liberty St (Five World Trade Center)	City- and State-Owned; Developer TBD	2023	1,275,000	New Construction
LM5	200 Liberty St	Brookfield Property Partners <sup>1</sup>	2026	940,000	Existing
LM6	250 Greenwich St (Seven World Trade Center)	Silverstein Properties <sup>1</sup>	2027	833,000	Existing
LM7	77 Front St	RXR Realty <sup>2</sup>	2019	359,000	Existing
LM8	199 Water St	Resnick & Sons	2019	333,000	Existing
LM9	180 Maiden Lane	MHP Real Estate Services	2019	296,000	Existing

<sup>1</sup> Ground leased from public entity  
<sup>2</sup> Ground leased from private entity

**Lower Manhattan Total Phase One Square Feet** 2.0M  
**Lower Manhattan Total Expansion Site Square Feet** 6.5M  
**Lower Manhattan Total Square Feet** 8.5M





Where New York City began, a 21st century downtown is rising.





# HQ2+ @ GOVERNORS ISLAND

## In an urban oasis, a remarkable opportunity for Amazon to complement its HQ2 campus.

Just a stone's throw from the hustle and bustle of the city, Governors Island beckons as an island retreat for Amazon to expand beyond HQ2. Minutes from Lower Manhattan and the Brooklyn waterfront, Governors Island features more than 50 historic buildings in the heart of New York Harbor – places where Amazonians can learn, test, share, convene, and cultivate new ideas and the next generation of talent, all in a world-class park and sustainable island campus. The Island is reachable by a short ferry ride from the City's proposed HQ2 locations in Long Island City, the Navy Yard, DUMBO and Lower Manhattan.

150 acres of this 172-acre former military base are overseen by the Trust for Governors Island, a mission based non-profit tasked with building upon the City's \$300 million investment in the Island through educational, non-profit, and commercial uses. The Island's unique governance structure – with all services and development controlled by a single entity – positions the Trust as a true partner for Amazon.

### Culture & Entertainment

Today, Governors Island is a lively and beloved destination for art, culture, learning and recreation, with acres of spectacular public open space. Over 70 arts organizations from all five boroughs provide free programming, including visual art exhibits, educational workshops, festivals, and concerts. Two dozen food vendors, including two beer gardens, operate at outdoor food courts. A 32,000-square foot oyster bar and full-service restaurant opened earlier this year.

### Recreation & Waterfront

Governors Island welcomes nearly 30,000 visitors each weekend and 3,000-5,000 visitors each weekday. The Island is a car-free environment, with seven miles of paths for cycling, running and strolling. Bike rentals are available, and Citi Bike operates three stations there. The Island's park spaces include sports fields available for public use, as well as unique play areas for children, including the longest slide in New York City. The Island is also home to New York City's first resilient park at its southern end.

### Transportation & Housing

Governors Island is accessed by fast, frequent ferry service. Passenger and freight ferries depart Manhattan from the Battery Maritime Building, which is close to the 1, R, W, 4, 5 and J subway lines and immediately adjacent to the Staten Island Ferry terminal. NYC Ferry connects Governors Island to the Brooklyn waterfront, Long Island City and Midtown Manhattan. Additional ferries, ferry routes and ferry landings could be added to meet business needs. In addition, The Trust for Governors Island has developed a \$200 million transportation plan to meet forecasts for passenger and freight access. The plan includes an expanded ferry fleet, improved pier and freight infrastructure, and a potential aerial gondola.

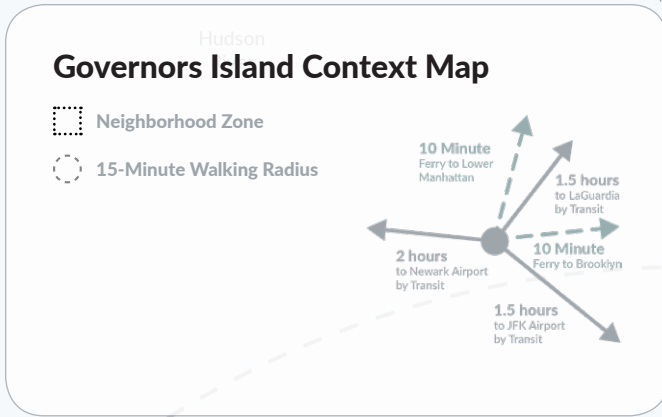
Though residential use is not allowed on Governors Island, dwellings directly associated with tenants and short-term stays of less than six months may be possible, creating opportunities to house visiting staff and project teams for short stays. Hotel and other hospitality uses are also permitted.

### Local Partnerships

The Trust for Governors Island owns and controls the Island's buildings, open spaces, transportation, streets, security, waste management and package and mail deliveries. Other key partners on Governors Island include the Urban Assembly Harbor School, which focuses on maritime, marine biology and STEM education. Students work closely with the Billion Oyster Project







to restore 1 billion oysters to New York City’s waterways. Spaceworks, a cultural nonprofit, is renovating the former Governors Island elementary school into 40 affordable artist studios. The Lower Manhattan Cultural Council operates the Art Center on Governors Island containing 20 visual arts studios, three performance art rehearsal rooms, co-working space, an exhibition gallery and a multidisciplinary space.

**Utilities, Infrastructure & Connectivity**

Over the past five years, the City and the Trust for Governors Island have invested heavily in upgrading and modernizing the infrastructure supporting the Island. More than \$300 million has been spent, and the City has committed an additional \$100 million for future capital improvements. Primary electrical upgrades have been completed, a new potable water line from Brooklyn was installed and a mile of the Island’s seawall was rebuilt. The next phase of infrastructure improvements currently underway includes upgrading and replacing secondary electrical, water, storm and sanitary distribution systems in the Historic District.

The Trust owns four conduits that run through the Brooklyn Battery Tunnel to serve the telecom needs of the Island. Verizon will soon provide new fiber optic cable through one of these conduits. Other providers can install fiber optic networks through the remaining three.

Sustainability and environmental stewardship are central to the Trust’s mission. The Island is on the cutting edge of sustainable business practices in promoting a closed-loop waste system. More than 60,000 pounds of compost is processed on the Island each month, all of which goes back into its park spaces as productive natural material.

**THE CAMPUS**

Governors Island has over 1 million square feet available in 52 historic buildings, and 33 acres set aside across two greenfield development parcels on the southern end of the Island, allowing for future expansion in flexible new construction.

**1. Experiment @ Amazon Lab: Liggett Hall**

A living laboratory where Amazon can invent, test and engage the public.

Liggett Hall is a 380,000 square foot former barracks built in 1929, with three stories plus a huge fourth-floor gymnasium. It includes ground-floor retail opportunity and potential for adjacent new construction at a prime central location between the Island’s Brooklyn and Manhattan ferry landings.

**2. Learn @ Amazon Academy: 515 Hay Road**

A place to partner with local academic institutions and organizations to create apprenticeship and mentorship programs.

This 61,000 square foot, four story stately former hospital was built in 1917 and boasts two private interior courtyards and outdoor space with incomparable views of the Statue of Liberty. The existing building has potential for expansion.

**3. Stay @ Amazon: 12 Kimmel Road**

A comfortable island retreat.

This 142,000 square foot brick barracks planned by McKim, Mead & White was built in 1931 and can be the perfect accommodation for employees visiting from around the country and across the globe, or for faculty leading Amazon Academy workforce training programs. The property features three stories plus fourth floor amenity spaces, and includes 99 three-bedroom apartments with a layout ideal for residential, short-stay use.





**4. Work @ Amazon: 333 Owasco Road**

A traditional office building for quieter disruption.

This property provides flexible office space, with a natural potential for financial services and cybersecurity research, in a convenient and secure historic 62,000 square foot 1932 barracks building located just minutes away from Wall Street.

**5. Engage @ Amazon Cinema & Community Center: Theater & YMCA**

A theater and community center that will inspire the next generation of industry talent.

This 500-plus seat theater built in 1926 has a charming, small-town feel, and an adjacent 24,000 square foot community center built in 1937 has space to host over 1,000 auditorium style or 800 seated. The theater can premiere the next Amazon Studios hits one night and amplify the work of a student documentary filmmaker the next. The community center can host the next generation of the most talented graduate students vying to work at Amazon, or serve as a unique venue for convening of tech leaders for a conversation on diversifying the industry.

**6. Events @ Amazon: Officer's Club**

Unique and historic spaces for entertaining, fashion events and art shows.

Ballroom and club space ideal for large parties and a high-end dining. Perfect for fashion events – creates a runway for Amazon Studio Sessions participants to share their work. Elegant 23,000 sf former officers private club and ballroom built in 1938. Can host 200+ person events. Minutes from the Brooklyn and Manhattan ferry landings.

**7. Incubate @ Amazon: Colonels Row**

An incubator for Amazon startups and a unique co-working space for special projects.

