

ISTHMUS — TO — ISTHMUS



CONFIDENTIAL

HQ2 MADISON

ISTHMUS TO ISTHMUS



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**Welcome to Madison!Please
Start Here:**

<https://www.youtube.com/watch?v=jy1bbgmv8IY>



October 16, 2017

Ms. Holly Sullivan
Head of WW Economic Development
Amazon
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

Dear Ms. Sullivan,

As Amazon continues to engage North America in the boldest and most transparent site search in US history I would like to congratulate you on the path you have chosen and bring to your attention a region that will fit your business needs like a glove while giving you an opportunity to develop and thrive with the community in all other respects material to your needs.

There is little question that, wherever HQ2 lands, the community and region will be forever altered and, while all would enjoy a very positive impact, some regions would `experience incremental change while others would be transformed. I submit that it will be one of those regions that has the potential to be transformed that holds true promise for this extraordinary company because Amazon can grow with that community and help shape that growth in a very positive way. I'm not talking about transformation of a region's natural or human resources because those things must be spectacular to even be considered. Indeed, it is the opportunity to shape infrastructure, education, supply chain, culture and brand that should appeal to you.

And, it is not "Small Town, USA" that should fascinate you but those communities which have heretofore been referred to as "second tier" cities; cities which meet most of your criteria but fall just short on size or some other manageable issue. As the New York Times put it recently, Amazon should land in a community that can "replicate an environment similar to what it had in Seattle at its founding in 1994."

You will see that there is no place on the continent that can better offer that environment and no place on earth that is better poised to transition from "second tier" to star than Madison, Wisconsin. Indeed, it has been nudging its way through the field for more than a decade now by continuously improving its economy and ecosystem in ways that have attracted the attention of critical economic developers, site selectors and pundits throughout the country. And, it has done so without compromising the spectacular assets that, year in and year out, make it one of America's top places to live.

Amazon and its HQ2 can hop on at the ground level of this rapidly evolving economy and play an enormous role in assuring that that evolution continues to be positive, not just for those who are already on board, but for Amazon and everyone else who will discover this star in the near future.



In the following pages and links we will specifically address your preferences, drivers and requests while making it clear that the Madison Region is as close to Seattle circa 1994 as you will find. For instance, Seattle and Madison are the only major cities in the U. S. which are located on an Isthmus. Both communities have a UW with a major footprint in the region through their internationally recognized student bodies, research, education, athletics and alumni.

Additionally, like Seattle, Madison has become a hub for STEM businesses and careers. Millennials have been flocking here since before the experts discovered us. Never mind our special connections to Russell Wilson, Dale Chihuly or even Nirvana; you will find in Madison, an accommodating ecosystem, an unparalleled workforce, a quality of life that competes with anywhere, a progressive and pro-business local government, a state that has proven its will and capacity to compete and a Seattle2 in which to build your HQ2.

The comparison, however, does not extend to cost. You will find in the following pages that the Madison Region is significantly less expensive, and that talent can be found at lower costs, than what you have experienced in Seattle or what you might find in other communities vying for this incredible project.

We offer five sites which, by themselves or in combination, will adequately meet your needs and trust that you will take the time to review each of them along with the evidence for everything I've outlined here. Upon doing so you will fully appreciate why you need to be in on "The Ground Level of the Next Big Thing."

Please start here: <https://www.youtube.com/watch?v=jy1bbgmv8IY>

With Sincerest Regards,

A handwritten signature in black ink, appearing to read "Paul F. Jadin", written in a cursive style.

Paul F. Jadin

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HQ2 MADISON

WHY THE MADISON REGION





Office of the Mayor

Paul R. Soglin, Mayor

City-County Building, Room 403
210 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
(608) 266-4611
mayor@cityofmadison.com
www.cityofmadison.com

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

Dear Mr. Bezos,

Welcome home. Madison is the best of Seattle but more affordable and far less congested. Madison, Wisconsin is ideally-suited as the location for Amazon's next great investment - HQ2. I invite you to use your imagination and consider

5 reasons to select Madison:

Madison Reason #1: GREAT SITES – As you will see in our proposal, Madison offers Amazon a menu of properties to meet any needs of HQ2.

- **Capitol East District** - Our burgeoning "Capitol East District" creates an opportunity for an urban high-tech campus in an emerging high-tech live/work/play environment. The Capitol East District, connected by sidewalks, bicycles, and buses - and **minutes** to the airport - would place HQ2 in Madison's emerging hub for innovation and among dozens of tech businesses. The Capitol East District includes numerous startups as well as established technology companies (including and existing Amazon presence with Shopbop).
- **East Metro** - Madison's East Metro Site offers unmatched visibility at the intersection of **three Interstate Highways**. This development-ready greenfield site provides Amazon the opportunity to build a headquarters campus in the City of Madison at one of the most visible and accessible locations in the Midwest. The site is 10 minutes from downtown Madison, 10 minutes from Dane County Airport, and offers direct interstate access to Chicago/O'Hare (2 hours) and Milwaukee/Mitchell Field (1 hour).

- **University of Wisconsin Research Park II** – Located in a natural landscape of rolling hills on Madison’s far west side, the UW Research Park is a large technology park, primed for large-scale office and research development. The site offers Amazon the opportunity for a direct connection to UW Madison’s research and talent pools. The site is 20 minutes from Downtown Madison.

Whether it’s a vibrant urban campus among the innovative and eclectic vibe of the Capitol East District, the high visibility and convenient access of the East Metro property, or the research and innovation focus of the UW Research Park, I strongly believe Madison offers a unique mix of development-ready sites to meet Amazon’s needs for HQ2 now and in the future.

Madison Reason #2: COMPETITIVE INCENTIVES – Madison will do everything in its power to make HQ2 viable and successful. The City’s primary incentive tool is Tax Increment Financing (TIF). We will ensure that any sites Amazon considers are placed within a TIF District and we will use TIF to the fullest extent possible. We have a proven historic record of success with TIF and will deploy this tool with speed and flexibility. In addition to the City’s effort, the State of Wisconsin will provide a competitive incentive package. A detailed summary of the City’s TIF program is included.