Ideal for small startups or groups of Amazon employees developing special projects to experiment, incubate and test new concepts, these former officers homes can be redeployed as living labs for smart cities research. These eight houses ranging from 12,000 to 15,000 square feet are a rare collection of 19th century brick homes fronting on two acres of protected green space.

**8. Display @ Amazon Gallery: Pershing Hall**

Amazon's Brooklyn-based photo studio just got a new gallery.

Pershing Hall offers a place for the public to engage with and be inspired by Amazon's new graphic products and the work of student creators from the Cooperative. The structure – a historic, 42,000 square foot brick office building built in 1934 – is a work of art in and of itself, with landmarked Works Progress Administration murals lining the lobby, and it features three floors with full-height attics and potential for private open space.

**9. Create @ Amazon Cooperative: Nolan Park Houses**

A series of little houses ready to be deployed for big ideas.

Two-story houses where culture across genres – music, literature, film – can be created and showcased, this unique enclave of 19 well-preserved 19th century houses range in size from 5,000 to 12,000 square feet, surrounded by 4 acres of protected green space. The structures offer a great opportunity to partner with New York's leading arts and cultural institutions to allow students a place to create and ideate in an energizing campus setting.



Bike paths on Governors Island with Manhattan skyline in the background.





# NEIGHBORHOODS CONCLUSION

Each of these four neighborhoods, along with the unique Governors Island extension site, provides a distinct opportunity for Amazon to imagine its future. But all of them serve as microcosms of New York City, and share the core traits and values that define the city as a whole.

They marry the modern with the historic, embrace innovation while drawing inspiration from the past. They are home to some of the world's best talent and most dynamic businesses, and are highly connected in terms of transit and information. They are walkable neighborhoods with great culture, food and nightlife.

No other city can offer such a diverse menu of options, or the sheer number of sites ready to be occupied and activated to support the full range of Amazon's business needs. Both City government and the private sector stand ready to work with you to build your new home here in the five boroughs.

We would welcome the opportunity to discuss these sites with you in greater detail, and to help connect you with local leaders who can share their stories about what makes each neighborhood great. Please contact:

James Katz, Chief of Staff  
New York City Economic Development Corporation  
110 William Street, 6th Floor  
New York, NY 10038  
212-312-3778 / [jkatz@edc.nyc](mailto:jkatz@edc.nyc)



# LONG ISLAND

---







4 Montauk Point Lighthouse



Long Island Aquarium 2



3 Macari Vineyards



Old Westbury Gardens 1



6 Jones Beach State Park



Fire Island National Seashore 5

# LONG ISLAND

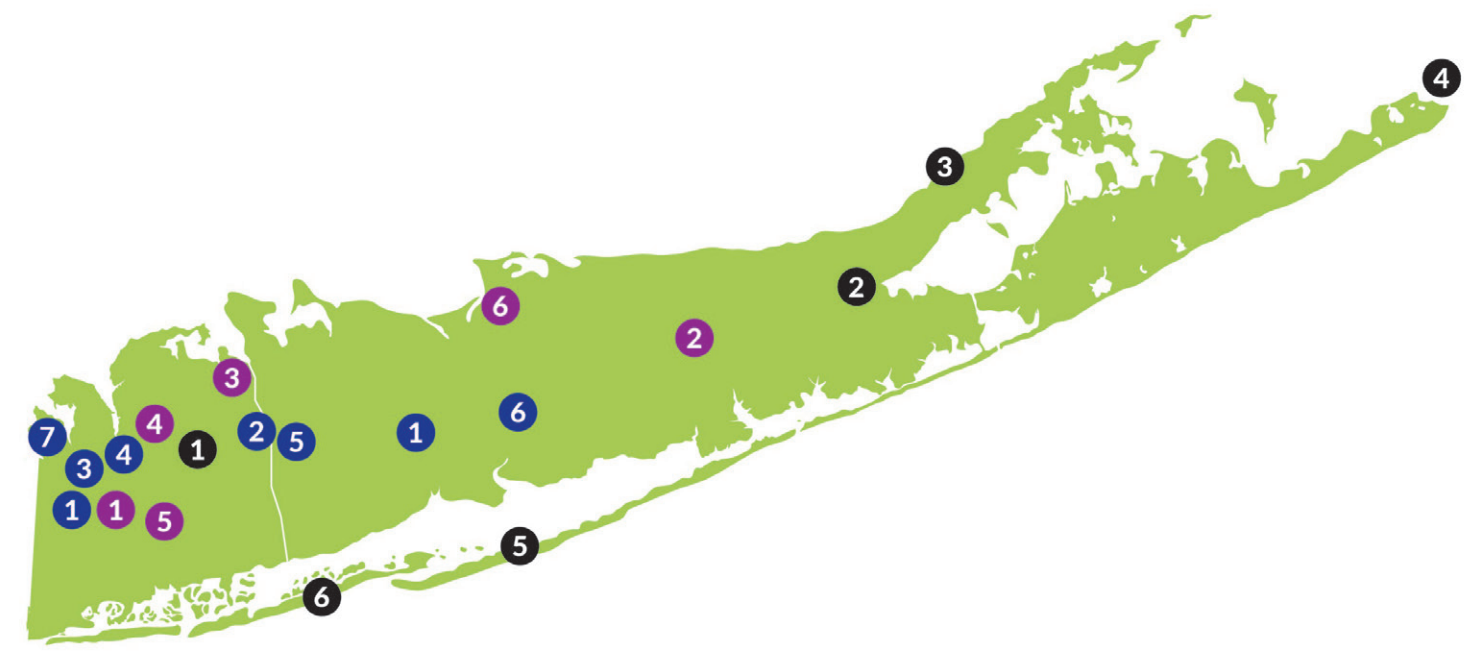
## SELECTED COMPANIES, EDUCATIONAL INSTITUTIONS, AND ATTRACTIONS

### COMPANIES:

- 1 Broadridge
- 2 Canon
- 3 HAIN CELESTIAL
- 4 Dealertrack
- 5 HENRY SCHEIN®
- 6 NATURE'S BOUNTY
- 7 Northwell Health™

### INSTITUTIONS:

- 1 ADELPHI UNIVERSITY
- 2 BROOKHAVEN NATIONAL LABORATORY
- 3 CSH Cold Spring Harbor Laboratory
- 4 HOFSTRA UNIVERSITY
- 5 NYIT New York Institute of Technology
- 6 Stony Brook University



-Long Island-



## LONG ISLAND IS...

made up of Nassau and Suffolk counties, with 2.9 million residents. It is an integral part of the New York Metro area ecosystem, a thriving home to Fortune 500 and 1000 companies, acclaimed research and educational institutions, and 3,600 tech companies. A robust transportation network, from ferries to commuter rail to highways, connects Long Island with opportunity across the region and with an exceptional quality of life enhanced by award-winning wineries, 1,180 miles of shoreline and world-renowned beaches.

### ...HOME TO DIVERSE INDUSTRIES

Long Island's industry sectors create and span an innovation economy, from advanced manufacturing, aerospace, clean energy and defense to financial services, healthcare, software and information technology—with Fortune 500 and Fortune 1000 companies well-represented. Long Island-based HQs include: digital imaging innovator Canon USA; automotive software solutions provider Dealertrack; global wellness company Nature's Bounty; global health care and products company Henry Schein; and Broadridge Financial Solutions, which offers tech and data analytics for the financial services industry. Long Island is #1 in the state in number of life science jobs. With more than 20,000 jobs, the region is a base for large pharmaceutical firms and entrepreneurial startups.

### ...A BIRTHPLACE OF INNOVATION

The genetic structure of DNA was discovered on Long Island, and NASA's lunar modules were made here. Brookhaven National Laboratory and Cold Spring Harbor Laboratory account for 14 Nobel Prizes, including one for the discovery of DNA at Cold Spring.

### ...PREPARED WITH A SKILLED WORKFORCE

Long Island has a highly educated workforce. More than half of Nassau County's workforce has a college or advanced degree. Suffolk County is in the top 10 percent of U.S. counties for adults with a bachelor's degree or higher. Long Island attracts large numbers of young workers from other states, including more than 26,000 people ages 18-34 in recent years from states such as California, Florida, Maryland and North Carolina. Professional and technical occupations are expected to grow more than 11 percent in future years.

### ...TRAINING TOMORROW'S WORKFORCE

Long Island's colleges and research facilities lead its growth in innovation and contribute to a robust STEM and tech talent pipeline. Unique higher education partnerships, such as LI STEM Hub and Connect-to-Tech programs, create vital pipelines for talent development in STEM fields. This year, 58 Long Island high school students were first-round winners in the Intel Regeneron Science Talent Search Competition.

Long Island's Hofstra and Adelphi universities are investing in workforce development programs in the region to train workers for careers in robotics; A-I, 3-D and 4-D printing; and specialized nursing. Stony Brook University's Center of Excellence in Wireless and Information Technology (CEWIT) was established to leapfrog advances in scientific knowledge, create research and technology solutions, and spur economic growth. CEWIT is a next generation research facility bringing together academic, industry, state and federal resources to shape new dimensions in the unfinished wireless and tech revolution.