Madison Reason #3: ACCESS TO TALENT – With a world class research institution, high growth technology companies, a vibrant tech based entrepreneurial ecosystem, large technology companies including Epic Systems, an existing Amazon presence with Shopbop, Madison has quietly assembled one of the nation’s highest concentrations of technology talent and a workforce well-suited to Amazon’s needs. Beyond Madison’s borders, we are located within a 2-hour drive of Chicago/O’Hare and a 1-hour drive from Milwaukee, providing convenient access to two of the nation’s largest metro areas and two international airports. Madison’s own airport provides direct flights to the Twin Cities, Detroit, Chicago, Washington DC, Atlanta, Denver, Dallas, and others. The airport is growing and the addition of HQ2 to Madison will bring additional service. With Madison’s conveniently-located and easily-accessed airport, combined with our proximity to major international airports, Madison provides the largest array imaginable of domestic and international air service. Although we are a mid-sized city, we have an incredible pool of technology talent, the ability to attract new residents with our renowned quality of life, and **Madison is located within a 60-minute drive of 1.2 million people and a 90-minute drive of 3.3 million people.**

Madison Reason #4: RENOWNED LIVABILITY & PERFECT CULTURAL FIT

– Madison is routinely ranked as one of the nation’s most livable communities (see attached list of rankings). This includes being named the best City in America by Livability.com. This stems from our unique natural setting among a collection of glacial

lakes, our great neighborhoods, our beautiful and well-maintained parks and bike trails, our low crime rate, our vibrant cultural offerings, the nation's best and largest farmers market, great restaurants, and the list goes on. **Like Seattle**, Madison is situated on a narrow isthmus of land between two bodies of water. **Like Seattle**, Madison is a forward-thinking, innovative, progressive city. **Like Seattle**, Madison has a growing technology-fueled economy and a world-class research university. **Like Seattle**, Madison prides itself on its recreational amenities, great food, music venues, eclectic neighborhoods, cultural offerings, and overall livability. In many ways, Madison is a smaller and Midwestern version of Seattle with a culture, economy, and sense of place with many similarities, but in a manageable, affordable, midsized city.

Madison Reason #5: WE'RE READY TO GROW WITH YOU – The sites described above and in the pages that follow are “shovel-ready” and primed for this type of development. With our growing economy, Madison has been expecting an opportunity like this. The proposed sites are planned for large-scale employment development and Madison is ready to do what it takes to make this project happen. This includes not only investing in a competitive incentive package, but also making longer term regional investments in transit improvements, increased service to our airport, and any other infrastructure necessary to meet Amazon's needs. Madison is prepared to grow with Amazon. We will make the investments we need to make to ensure your success.

In short, what Madison offers is an economy, talent pool, and urban amenities that are ideally-suited to Amazon's needs for HQ2, but packaged within an affordable, manageable, and up-and-coming mid-sized city. We offer the best of all worlds and a perfect fit for HQ2.

Welcome to Madison! We might not be the place you expected, but Madison and Amazon share a willingness to think differently, re-write the rules, and explore ideas that aren't obvious at first but make perfect sense after careful consideration.

Welcome to HQ2!

Sincerely,

A handwritten signature in black ink that reads "Paul R. Soglin". The signature is written in a cursive, flowing style.

Mayor Paul R. Soglin
Madison, Wisconsin

City of Madison Incentives for HQ2

The City of Madison has a robust Tax Increment Financing (TIF) program and a proven track record of creatively, flexibly, and aggressively using incentives to support companies investing in our community.

The City of Madison will provide Tax Increment Financing (TIF) to Amazon at any of the sites currently under consideration within our community. Most of the Capitol East District is already located within Tax Increment District #36. We would implement a new TIF District at the former Oscar Mayer site, University Research Park 2, and Metro East sites.

The City of Madison calculates its award of TIF support based on the Net Present Value (“NPV”) of new property taxes (“increment”) generated by a project during the period of time that a TIF District is in place. As a City TIF investment is based on property tax revenue, and as Amazon will be constructing multiple buildings over a long period of time, the City would likely provide multiple awards of TIF to each respective building project.

The City can provide assistance in the form of a direct investment to the company, paying for infrastructure costs to assist Amazon’s growth, and through subsidizing the cost of land (especially in situations where the City owns the property). 100% of the NPV of the new property taxes generated by a project is roughly equal to 20% of the new assessed value of that project at the time of completion. For example, if a new building is valued at \$1 million, it could be expected to generate approximately \$200,000 of TIF support that could be used for direct investment to the company or to fund infrastructure costs. The level of direct investment to a company generally provided by the City ranges from 40% to 60% of the NPV of increment. This in turn equals about 7% to 12% of the assessed value of a project at completion, or between \$70,000 and \$120,000 of the \$200,000 noted in the example above. The balance is typically used for other related infrastructure costs. The City will work with Amazon to negotiate a TIF package of direct investment and infrastructure cost support that will best meet the needs of the company.

The approval process for award of TIF funding is about three months, culminating in the execution of a TIF Loan Agreement. The City typically disburses these TIF funds in stages through the course of project construction as capital costs are incurred, with final disbursement upon Certificate of Occupancy. The TIF loan is then repaid through the increment during subsequent years (typically less than ten years). A corporate guarantee of repayment is required should the project not generate the anticipated increment in a given year.

In addition, the City will require adherence to negotiated job creation/retention goals for the period of five years following issuance of Certificate of Occupancy for each building project. Upon conclusion of the five-year job creation/retention period, and upon conclusion of

repayment of the loan (typically less than ten years), the TIF project will be considered complete with no further City requirements.

The City's complete TIF Policy can be found at www.cityofmadison.com/tif. This policy does not contemplate an investment of the scale proposed by Amazon. The City will work with Amazon to utilize TIF to its fullest extent to provide both direct investment to the company and to pay for the companies' infrastructure needs. As such, although the City's current TIF standards are a useable guide for planning purposes, we will be more than willing to work with Amazon and the State of Wisconsin to tailor City policies and State Statutes to this unique opportunity.

HQ2 MADISON

CITY OF MADISON OPPORTUNITIES FOR HQ2



CITY OF MADISON

Summary of 3 Sites

The City of Madison is proposing three potential sites for HQ2. We believe that each of these sites could meet Amazon's needs. We also encourage the company to consider developing HQ2 using a combination of these sites to take advantage of the unique features and benefits of each.

#1 The Capitol East District

Opportunity for HQ2:

A unique urban campus in a vibrant, up-and-coming central Madison district that is home to authentic restaurants, great entertainment, fun neighborhoods, and is the **emerging epicenter of technology innovation in the Midwest** with over 40 IT companies located in a 1-mile radius.



#2 East Metro

Opportunity for HQ2:

A high-visibility corporate campus on a shovel-ready greenfield site located at the **intersection of three Interstate Highways** with convenient access to central Madison, as well as Milwaukee and Chicago.



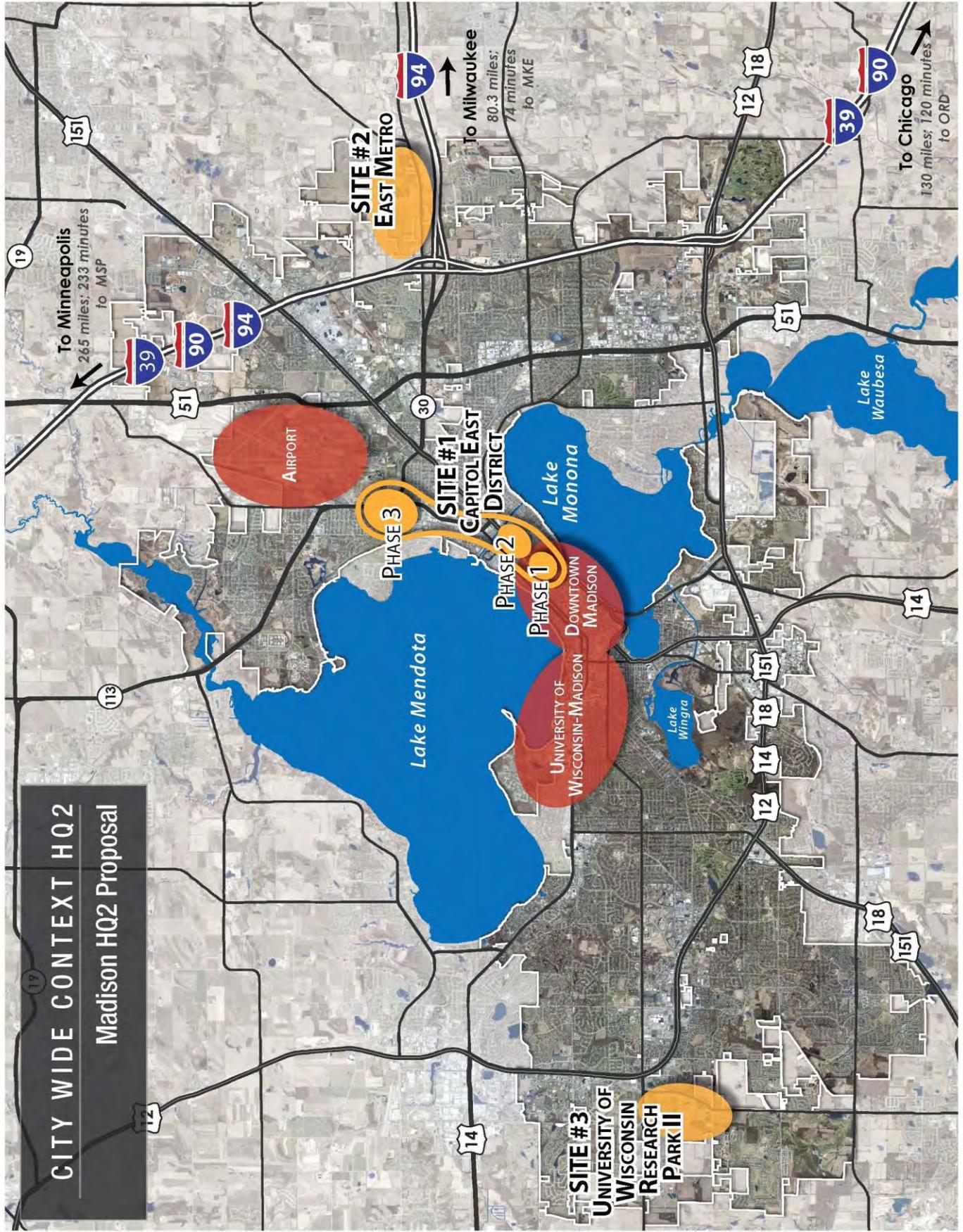
#3 University Research Park II

Opportunity for HQ2:

Be part of one of the world's leading research institutions by locating HQ2 in the rolling landscape of Madison's west side within a **development-ready technology park focused on research, science, and commercialization.**



CITY WIDE CONTEXT HQ2 Madison HQ2 Proposal



HQ2 MADISON

CITY OF MADISON SITE #1:

THE CAPITOL EAST DISTRICT



SITE #1: THE CAPITOL EAST DISTRICT



Midway between downtown and the Airport, woven into the fabric of dynamic neighborhoods, the Capitol East District is where the spark of innovation is happening in the Midwest.

It's been said that Madison is a bit like Seattle was two decades ago. Similarly, Madison's Capitol East District is a lot like South Lake Union before Amazon's transformational investment.

Madison's Capitol East District is an eighteen-block long and four-block wide Innovation Corridor in central Madison. It is located on a 1-mile wide Isthmus of land between two glacial lakes. It extends from the heart of downtown Madison and the Wisconsin State Capitol to the Yahara River, which connects Lake Monona and Lake Mendota. The Capitol East District is a link between the University of Wisconsin (one of the top 5 research institutions in the world), Madison's flourishing downtown, and Madison's eclectic and creative eastside neighborhoods.

The Capitol East District itself is a legacy manufacturing corridor. Like South Lake Union, the Capitol East District was once the industrial heart of the City but for decades was characterized by blighted and underutilized properties. For the last several years, the City has begun implementing a new vision for this part of the City. This vision has embraced Madison's growing technology industry and rapidly-growing Millennial workforce to become a burgeoning live/work/play neighborhood.

As a result, the Capitol East District is in the midst of a dramatic transformation. Blighted or vacant properties, underutilized surface parking lots, and deteriorating buildings have been replaced with mixed-use redevelopment projects. Hundreds of new apartments have been recently built or are under-construction in this area - catering to Madison's high-tech/high-talent workforce. New employers have started to come to the district, along with a plethora of new restaurants, artisan food production businesses, and a full-service grocery store.