### ...ACCESSIBLE BY ALL FORMS OF TRANSPORTATION

Average time to work is 27 minutes. The region is served by the Long Island Expressway and major east-west corridors, hundreds of bus routes, and ferries to New York City, Connecticut and Fire Island. Long Island has easy access to NYC, two international airports in the metro area, three regional domestic airports and a host of local airports. The Long Island Railroad (LIRR) is in the midst of major improvements and expansion. It is the nation's largest commuter rail by ridership, shuttling an average of 337,800 passengers every weekday between Long Island and Brooklyn, Queens and Manhattan.

### ...BENEFITING FROM AN UNPRECEDENTED INVESTMENT IN TRANSIT AND INFRASTRUCTURE

Building on this established transportation hub, the State's historic \$5.6 billion investment in the Long Island Railroad's transformation is adding tracks to relieve congestion, extending electrification for three lines and creating connections to transit-oriented development. The East Side Access project will add direct access for Long Island to Manhattan's East Side. It is part of the State's \$100 billion infrastructure investment, the largest in the country and a catalyst for modernizing and facilitating commutes. More than 5,000 rental units were built near transportation hubs in Nassau County since 2010, promising walkable access for commuters.





## ...A CLEAN ENERGY LEADER

The PSEG LI electric company has been named for the 10th consecutive year to the Dow Jones Sustainability Index for North America, recognizing forward-thinking companies. The South Fork Wind Farm, off the coast of Long Island, will be New York's first and the nation's largest when operational in 2022. The State is creating an Offshore Wind Master Plan, part of a roadmap in achieving 50 percent of New York's power generation by renewable energy sources by 2030. Long Island's residential solar power program began in 2000; as of July 2017 Long Island has 270 megawatts of installed solar, representing more than 30 percent of the solar power in New York State.

## ...A FOOD AND CRAFT BEVERAGE CAPITAL

More than 500 farms in Suffolk County generate \$240 million in wholesale produce, feeding farm-to-table excellence. And more than 60 Long Island vineyards, many world-renowned, produce 3.5 million bottles of wine annually. Long Island is also home to 25 microbreweries.

## ...A RENOWNED VACATION AND RECREATION DESTINATION

It's no wonder more than 9 million people visit Long Island every year. Surfers, sailors and vacationers are drawn to its shores—from Montauk, the Hamptons and Fire Island to Long Beach and Jones Beach. Beyond the shoreline, there are hundreds of public parks, hiking trails and world-class golf courses. Long Island is also rich in history and the arts—as the home of former presidents, artists and musicians, it features many historic homes, world-class museums, theaters and stellar performing arts venues.

## ...A MOVIE-MAKER

Long Island is not only a popular film location and host to major film festivals, but also a film production center—home to Gold Coast and Grumman Studios, creators of top movie and television productions.

## SITES AND BUILDING

### LONG ISLAND SITE AND BUILDING LOCATIONS





## HEARTLAND TOWN SQUARE - SUFFOLK COUNTY

Heartland Town Square in Islip is 15 million square feet in size, and shovel ready. But not just shovel ready... Amazon ready! And just as the potential square footage exceeds Amazon's expectations, so will Long Island.

Heartland is a 452-acre site planned for a walkable, transit-connected community, complete with residential—9,000 units of which 1,000 will be designated affordable—retail, office, and civic spaces including hiking/biking trails and connections to the Long Island Rail Road and New York City subways, major roadways, bus routes, ferries and airports, and to immediately surrounding communities by Heartland Shuttle. The property is within one mile of three limited-access highways. It also abuts The Oak Brush Plains State Preserve at Edgewood which is an 813-acre park—NYC's Central Park is 843 acres—and is less than a 20-minute drive to spectacular white sand beaches to the north and south.

Heartland's Phase 1 is approved for 626,000 square feet including office space with towers up to 10 stories. Ultimately, Heartland Town Square alone will be able to accommodate all of Amazon's long-term space needs and more. Furthermore, well-respected developer Jerry Wolkoff, along with local officials, is ready to weave Amazon's requirements into existing plans (see supporting letters in Appendix, Exhibit 3).

The Town of Islip is home to Fortune 1,000 companies Broadridge Financial and Nature's Bounty.

## SITE SPECIFICATIONS

### NAME

Heartland Town Square

### ADDRESS

Crooked Hill Rd., Brentwood, NY 11717

### ACRES & BUILDABLE AREA

452 Acres, 15 million square feet

### ZONING

15 million sf Mixed Use Office, Residential and Retail

### OWNERSHIP

Private ownership, Jerry Wolkoff

## SITE INFRASTRUCTURE

### ELECTRICAL

PSEG LI

### NATURAL GAS

National Grid

### WATER & SEWER

Suffolk County Water Authority

### COMMUNICATIONS (FIBER & PHONE)

to be brought in; multiple service providers  
(Please refer to Appendix, Exhibit 4)

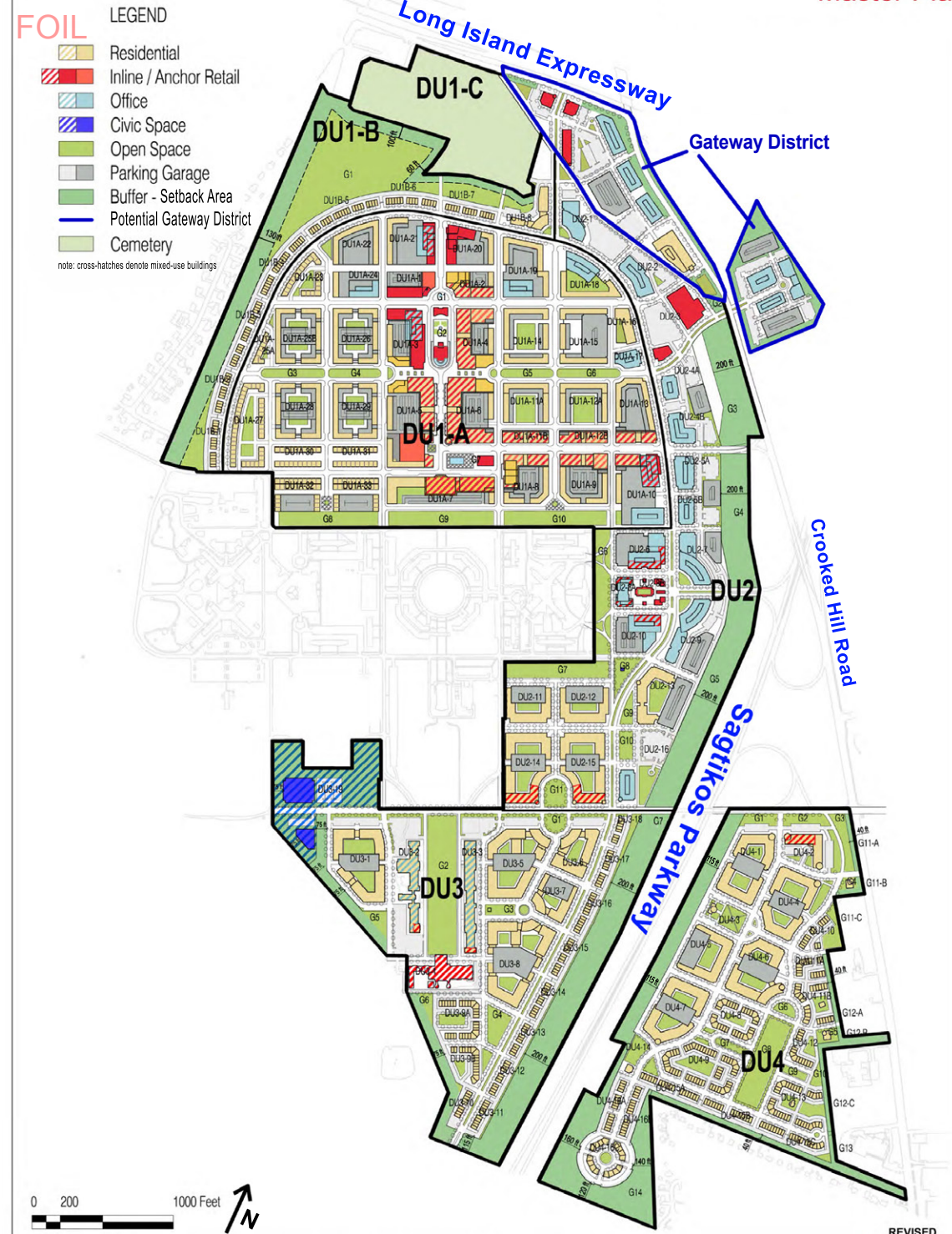




REGIONAL CONTEXT MAP

DRAFT CONFIDENTIAL  
COPY NOT SUBJECT TO  
FOIL

Master Plan



Heartland Town Square - Brentwood, New York



Pilgrim State Planned Redevelopment District (PSPRD) August 28th 2015

COMMUTE AND CONGESTION PATTERNS

Heartland is directly connected to the Long Island Rail Road at the Deer Park station and to immediately surrounding communities by a planned Heartland Shuttle. The property is within one mile of three limited-access highways and bus service is provided by Suffolk County Transit.