At the center of the Capitol East District, Amazon subsidiary Shopbop was an early adopter and moved into a vacant industrial building on East Washington Avenue several years ago. Today, companies like Google and Zendesk now have offices in the district, as well as numerous smaller technology companies.

Currently under-construction is a new facility called “StartingBlock Madison” which will be located in the “Spark” building being built by American Family Insurance. StartingBlock will integrate under one roof: Gener8tor (an internationally-ranked accelerator.), Capital Entrepreneurs (a 350+ member networking group), a prototyping center, a network of technology industry players, educational programming, professional advisors/mentors, and co-working space. StartingBlock will be the Midwest’s epicenter for technology entrepreneurship.

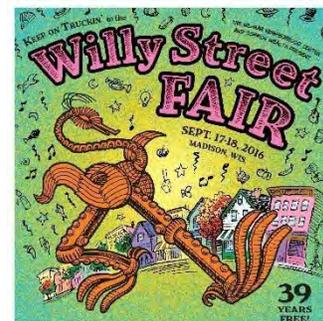
Features of the Capitol East District:

- **Shopbop** – The Capitol East District is the home of Amazon subsidiary Shopbop, which reclaimed a historic manufacturing building in the district to create a workplace for 400 creative and technology savvy Amazon employees already working in Madison.



- **StartingBlock Madison** – in 2018, the Capitol East District will see the opening of StartingBlock Madison. This unique facility will become the **epicenter of technology entrepreneurship in the Midwest.**

- **“Willy Street”** – The Williamson Street corridor (Willy Street) is a unique and vibrant strip through Madison’s Isthmus that includes great restaurants, entertainment venues, retail stores, local art galleries, fun festivals, and an anchor Coop Grocery.



- **Existing and Future Transit** – The Capitol East District is served by 14 bus routes and 250 Madison Metro bus trips per day. The East Washington Avenue corridor will also be a primary route for Madison’s planned Bus Rapid Transit (BRT) system, which will provide fast, convenient, limited stop access through Downtown Madison, to the University of Wisconsin, and to the East and West sides of town. When Amazon selects



Madison for HQ2, the City will immediately begin working with state and regional partners on an expanded transit system for the City and region.

- **Walkability** – the Center of the Capitol East District has a **97/100 ranking via “Walkscore.”** The area includes housing, retail options, great restaurants, beautiful parks, scenic shorelines, concert venues, and grocery stores within walking distance.



- **Foodie Paradise** –The District is within walking distance of five restaurants with James Beard nominated chefs, the country’s largest farmers market, four micro-breweries, two micro-distilleries, and 40 unique and culturally diverse food carts. In 2019, the District will add the **Madison Public Market**, showcasing local grown authentically-made food products from across southern Wisconsin’s rich agricultural region.

- **Bicycling Mecca** – Madison is one of five Platinum Rated bicycle friendly cities in the country and **Madison is the only Platinum Bike City east of the Mississippi.** The Capitol East District “ground-zero” for biking in Madison with water-front trails, commuting paths, on-street paths, and a bike-sharing system.



SPECIFIC CAPITOL EAST DISTRICT PROPERTIES

Imagine HQ2 as a 170-acre urban campus located in an authentic and unique urban corporate campus locating in an amenity-rich, walkable, transit-served setting.

All the parcels referenced below are “shovel ready” and much of the land is already city-owned.

Madison is prepared to work with Amazon on a plan to build HQ2 on a 170-acre urban campus consisting of “shovel-ready” properties extending from downtown Madison, through the Capitol East District, and into potential new construction sites on the City’s Northside. The entire proposed campus would include opportunities for new construction of downtown office space, adaptive reuse of historic buildings, redevelopment of former industrial sites, and greenfield development on large parcels near Madison’s airport. The proposed HQ2 campus is interspersed with great restaurants, music venues, the future Madison Public Market, Madison’s Central Park, and dozens of other technology companies.



Following the requirements of the RFP, the City envisions a 3phase plan to build HQ2 in the Capitol East District as described below and shown on the map above. However, the City is open to phasing the plan differently, and/or utilizing other or additional properties in the City.

Phase 1:

1000-1100 Blocks of East Washington Avenue

The City envisions the first phase of HQ2 occurring on 12 acres of land along a 2-block stretch of East Washington Avenue. This is a shovel-ready site with highly-motivated owners who are ready to make this project happen quickly.

This would place Amazon's first phase in the heart of the burgeoning Capitol East District. The site would connect Amazon to the amenities of both downtown Madison and the Capitol East District.

Based on the City's adopted plans, this area is planned for redevelopment of 8 to 12 story buildings. Based on current city plans, zoning, and design guidelines, this 12 acres of land can accommodate approximately 2 million square feet of commercial redevelopment.

Features and Amenities of Phase 1:

- Potential for 2 million square feet of commercial development
- 12 acres of prime redevelopment property located in an urban setting
- Shovel-ready sites with owners ready and willing to work with Amazon
- Across the Street from Breese Steven Field – a historic arena now used for community events, sporting events (including Madison's professional Ultimate team), concerts, pop-up markets, etc.
- Area includes StartingBlock Madison, which is a planned multi-use technology entrepreneurship center, co-working space, business accelerator, and prototyping center
- Adjacent to other high tech companies including a large Google presence
- Adjacent to a 50,000 Square Foot Full-Service Grocery Store
- Adjacent to a planned 2,500-person capacity music venue
- Three blocks from the eclectic Willy Street corridor
- Three blocks from Amazon's subsidiary Shopbop (incorporated into phase 2 area)

MADISON HQ2 - PHASE 1 VISION

1000-1100 BLOCKS OF EAST WASHINGTON AVE



Under Construction
 (includes entrepreneurial hub, co-working space, business accelerator, and 2,500-person concert venue)

Recently Redeveloped
 (includes Google offices, local coffee shop, artisan cocktail bar, and locally-sourced pan-Asian restaurant)

HQ2

Historic stadium Renovated in 2012
 (Pop-up markets, concerts, soccer, semi-pro Ultimate,

HQ2

Phase 2:

1200-1800 Blocks of East Washington Avenue

The City envisions the second phase of HQ2 occurring in the 1200 to 1800 blocks of East Washington Avenue. This area includes 30 acres of land on 12 parcels. Located in the center of this area is Amazon Subsidiary Shopbop, which is located in a historic building in the district. This site offers Amazon the opportunity to build on its existing footprint in Madison by redeveloping adjacent parcels around Shopbop.