DEVELOPMENT TIMELINE

Environmental due diligence and zoning complete—shovel ready. Project to progress as quickly as possible.





## BELMONT PARK – NASSAU COUNTY

Nassau County is known around the globe for skilled labor, innovation, quality of life and making history. From groundbreaking genetic research to the building of NASA’s lunar module, Nassau County’s rich history of innovation translates to a competitive edge for high-tech businesses in aerospace and defense, homeland security, life sciences and more.

Nassau County proposes redeveloping and restructuring Belmont Park to include Amazon’s HQ2, while maintaining the iconic racetrack and grandstand.

Located on the border of Nassau and Queens Counties, Belmont Park is a major thoroughbred horseracing facility, first opened in 1905 and redeveloped from 1964-1968. The Park’s total acreage is approximately 430. The State-owned property is ripe for redevelopment.

Belmont’s unique location and transportation infrastructure, partnered with Nassau County’s quality of life and educated workforce, makes this proposal a Triple Crown contender.

## SITE SPECIFICATIONS

### NAME

Belmont Park

### ADDRESS

2150 Hempstead Turnpike, Elmont, NY

### ACRES & BUILDABLE AREA

Total park acreage: 430

### AVAILABLE ACREAGE

80-100; Under current zoning (“Single-Family Residential” and “Hempstead Turnpike - Elmont, Highway Business”), the developable acres could be built out with 488,000 square feet of commercial development and 370 single-family residences (Please refer to Appendix, Exhibit 5)

### ZONING

New York State controls “Residential B” and “Hempstead Turnpike - Elmont, Highway Business” zoning districts, Town of Hempstead Building and Zoning Ordinance

### OWNERSHIP

New York State

## REGIONAL CONTEXT MAP





## SITE INFRASTRUCTURE

The site is served by public utilities and infrastructure, including potable water, sanitary sewer, natural gas, electric and telecommunications. Local connections to the existing utility infrastructure in the vicinity will be required.

## COMMUTE AND CONGESTION PATTERNS

Site is bordered by major highways and roadways and is serviced by a dedicated on-site Long Island Railroad stop. Nassau County's NICE bus system has stops along Hempstead Turnpike which bifurcates the property.

## DEVELOPMENT TIMELINE

New York State recently released an RFP for the redevelopment of approximately 43 acres on the site. This acreage would accommodate the initial phase of development.

Empire State Development would be a critical partner in determining the timeline for development.





## ADDITIONAL SITES TO CONSIDER

### NAME

Brookhaven Calabro Airport, Shirley

### ADDRESS

Suffolk County

### ACRES & BUILDABLE AREA

20 Acres available for development

### NAME

Silver Corporate Park

### ADDRESS

Yaphank, NY 11980

## WORKFORCE

Long Island has a highly educated workforce—39.7 percent of all residents aged 25 or older possess a bachelor’s degree; and 8.5 percent of residents aged 25 or older hold a bachelor’s degree in science/engineering. Over 50 percent of Nassau County’s workforce has a college or advanced degrees. Suffolk County ranks in the top 10 percent of U.S. counties for adults with a bachelor’s degree or higher.

Long Island attracts large numbers of young workers from other states. Between 2013 and 2015, 26,577 people aged 18-34 migrated to Long Island from states like California, Florida, Maryland, New Jersey, and North Carolina. The age demographic 20-34 increased 4 percent between 2012 and 2015 and employment on Long Island in professional and technical occupations is projected to grow by more than 11 percent from 2012-2022. This translates to a gain of 150,900 jobs. The rate of jobs growth is projected to be highest in healthcare and technical fields, 18.9 percent.

In 2016, there were roughly 500,000 people of Hispanic or Latino heritage living on Long Island, more than any other county in New York State outside of New York City. Between 1990 and 2016, the Hispanic or Latino population rose from 6.3 percent to 18 percent of the total population. In 2016, the Black or African American population was 9.2 percent and Asians represented 6.6 percent of the total in Long Island.

Long Island’s skilled labor force demands a commensurate salary. Please find below a chart graphing earnings for select occupations in 2017:

Job Title	# Workers	Mean salary	Median	Entry salary	Experienced salary
Computer science	23,850	\$87,200	\$80,650	\$49,560	\$106,200
Computer software systems developers	2,020	\$113,400	\$113,790	\$75,870	\$132,160
Computer network architects	1,010	\$104,790	\$99,400	\$72,360	\$121,010
Computer support tech	1,400	\$75,850	\$64,530	\$49,180	\$89,180
Business occupations	53,980	\$84,270	\$72,860	\$46,650	\$103,080
Management occupations	58,090	\$147,240	\$128,600	\$73,280	\$184,220



## REGIONAL TALENT DEVELOPMENT

Long Island is home to Stony Brook University—ranked #97 in the National Universities category in the 2018 edition of Best Colleges—Brookhaven National Laboratory, Cold Spring Harbor Laboratory—where the structure of DNA was discovered—and 125 of the best rated P12 schools in the world. All of these schools have STEM programs and A+ rankings by Niche.com.

In 2016, 11 of the 15 local colleges graduated 1,238 students with computer science or tech degrees. Stony Brook's Center of Excellence in Wireless and Information Technology (CEWIT) was established to leap frog advances in scientific knowledge, create research and technology solutions for the advance of technology, and to spur economic growth. CEWIT is the next generation research facility bringing together academic, industrial, state, and federal resources to shape new dimensions in the unfinished wireless and tech revolution. In addition, in 2017 US News and World Report ranked Hofstra University's Undergraduate Engineering program 38th in the country.

A unique partnership among the presidents of 15 colleges and universities integrates programming—especially Science Technology Engineering Math (STEM)—with the school districts through LI STEM Hub and Connect-to-Tech programs. This year 58 Long Island high schoolers were first-round winners in the Intel Regeneron Science Talent Search competition—an increase of more than 30 percent from the previous year—and had winners in the Siemens Competition in Math, Science and Technology.

## ENERGY & SUSTAINABILITY

PSEG LI determined that a new Amazon facility would qualify for discounted electric power through the Business Development Rate, which refunds 100 percent of the energy delivery charges (on average, 40 percent of the total cost) for incremental power during the first year; reduced annually to standard rates by the end of a five year period. If the project becomes certified under New York State's Excelsior Program, PSEG LI will offer a flat energy delivery charge and zero demand charges; a savings of over \$100,000 annually for each 1 MW of incremental electric load.

PSEG LI can also assist to ensure that the facility is energy efficient, and will commit up to \$5 million in rebates to offset the cost of qualifying energy efficient technologies, including not only lighting and HVAC, but a variety of other technologies including Thermal Storage, Geothermal systems, and Combined Heat and Power (CHP), if applicable. Incentives for Renewables are also available.

For the 10th consecutive year, PSEG was named to the Dow Jones Sustainability Index for North America, which recognizes forward-thinking companies based on an appraisal of the company's strategy, management and performance in dealing with opportunities and risks deriving from environmental, social and governance factors.

South Fork Wind Farm, off Long Island, will be a 90 MW wind farm, New York's first and the nation's largest, when it is operational in 2022. New York State is in the process of creating an Offshore Wind Master Plan that will serve as part of a roadmap in achieving 50 percent of New York's power generation by renewable energy sources by 2030. Long Island's residential solar power program began in 2000, and there are currently over 35,000 residential and 1,100 commercial solar installations on Long Island. In fact, as of July 2017, Long Island had 270 megawatts of installed solar, representing over 30 percent of the solar power in New York State.

National Grid, the region's supplier of natural gas would also incentivize gas efficiency and rates. National Grid is in the midst of an infrastructure investment program to accelerate the replacement of aging pipe and expand the use of natural gas to more Long Island and Rockaway customers. Critical investments will provide safe, reliable and resilient service in the most environmentally friendly way, while supporting the job growth and economic vitality of Long Island.





## CULTURAL & COMMUNITY FIT

### DAILY LIVING

A “Day in the Life” of an Amazon employee living or working on Long Island is a good long one—filled with 24-hour, four-season, and 365-day-a-year possibilities for fun, food, recreation and exploration. Cycling. Surfing. Sailing. Savoring. All are within multiple public transit options for accessing everything the New York metro region has to offer.

### RECREATIONAL OPPORTUNITIES

It’s no wonder Long Island welcomes more than 9 million visitors a year (and \$5.6 billion in spending). There’s lots to see and do, from visiting the lab of inventor Nikola Tesla to exploring quaint villages, wineries, the Hamptons, museums, the historic homes of presidents and artists and more.

Long Island’s dining options are as plentiful as its cuisine, ranging from what Long Islanders claim as the world’s best pizza and bagels, to locally-grown kale and some of the best farm-to-table fare available in the United States, fed by the area’s rich farmland and bountiful waters. Long Island has more than 60 wineries and 25 microbreweries—with more being planned. This fall, Long Island adds Le Dîner en Blanc to its regional menu; the annual pop-up picnic began almost 30 years ago in Paris and is now held in more than 30 cities.

Long Island’s parks and open spaces are a national treasure. Suffolk County has the largest county-owned parks system in the U.S. Altogether, there are 1,180 miles of Long Island shoreline, nearly 100 public beaches, 78 county parks, 27 state parks, two national parks—plus hundreds more town and village parks and open spaces. More than 60,000 acres of trails, gardens, farmland, woodlands, waterways, day camps, ball fields and playgrounds offer recreation, relaxation and scenic beauty.

Surfers flock to Long Island’s shores to conquer the waves at Long Beach or Montauk, and sailors, yachtsmen and fishermen alike enjoy abundant waters and some of the Northeast’s deepest water ports. More than 200 miles of paved and unpaved trails for mountain bikers and road cyclists prompted The New York Times to state that “for bikers, the lure of Long Island is unsurpassed.”

Golfers also come to Long Island from all over the world to find some of the country’s most challenging courses, including Bethpage Black and historic Shinnecock Hills. In 2018, the US Open Golf Championship will return to Shinnecock Hills Golf Club, marking its 10th return to Long Island.

## CULTURAL DISTRICTS

Long Island’s history and arts are both inspirational and plentiful, with 129 museums and cultural attractions adding to more than 450 events on Discover Long Island’s 2017 tourism calendar. Visitors are welcome to tour the homes of past presidents, poets and artists, including U.S. President Theodore Roosevelt, poet Walt Whitman and painter Jackson Pollock. The arts have long been an integral part of Long Island’s heritage, with Whitman, Truman Capote, Jack Kerouac, Nelson DeMille and Kurt Vonnegut among the many prominent writers who have lived and created here. Long Island is where Billy Joel and Harry Chapin composed much of their music and where painters including Pollock and Willem De Kooning were inspired and had their studios.

Long Island’s plentiful stages and venues host many of the world’s premier performing artists and companies. Community arts, from choirs to musical theatre, also flourish here. Our character-defining arts and culture make Long Island one of the finest places in America to live.





## COST MODEL & INCENTIVES

The mission of the Industrial Development Agencies (“IDA”) on Long Island is to actively attract and develop job opportunities and private capital investment. This has resulted in proven economic development leadership and exceptional financial incentive programs for businesses looking to expand or relocate to the County.

Real property tax relief, may be offered, in the form of reduction of existing taxes and/or freezing existing taxes and/or abating the increased assessment (valued added) as the result of the project. Real property tax relief may be structured in the form of fixed annual payments with or without scheduled increases over a period of time, or in the form of abatements of the increased assessment that results from the project over a period of time, or in the form of reduction of the existing taxes with a phase-in back to the original tax level over a period of time. Based on the framework put forth by Amazon, it is anticipated that the Company would be offered a negotiated multi-decade abatement with taxes beginning at pre-increased assessed value, gradually being phased back in over the term of the agreement.

Sales tax exemptions on all materials and/or equipment used or incorporated into the project during the initial construction/renovation and/or equipping of the project would be made available to the Company.

A mortgage recording tax exemption would also be offered to the Company, eliminating a majority of the current 1.05 percent tax on mortgages.

Approval of IDA incentives are based on private capital investment and job creation commitments proffered by the applicant. We are confident Amazon’s proposal, as put forth, would qualify the Company for the highest allowable incentives available. Long Island IDAs move at the speed of business and approval for such incentives can be issued in as little as 30-60 days.

For specific details on Nassau County incentives, please refer to Exhibit 6 in Appendix.

## BUSINESS & LOCAL COMMUNITY STAKEHOLDER COMMITMENT

### PARTNERS FOR SUCCESS

#### LONG ISLAND ASSOCIATION

Actively advocates the interests of, and promotes cooperation among, the business, labor, educational, scientific, technology, not-for profit and civic communities.

Seeks to create and retain balanced economic opportunities and jobs in a clean, healthy and safe environment.

As Long Island’s Chamber of Commerce, provides valuable services and programs/representation to its membership organizations, particularly the small business community.

#### **KEVIN S. LAW**

President and Chief Executive Officer

#### NASSAU COUNTY

The Nassau County economic development team consists of professionals whose mission is to promote the economic welfare and prosperity of Nassau County. It is a resource for businesses in Nassau County and those considering relocation and expansion. Nassau’s economic development team provides assistance to businesses interested in relocating, expanding and financing new investments. It has provided assistance to a wide range of companies, from Hain Celestial, Publishers Clearing House, and Arizona Iced Tea to Cold Spring Harbor Labs, Grumman Studios and Gold Coast Studios.

#### **NICHOLAS T. TERZULLI, ESQ.**

Director of Business Development  
Nassau County Industrial Development Agency  
Theodore Roosevelt County Executive & Legislative Bldg.  
1550 Franklin Avenue, Suite 235  
Mineola, New York 11501





## SUFFOLK COUNTY

The Suffolk County Industrial Development Agency (IDA) is a public benefit corporation of the State of New York. The purpose of the agency is to promote economic development within Suffolk County. The operations of the agency are not supported by taxpayer funds, rather by fees generated by the applicants. The Suffolk County IDA works in synergy with Suffolk County Executive Steven Bellone and Economic Development Commissioner Theresa Ward to foster positive economic development within the County.

### **THERESA WARD**

Deputy County Executive and Commissioner  
Suffolk County - Dept. of Economic Development and Planning  
100 Veterans Hwy.  
Hauppauge, NY 11788

## LETTERS OF SUPPORT

For letters of support, please refer to Appendix, Exhibit 7.





# LOWER HUDSON VALLEY

---







Kykuit: The Rockefeller Estate 3



1 Philipsburg Manor



4 Playland Park



2 Rockland Lake State Park



5 Bear Mountain State Park

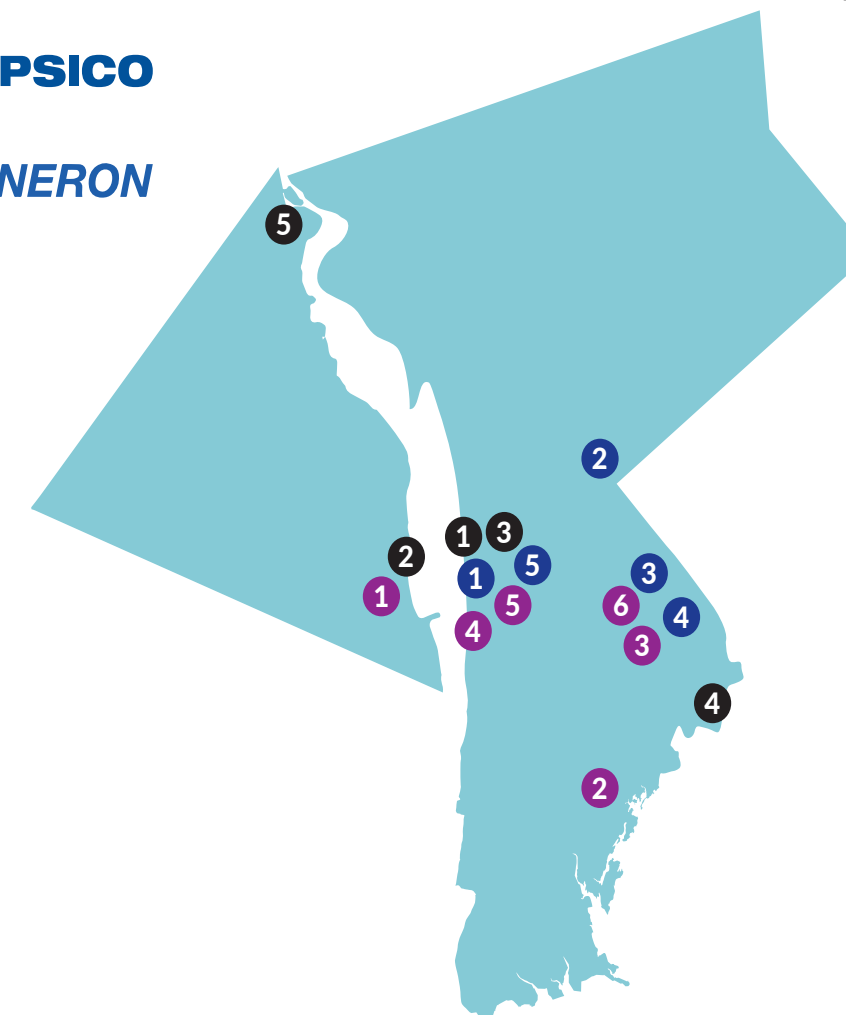
# LOWER HUDSON VALLEY

SELECTED COMPANIES, EDUCATIONAL INSTITUTIONS, AND ATTRACTIONS

COMPANIES:



INSTITUTIONS:





## THE LOWER HUDSON VALLEY IS ...

north of New York City and includes Westchester and Rockland counties, vibrant centers of highly educated talent, corporate HQs, cutting-edge life sciences clusters and advanced manufacturing R&D—set amidst a transit-supported Hudson River landscape offering rich history, culture and recreation, and a mix of settings to call home and transform business.