The City of Madison owns 15 of the 30 acres. These sites include the City's aging bus garage and Fleet Services building. The City already has plans to relocate these facilities and will do so expeditiously to facilitate HQ2. The remaining acreage is owned by a single private entity (the Mullins Group). The Mullins Group already owns Amazon's current space that is leased for the Shopbop facility and would be thrilled to continue working with Amazon to redevelop more of their property for additional uses by the company.

Based on the current zoning, urban design standards, and the recommendations from the Capitol Gateway Corridor Plan, the properties in this area are recommended for redevelopment with 6 to 12 story buildings. The entire 30 acres can accommodate up to 5.2 million square feet of commercial space.

Phase 2 Site Features:

- Opportunity for approximately 5.2 million square feet of commercial development
- 30 acres of shovel-ready property
- Properties owned by supportive entities (City of Madison, and Mullins Group)
- Incorporates Amazon's existing facility with Shopbop
- Adjacent to the future Madison Public Market (opening in 2019) which will be a showcase of Madison's regionally-grown produce and culturally diverse local food products.

MADISON HQ2 - PHASE 2 VISION

1100-1300 BLOCKS OF EAST WASHINGTON AVE.



Phase 3:

Capitol East District North

The City envisions the third phase of the HQ2 project taking place in the northern extension of the Capitol East District, connecting downtown Madison to the Dane County Regional Airport. This area includes 130 acres of prime development land comprised of three properties. The largest property is the former Oscar Mayer factory. This 80-acre site was a large food processing facility until last year. The site was recently sold to a third party with plans to demolish the building and prepare it for redevelopment. The City and the new owners are motivated to see the site redeveloped quickly and for employment uses. The property has excellent highway access and visibility and is well served by infrastructure. Repositioning this site for future employment uses is a top economic development priority for the City. This area also includes a 29-acre parcel owned by Ruedebusch Development. This is a shovel-ready site zoned and planned for commercial development. Finally, the area includes a larger former retail site that is likewise ready for redevelopment.

Phase 3 Features:

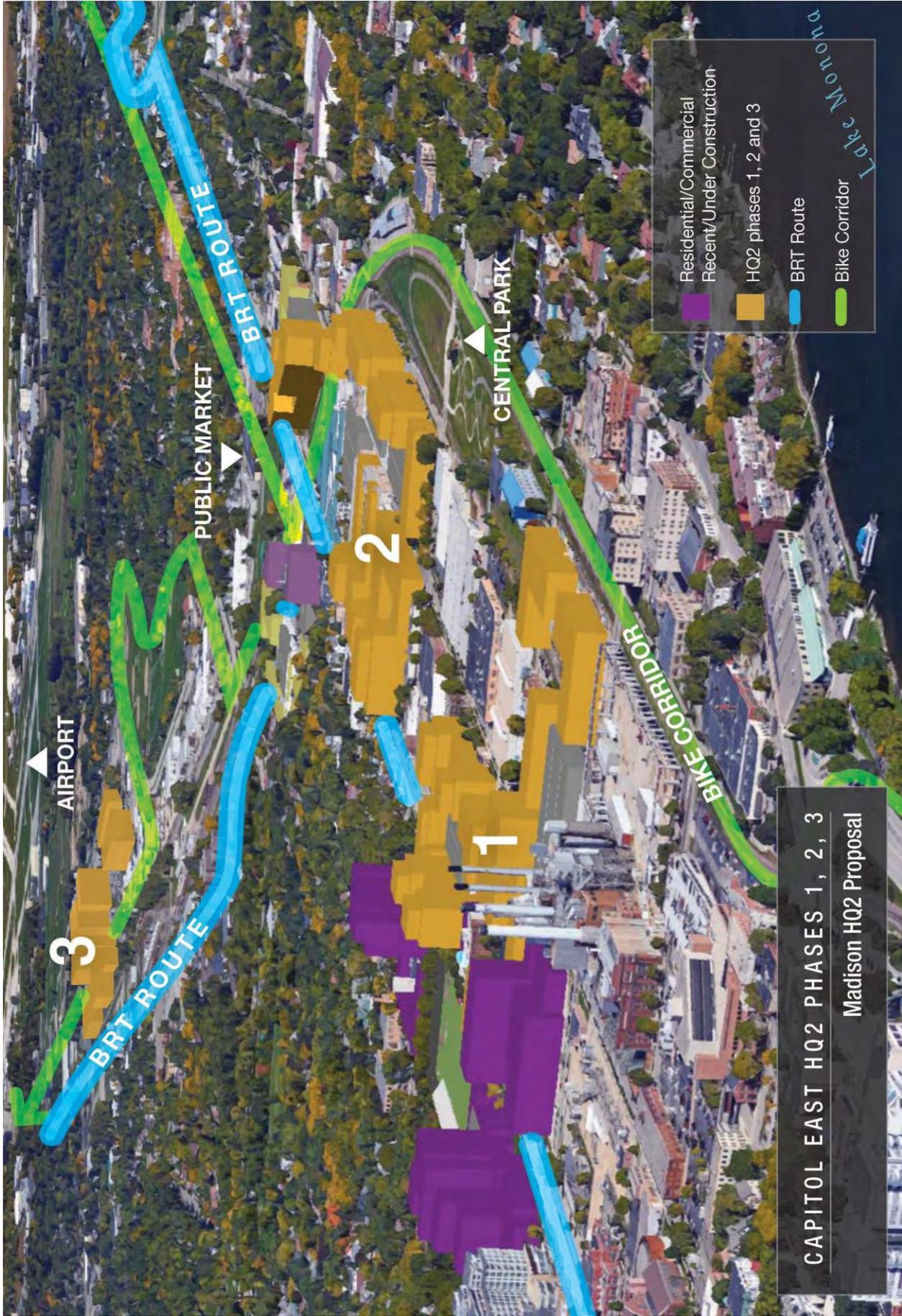
- One mile from Dane County Regional Airport on main thoroughfare from downtown Madison and the Capitol East District to the Airport.
- Adjacent to Hwy 30 (grade separate limited access highway) with quick access to Interstate 39/90/94.
- Large, development-ready sites that are planned for large-scale employment uses.

MADISON HQ2 - PHASE 3 VISION

CAP EAST DISTRICT NORTHERN EXTENSION

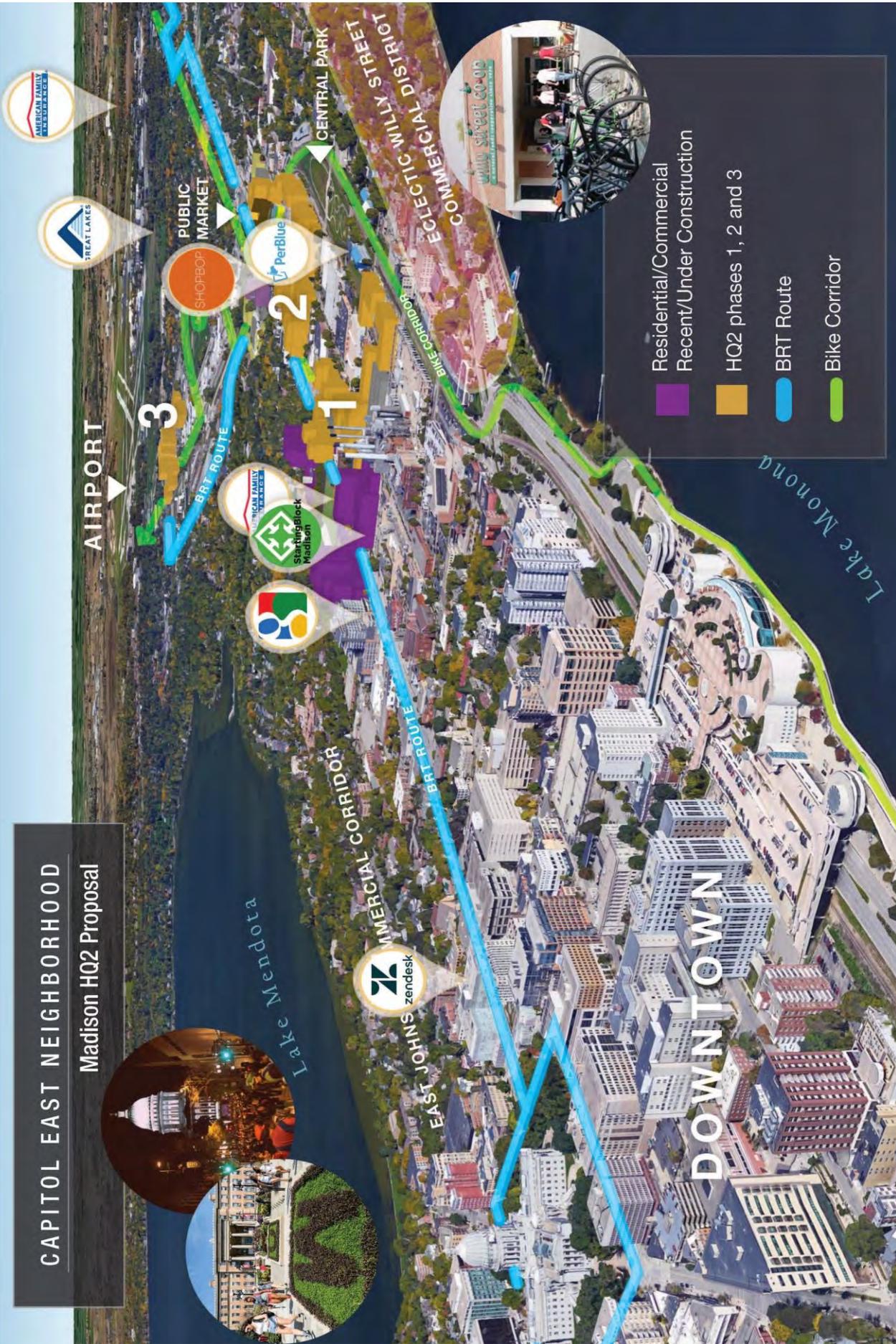
130 Acres of Development-
Ready Property





CAPITOL EAST NEIGHBORHOOD

Madison HQ2 Proposal



- Residential/Commercial
- Recent/Under Construction
- HQ2 phases 1, 2 and 3
- BRT Route
- Bike Corridor

Technology Companies in Downtown Madison and the Capitol East District

The world might not know it yet, but Madison has one of North America's largest and fastest concentrations of innovative IT companies, assets, and talent.

1	Nation's Top Student Loan Processor, 350+ coders	IT focused \$50MM VC Fund 1. \$150MM target for Fund 2
2	20+ languages, mobile app curriculum, 300 ICT grads/yr	Digital Health IT VC Firm. Closed on \$21MM fund
3	National AAA Studio for PC based gaming	200+ Member coworking space. States Largest
4	Owned by Activision, Principal Call of Duty Studio	Highly rated population health management in KLAS
5	Global video editing tools for broadcasters/film makers	Social Good Ruby on Rails Dev Shop
6	Radiology/quantitative imaging and decision support (QIDS)	100+ FTE, largest office outside of SF Area
7	#322 on the Inc. 5000 list in 2016, raised over \$4M	Top 15 accelerator in the United States
8	Created Angle Investment Fund Network for FemaleTech	IT focused \$10MM VC Fund 1. \$75MM target for Fund 2
9	Nationally ranked and recognized 20,000 SF makerspace	Top-ranked boutique Rails/Clojure/JavaScript dev consultant
10	UW based coworking, Tied to Merlin Mentors	Apartment Search Platform. In 35 cities nation wide
11	Located in LRP. Only Top Secret SCIF in Wisconsin	Value creators from big data. Global. Founded in 1998
12	be the modern API for healthcare	Location/Market Analytics for physical spaces & events.
13	IT Technology Talent Sourcing Experts - 160 FTEs	Top platform/frame-works. Microsoft Partner
14	400+ FTE, Fashion industry portal	100+ FTE, raised over \$40M, 15K restaurant users
15	10,000 FTE, holds medical records for 50% of US population	National Leader in Educational Gaming
16	50K SF Coworking Space coming online in 2018	UW Madison Digital Media and IT Center
17	World class enterprise web/mobile app dev consultant	Health IT. Raised over \$12M
18	Google Regional R&D Center	Mobile platform automating grocery check/coupons
19	Sold "DragonSoul" to GRE International for \$35 Million	700 FTE in 48 States, Top EPC Software Implementer
20	200 firm Network of IT companies	55 employees, \$45M raised since 2010
21	\$1.2 Billion Annual Research Funding. Global Enterprise	Microsoft Regional R&D Center for