### ...AN HQ HUB

A number of major corporations, including Fortune 500 companies and key Amazon partners have established U.S. or global HQs here: PepsiCo, IBM, MasterCard, Regeneron Pharmaceuticals, Danone North America, FujiFilm and Heineken USA.

### ...AN INNOVATION INCUBATOR

World-class industry R&D is happening in the region across industries, from AI technology developed at IBM's Watson Research Center, to experimenting with processes and techniques for tasting at the Innovation Cider House at Angry Orchard, to semiconductor design, development and fabrication at GlobalFoundries. Warby Parker, the online eyewear retailer, chose the area for locating its first in-house lens production and finishing facility.

### ... A 3-D PRINTING PIONEER

The region is emerging as an international leader in the 3-D printing sector, supported by SUNY New Paltz's Hudson Valley Advanced Manufacturing Center (HVAMC), home to the country's first MakerBot Innovation Center and the world's first Stratasys SMART Lab, a 3-D printing superlab. HVAMC offers state-of-the-art 3-D design and printing to New York businesses, while also creating a talent pipeline of students trained in additive manufacturing and mechanical engineering. It's just one of many examples of how the region's universities fuel and support New York's innovation economy.

## ... A LEADER IN LIFE SCIENCES

New York State is dedicating \$650 million to a groundbreaking initiative to grow New York's world-class life science cluster through funding, incentives and private sector partnerships. The region has a healthy cluster of its own, with nearly 100 biotech, pharmaceutical and medical device companies based here, including Pfizer, Charles River Laboratories, Regeneron Pharmaceuticals, TechnoVax, Acorda Therapeutics, ContraFect and Armgo Pharma.

### ... HOME TO TOP SCHOOLS AND TRAINING

The Hudson Valley is home to top-ranked schools, with six of the country's top 100 public school districts and a high percentage of high school graduates who go on to college. In Westchester County, 47 percent of residents over the age of 25 have a college or graduate degree. The range of Hudson Valley colleges and universities includes Bard College, The Culinary Institute of America, Iona College, Marist College, NY Medical College, the United States Military Institute at West Point, and Vassar College—as well as a robust community college system, trade and technical schools and workforce development programs across industries. They are creating a pipeline of talent development with a workforce across tech, computer science, engineering, social sciences, health care and others.

### ... WELL-CONNECTED

The southern border of Westchester is just under 11 miles from Midtown Manhattan. Seven interstate highways intersect the region. Regional airports offer domestic and international service, including the recently expanded Stewart International and Westchester County Airport. Metro North and Amtrak offer comprehensive commuter rail service to the region, with five major rail lines and more than 75 stations. And the new Governor Mario M. Cuomo Bridge connects Westchester and Rockland, replacing the Tappan Zee, and facilitating the regional commute.



## ...RICH IN HISTORY, AGRICULTURE AND NATURAL RESOURCES

The region's quality of life is enhanced by its rich history and culture. It includes a National Heritage Area with historic homes, cultural landmarks and performance spaces, including the Bethel Woods Center for the Arts and Caramoor. It also offers proximity to some of the state's recreational and hiking destinations including Harriman State Park, New York State's second largest, the Catskill Mountains and the Walkway Over the Hudson. The area's rich agricultural abundance feeds farm-to-table success stories at sites like the Stone Barns Center for Food & Agriculture, working to create a sustainable food system and spotlighting local food in the farm's acclaimed Blue Hill restaurant.

## ...CREATING OPTIONS FOR HOUSING CLOSE TO TRANSIT

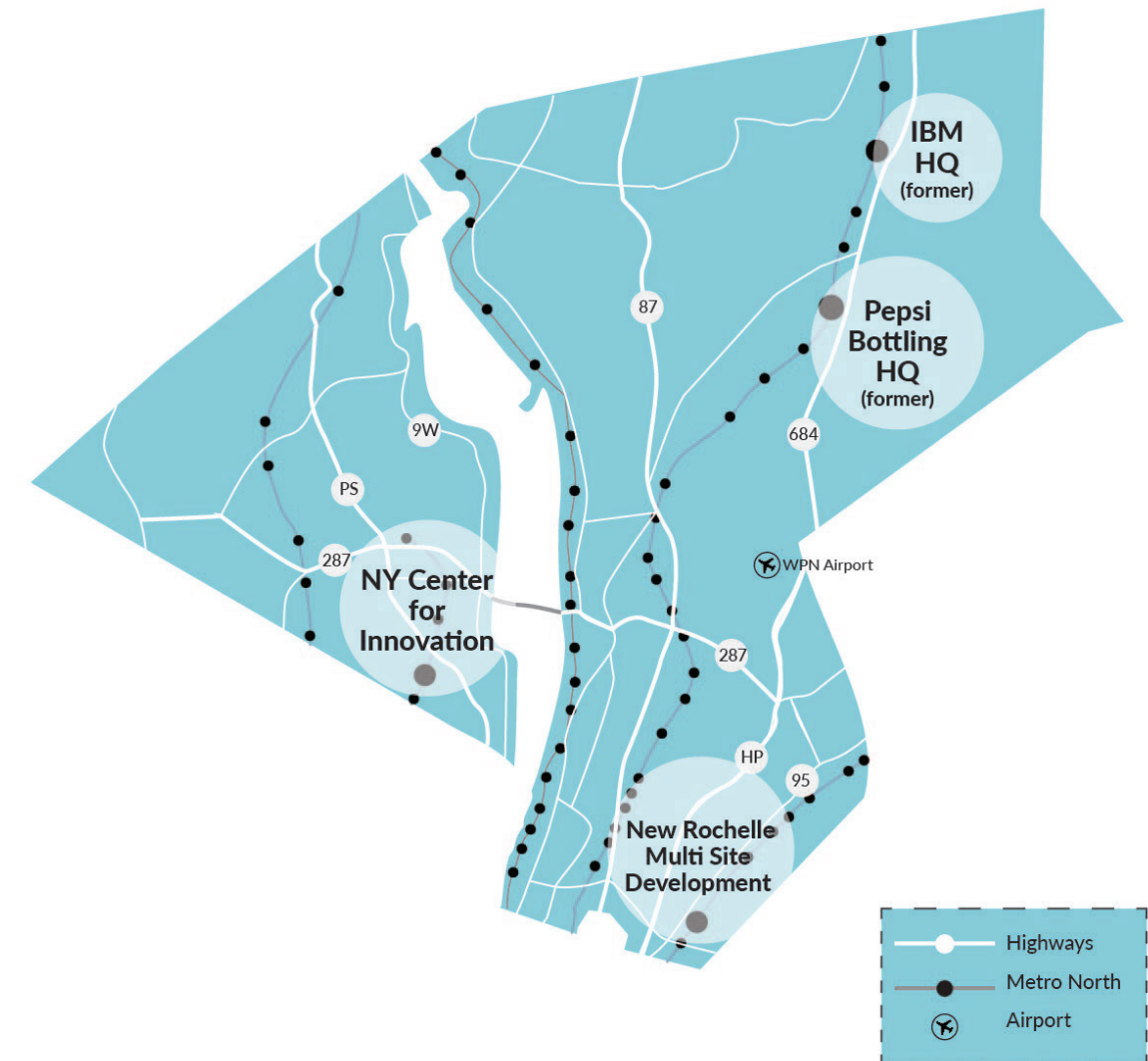
The Hudson Valley represents a range of housing options from small towns and villages to urban centers. The region includes walkable neighborhoods and transit-oriented development on either side of the Hudson River, near the Suffern and Nanuet village stations in Rockland, and in Westchester cities including White Plains, New Rochelle and Mount Vernon.

## ... A CENTER OF SUSTAINABILITY

Many of the Hudson Valley's top-rated regional utilities offer companies the ability to purchase their energy supply from non-utility energy providers with rights to electricity generated by renewable fuels such as wind, hydro, biomass and solar. Companies can also purchase Renewable Energy Certificates (RECs), which represent electricity generated by renewable resources and help support the growth of these alternative energy projects. From 2000 - 2016, the region added nearly 912 MW in new generation. The area is home to leading environmental groups and has always held a high standard for sustainability best practices. The Hudson Valley Regional Council recently completed a comprehensive report and sustainability roadmap, listing recommendations in critical areas such as transportation, waste management, land use, climate change adaptation, management, energy and agriculture.