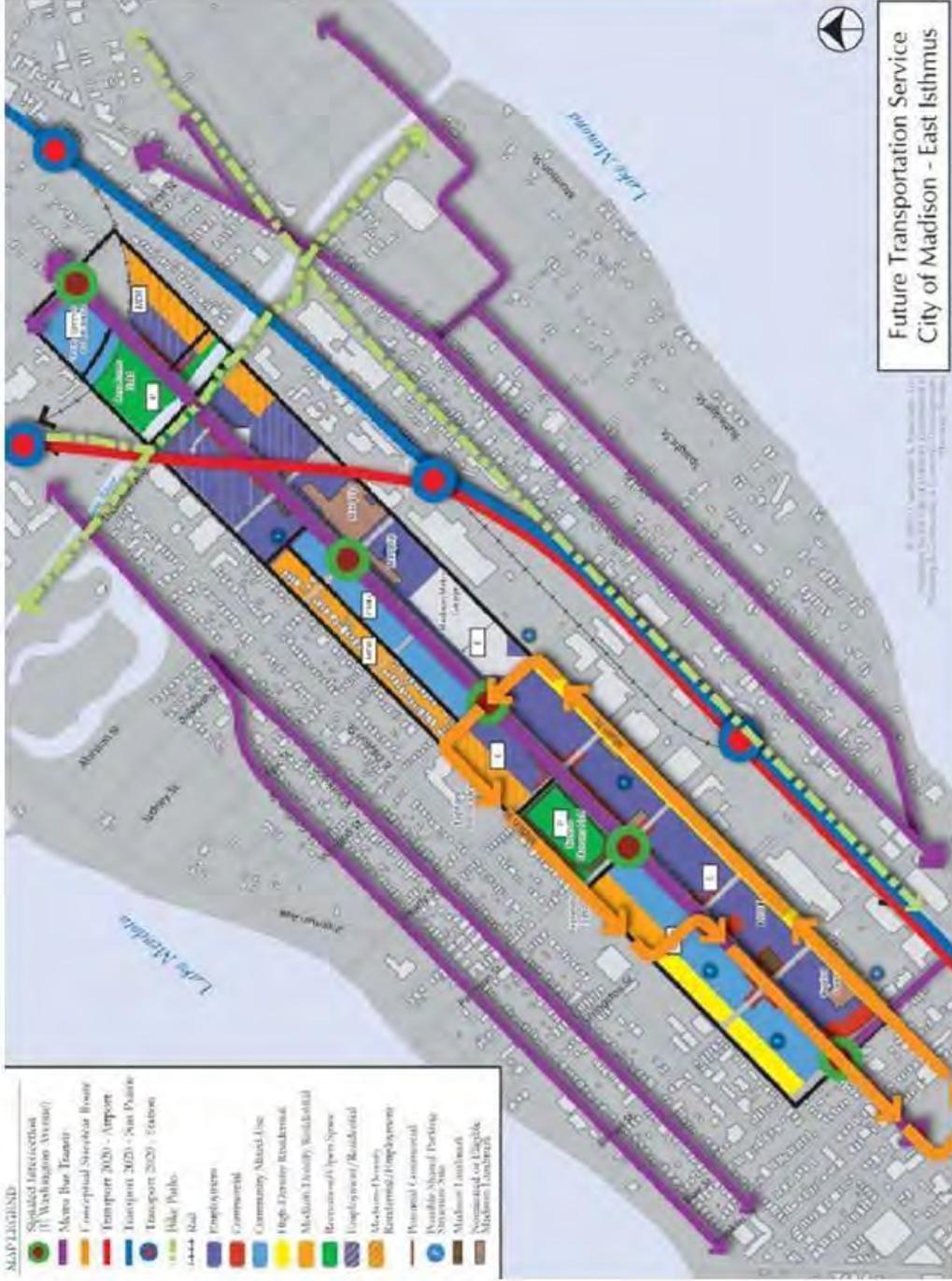


21st Century Transportation Access and Infrastructure to meet the needs of HQ2

The Capitol East District is 10-minutes to the Dane County Regional Airport, 7 minutes from the Interstate Highway System, and 20-minutes to anywhere in the City. Madison has very little traffic congestion. Madison is also a 1 hour drive to Milwaukee and 2 hours to Chicago/O'Hare.