## SITES AND BUILDING

### HUDSON VALLEY SITE AND BUILDING LOCATIONS





## NEW ROCHELLE MULTI SITE DEVELOPMENT (NEW ROCHELLE)

### SITE SPECIFICATIONS

#### NAME

New Rochelle Multi Site Development

#### ADDRESS

Downtown New Rochelle, 40.911360, -73.784190

#### ACRES & BUILDABLE AREA

10 acres can be built out to 8.66M SF

#### ZONING

Downtown Overlay Zone

#### OWNERSHIP

Public ownership, City of New Rochelle  
RXR Realty has exclusive development rights



### SITE INFRASTRUCTURE

#### ELECTRICAL

ConEdison

#### NATURAL GAS

ConEdison

#### WATER,

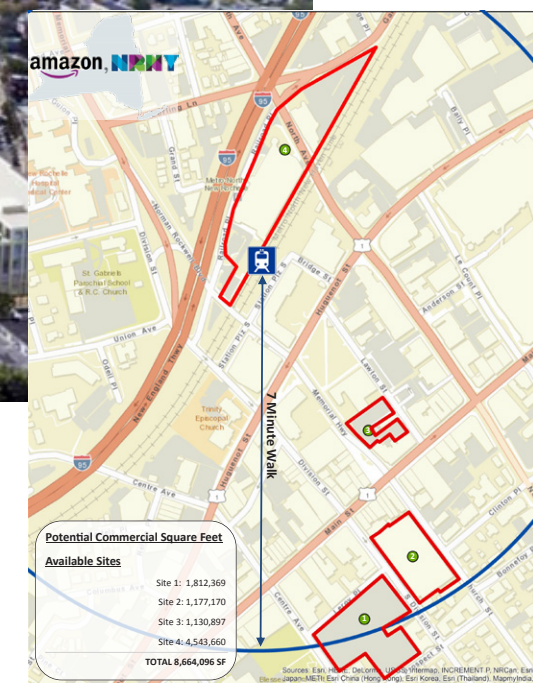
Suez Westchester District 1; Wastewater plant, City of New Rochelle (laterals) and Westchester County New Rochelle plant; Well water

#### COMMUNICATIONS (FIBER & PHONE)

Verizon (Please refer to Appendix, Exhibit 8)

### COMMUTE AND CONGESTION PATTERNS

New England Thruway and train station nearby





## NY CENTER FOR INNOVATION (PEARL RIVER)

Suburban campus with a history of invention at the site, including groundbreaking vaccines for poliovirus, smallpox, typhoid and pneumonia. Located 3 minutes between the Metro North commuter rail stations and village centers of Nanuet and Pearl River. Access to Routes 304, I-287, Palisades Parkway, Garden State Parkway and Route 59. Over 1.4 million square feet of space plus another million square feet available for development. (Please refer to Appendix, Exhibit 9)

## SITE SPECIFICATIONS

### NAME

NY Center for Innovation

### ADDRESS

401 N. Middletown Road, Pearl River, NY 10965

### ACRES & BUILDABLE AREA

270 Acres, 2 million square feet of existing space

### ZONING

Industrial & Light Industrial (allowable uses include office, R&D, manufacturing)

### OWNERSHIP

Private ownership, Pearl River Campus LLC

## SITE INFRASTRUCTURE

### ELECTRICAL

Pland & Coge

### NATURAL GAS

Orange & Rockland

### WATER

Town of Orangetown

### COMMUNICATIONS (FIBER & PHONE)

Multiple service providers

(Please refer to Appendix, Exhibit 8)

## DEVELOPMENT TIMELINE

Phase I of environmental review has been performed.





## 294 ROUTE 100, FORMER IBM HQ (SOMERS)

### SITE SPECIFICATIONS

#### NAME

294 Route 100, Former IBM HQ

#### ADDRESS

294 Route 100, Somers, NY 10536

#### ACRES & BUILDABLE AREA

904 Acres, 1.09M square feet of existing space

#### ZONING

Office/Residential

#### OWNERSHIP

Private ownership, 294 Route 100 LLC



### SITE INFRASTRUCTURE

#### ELECTRICAL

NYSEG

#### WASTEWATER PLANT

Well water

#### COMMUNICATIONS

Fiber & phone (Please refer to Appendix, Exhibit 8)

### COMMUTE AND CONGESTION PATTERNS

By automobile and bicycle.





## 2875 ROUTE 35, FORMER HQ OF PEPSI BOTTLING CO. (KATONAH)

### SITE SPECIFICATIONS

#### NAME

2875 Route 35, Former HQ of Pepsi Bottling Co.

#### ADDRESS

2875 Route 35, Katonah, NY 10536

#### ACRES & BUILDABLE AREA

206 Acres, 540,000 square feet of existing space

#### ZONING

Office

#### OWNERSHIP

Private ownership, One P way LLC



### SITE INFRASTRUCTURE

#### ELECTRICAL

NYSEG

#### NATURAL GAS

ConEdison

#### WASTEWATER PLANT

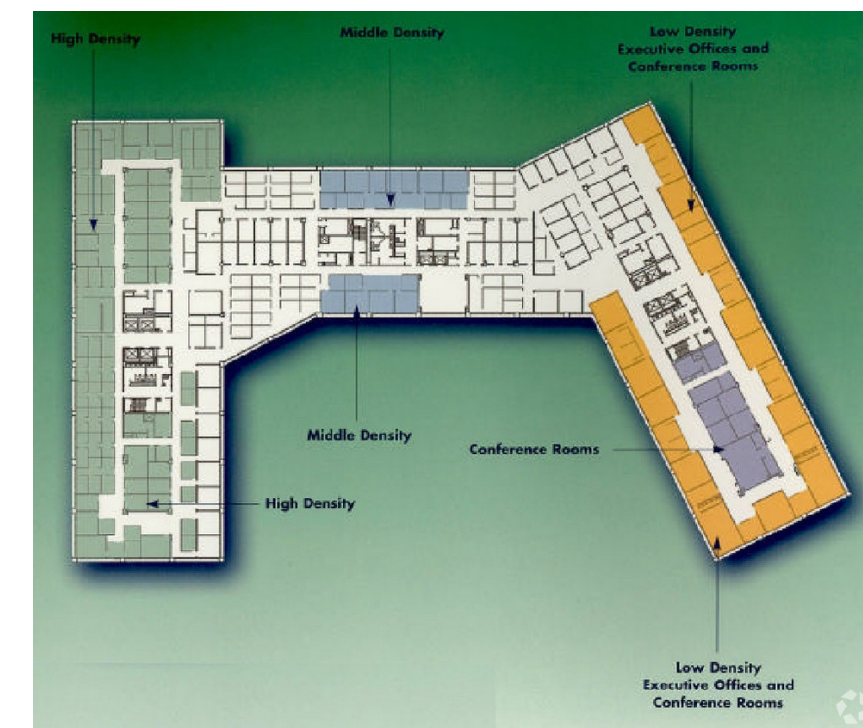
Well water

#### COMMUNICATIONS

Fiber & phone (Please refer to Appendix, Exhibit 8)

### COMMUTE AND CONGESTION PATTERNS

By automobile and bicycle, although some are within walking distance of rail to NYC





## ADDITIONAL SITES TO CONSIDER

(all other sites that were disqualified)

### NAME

Central Orange Development Area

### ADDRESS

Chester [former site of Camp LaGuardia]

### ACRES & BUILDABLE AREA

258 acres

### NAME

Galaxy Corporate Park

### ADDRESS

Montgomery

### ACRES & BUILDABLE AREA

751 acres

### NAME

Golden Triangle

### ADDRESS

Wallkill / Middletown

### ACRES & BUILDABLE AREA

92 acres

### NAME

Business Park

### ADDRESS

Greensburgh

### ACRES & BUILDABLE AREA

27 acres

### NAME

Stewart International Airport

### CRESTVIEW LAKE SITES

New Windsor

### ACRES & BUILDABLE AREA

97 acres

### NAME

Stewart International Airport – SWF Industrial Park Sites

### ADDRESS

Newburgh

### ACRES & BUILDABLE AREA

97 acres

### NAME

Hudson Valley Research Park/Tech Campus

### ADDRESS

Hopewell Junction

### ACRES & BUILDABLE AREA

345 acres; 1.5M SF building



#### NAME

Former Novartis Pharmaceuticals Site

#### ADDRESS

Suffern

#### ACRES & BUILDABLE AREA

225 acres; 585K SF building

#### NAME

Airport Campus

#### ADDRESS

Armonk

#### ACRES & BUILDABLE AREA

38 acres; 267K SF building

## TRAVEL & INFRASTRUCTURE

### CONNECTED ROUTES

The region has easy access to seven interstate highways, including I-84, I-87, I-95, I-287, I-684, I-90 and I-86 (currently Route 17) all intersecting the region. That is in addition to the various state highways running through the Hudson Valley.

### CLOSE-BY FLIGHTS

The recently expanded Stewart International and Westchester County Airports are located within the region, with other well-traveled ones nearby including Albany Airport, LaGuardia, JFK and Newark.

### CONVENIENT TRAIN TRAVEL

Metro-North and Amtrak offer comprehensive commuter service to the Hudson Valley, with five major rail lines and more than 75 stations across the region. CSX, Canadian National and Norfolk Southern provide regular freight rail service.

### WELL-NETWORKED

In terms of advanced telecommunications, the Hudson Valley has 100 percent digital switching, multiple points of presence (POPs) and extensive fiber-optics.

### RELIABLE UTILITIES

The region's major electric and natural gas providers are Central Hudson Gas & Electric, Consolidated Edison, New York State Electric & Gas and Orange & Rockland Utilities.



## WORKFORCE

**Strong, Dynamic Labor Force:** There are nearly 1.2 million available workers in the Hudson Valley, with unemployment averaging between 4 and 4.5 percent. The region's workforce alone is currently larger than those in 17 other states.

**Educated Population:** Roughly 24,000 students graduate each year from Hudson Valley colleges and universities, and about 37.5 percent of all area residents over 25 hold at least a bachelor's degree. Among the world-class institutions are Bard College, The Culinary Institute of America, Marist College, NY Medical College, The United States Military Academy at West Point, and Vassar College—all in addition to a robust community college system, as well as a variety of trade and technical schools and institutions. These schools currently educate more than 125,000 students.



## REGIONAL TALENT DEVELOPMENT

Through its extensive network of world-renown four-year colleges and universities, two-year colleges, technical institutions, academies and additional non-profit educational outlets, the Hudson Valley is home to an incredible ecosystem for creating a pipeline of regional talent development. Beyond the advanced curriculum at many institutions of higher learning covering topics such as marketing, tech, computer science, engineering, social sciences, health care and others, the Hudson Valley goes much deeper in helping companies develop a far deeper bench of talent in a multitude of other areas often overlooked by the four-year institutions, but covered by the two-year and specialty academic campuses. Taking a closer look at these regional offerings, which would support a wide variety of Amazon's interests, you will find:

**COUNCIL OF INDUSTRY** – Concentrating on manufacturing training in the areas of CAD, reading and understanding blueprint design, materials sciences, engineering, ESL, fundamentals of management and human resources;

**DUTCHESS COMMUNITY COLLEGE** – Focusing on CAD, as well as process quality and safety management, technical writing, among others;

**HUDSON VALLEY PATHWAYS ACADEMY (P-TECH)** – Features networking administration training;

**NEWBURGH ARMORY CENTER** – Basics of manufacturing;

**PNW BOCES/ROCKLAND BOCES/SOUTHERN WESTCHESTER BOCES** – Production technician certification and OSHA training, among others;

**SUNY NEW PALTZ** – Computer science training in C/C++ programming, digital system and microprocessor design, introduction to computer architecture, data communications, digital data communications and signal processing, introduction to parallel computing and computer architecture;

**SUNY ORANGE** – Effective office communications, coaching for service excellence, executive team mapping, team management and sustainability training;

**SUNY ROCKLAND** – Green building technologies and engineering physics;

**SUNY ULSTER** – Certification for green production technicians and industrial mathematics;

**ULSTER ADULT EDUCATION CENTER** – G code programming and MasterCam professional-level certification;



**ULSTER BOCES** – Advanced robotics and custom robotic design for manufacturing;

**WESTCHESTER COMMUNITY COLLEGE** – Advanced manufacturing, fiber optics and mechanical technology associates degree.

In addition to the listed offerings, many of these institutions of higher learning frequently develop courses and certification programs designed specifically for companies seeking customized training for their employees.

## ENERGY & SUSTAINABILITY

The Hudson Valley's 19,000 GWh, robust electricity grid is managed by numerous top-rated, nationally recognized utilities, including Central Hudson Gas & Electric, Consolidated Edison, New York State Electric & Gas, Niagara Mohawk, and Orange & Rockland Utilities. Many of the regional utilities offer companies the ability to purchase their energy supply from non-utility energy providers that own rights to electricity generated by renewable fuels such as wind, hydro, biomass and solar among others. Companies can also purchase Renewable Energy Certificates (RECs), which represent electricity generated by renewable resources and help support the further development of these alternative energy projects. Area utilities offer numerous incentives if you are interested in constructing your own, on-site renewable energy generating system such as wind- or solar powered. From 2000 – 2016, the region added nearly 912 MW in new generation.

The Hudson Valley region, with one of the largest concentrations of environmental groups (such as Riverkeeper and Scenic Hudson) in the country, has always been held to a high standard for sustainability best practices with an equal number of fervent practitioners. The Hudson Valley Regional Council recently completed a massive report and list of recommendations on sustainability covering critical areas such as transportation, waste management, land use, climate change adaptation, water management, energy and agriculture. Local municipalities, counties and regional organizations use this "roadmap" as a guide for instituting a host of policy changes, laws, regulations and incentive programs for encouraging sustainable practices. The report itself, titled "The Mid-Hudson Regional Sustainability Plan" can be found at <http://hudsonvalleyregionalcouncil.org/mid-hudson-regional-sustainability-plan/>.

## CULTURAL & COMMUNITY FIT

A "Day in the Life" of an Amazon employee living and working in the Lower Hudson Valley offers a range of experiences as broad as the Hudson River and as breathtaking as the nearby mountain ranges—a commutable countryside that is home to history and arts, farms and craft breweries, and both urban and small town centers, some ranked in the country's best small towns. The Lower Hudson Valley is not only close to NYC, but also midway between Boston and Washington, DC, along a thriving Northeast corridor that can be covered within a day's drive.

The Hudson Valley region, ranked in 2013 as one of *National Geographic Traveler's* 20 Must-See Places, offers limitless opportunities and altitudes for outdoor recreation, with the Catskill Mountains, Hudson River and Atlantic Ocean all nearby. There are also more than 100 golf courses, numerous state parks and countless hiking, biking and equestrian trails, as well as the 1.2-mile Walkway Over the Hudson, the world's longest pedestrian footbridge, attracting nearly 500,000 visitors per year.

Food, culture and history are nurtured and harvested here. The region is home to award winning farm-to-table restaurants and centers—such as Blue Hill at Stone Barns restaurant—and craft cideries and breweries. The Culinary Institute of America is a teaching institution that takes reservations—for members of the public who want to try dishes starring Hudson Valley ingredients and spanning a variety of cuisines, from American to French to Italian.

The Hudson River Valley, a designated National Heritage Area, features the historic homes of former presidents, artists and statesmen, including the birthplace of Franklin D. Roosevelt and the Revolutionary War headquarters of General George Washington. The Vanderbilt Mansion is one of the area's oldest historic sites, along with the U.S. Military Academy at West Point.





The region's rich arts and entertainment culture spans past and present, including the local symphony orchestra, the Hudson Valley Philharmonic, and venues that feature stunning landscapes as well as artwork and music: the Storm King Art Center, an open-air museum; Bethel Woods Center for the Arts, site of the Woodstock Festival; and the Caramoor Center for Music and the Arts. That's in addition to a wide range of museums and galleries that dot the Hudson Valley, including historic homes of Hudson River School painters, and other entertainment venues that host concerts of diverse genres and settings.

## COST MODEL & INCENTIVES

New Construction Tax Breaks: Local and regional industrial development organizations help new and existing businesses to secure tax incentives for building new facilities throughout the Hudson Valley.

## BUSINESS & LOCAL COMMUNITY STAKEHOLDER COMMITMENT

PARTNERS FOR SUCCESS

## HUDSON VALLEY ECONOMIC DEVELOPMENT CORPORATION

The Hudson Valley Economic Development Corporation (HVEDC) is the leading economic development organization in the Hudson Valley, which includes Westchester, Rockland, Putnam, Orange, Ulster, Dutchess and Sullivan counties. Representing one of New York's most powerful economic centers, HVEDC offers an array of services as a comprehensive resource for businesses relocating to (or expanding within) the region. From facilitating meetings with local, regional and state economic and government representatives, to consulting onsite searches, to providing strategic direction for engaging with key industry clusters, HVEDC will play a pivotal role in helping your business succeed today and in the future. (Please refer to Appendix, Exhibit 10)

**LAURENCE P. GOTTLIEB**  
President & CEO  
Hudson Valley Economic Development Corporation  
10 Matthews Street  
Goshen, NY 10924



## ROCKLAND ECONOMIC DEVELOPMENT CORPORATION

Rockland Economic Development Corporation (REDC) focuses on building Rockland's economy by creating and attracting new businesses and retaining and expanding existing businesses to stimulate job growth as a way of improving the quality of life in Rockland County. Its role is to coordinate the operations of economic development programs and services for business and industry in Rockland County.

**JEREMY L. SCHULMAN**  
President & CEO  
One Blue Hill Plaza, Lobby Level  
P.O. Box 1575  
Pearl River, NY 10965

## WESTCHESTER COUNTY OFFICE OF ECONOMIC DEVELOPMENT

**GEORGE OROS, DIRECTOR**  
Westchester County Government  
148 Martine Avenue  
White Plains, NY 10601

## LETTERS OF SUPPORT

For letters of support, please refer to Appendix, Exhibit 11.





NEW YORK METRO AREA  
AMAZON HQ2 RFP RESPONSE



Printed in New York City

100% post-consumer recycled paper

FSC certified