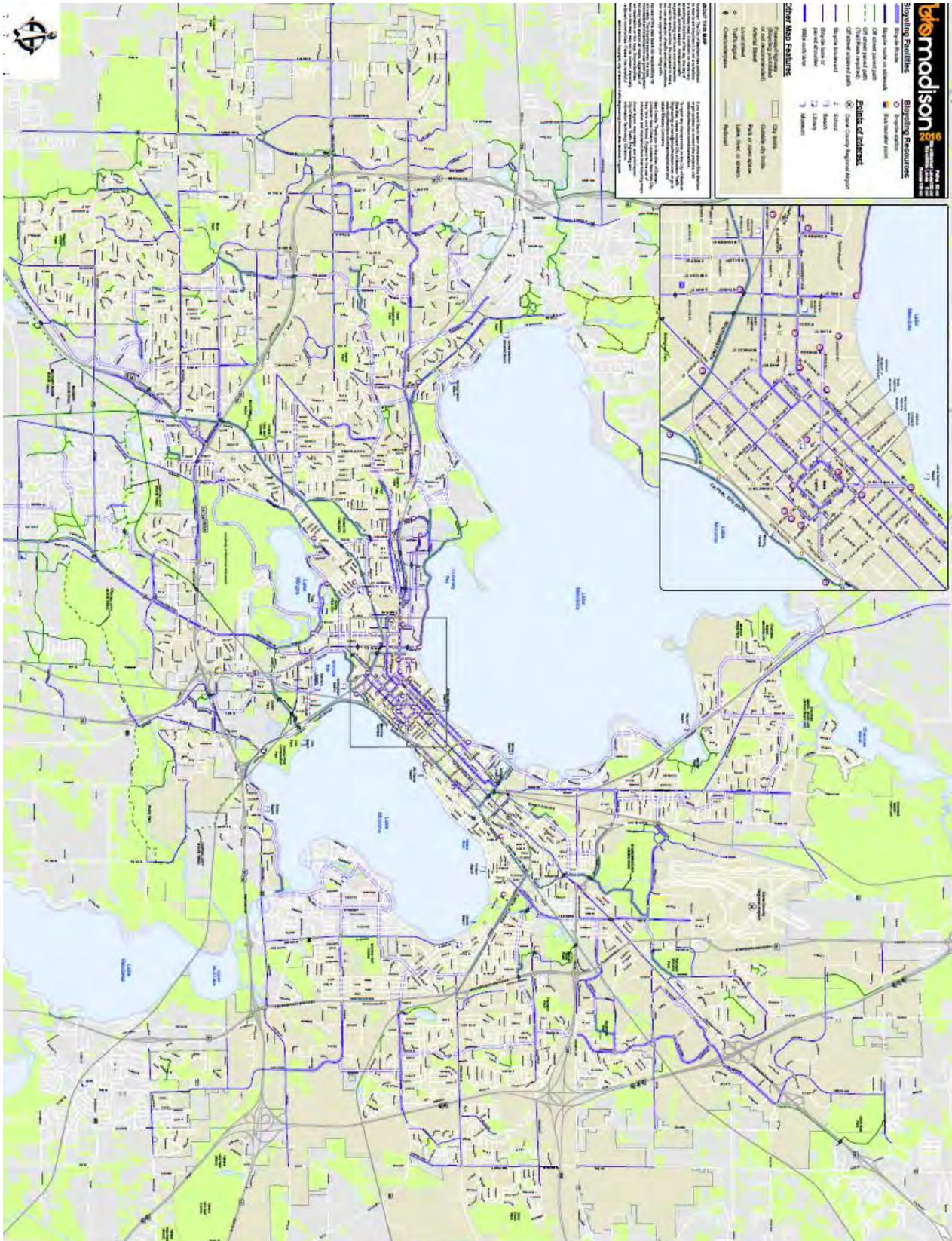
The Capitol East District is well-served by 200 Madison Metro bus routes per day and on the City's planned Bus Rapid Transit (BRT) line.

The Cap East District has rail infrastructure and plans for fixed-rail transit service could be implemented with Madison's selection by Amazon. If selected for HQ2, the City and State are prepared to implement a circulator system for travel within Madison and inter-city high-speed rail to provide direct access to Milwaukee and Chicago.



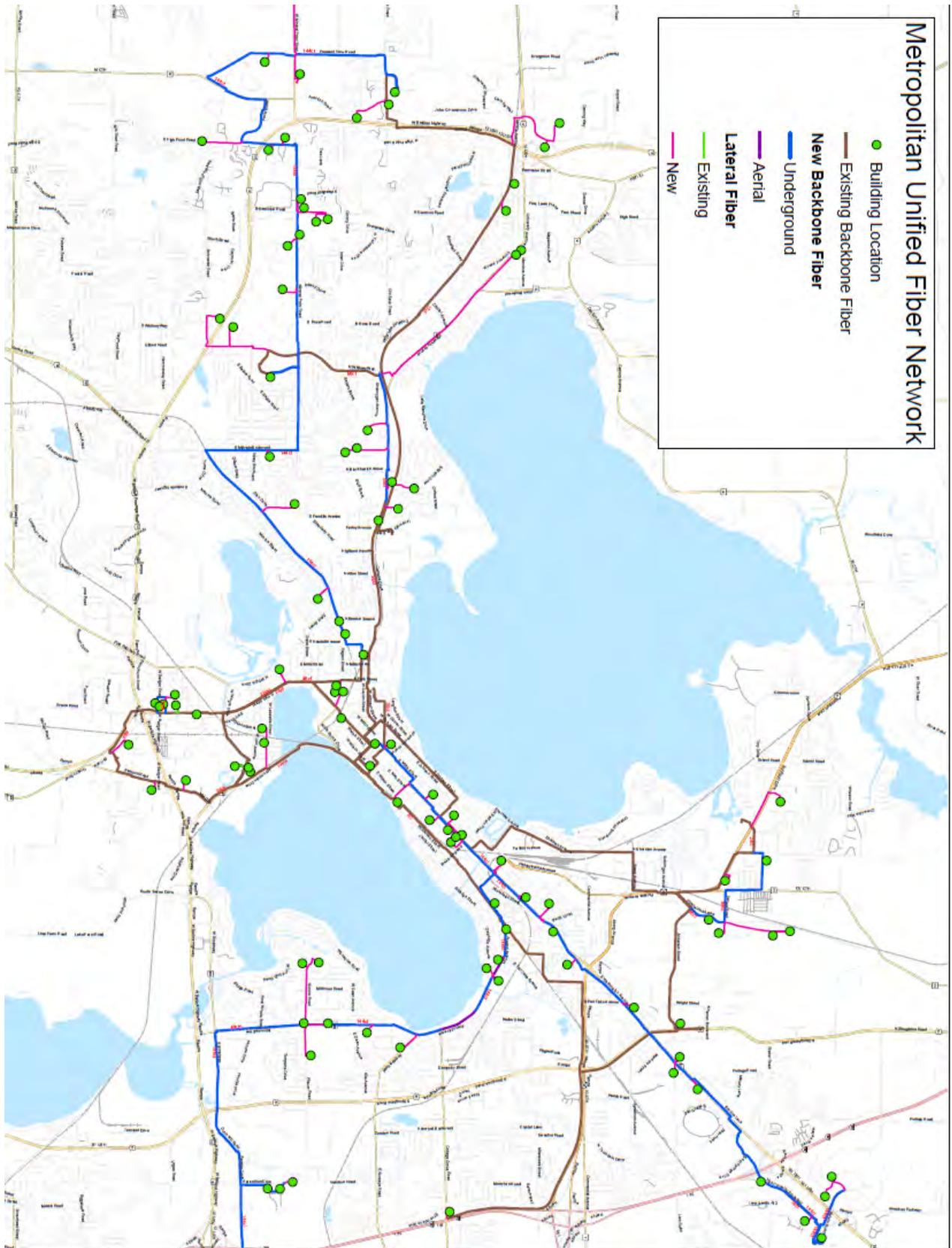
City of Madison Bicycle Infrastructure Map

Madison is 1 of 5 Platinum-rated Bike Cities and the only one east of the Mississippi



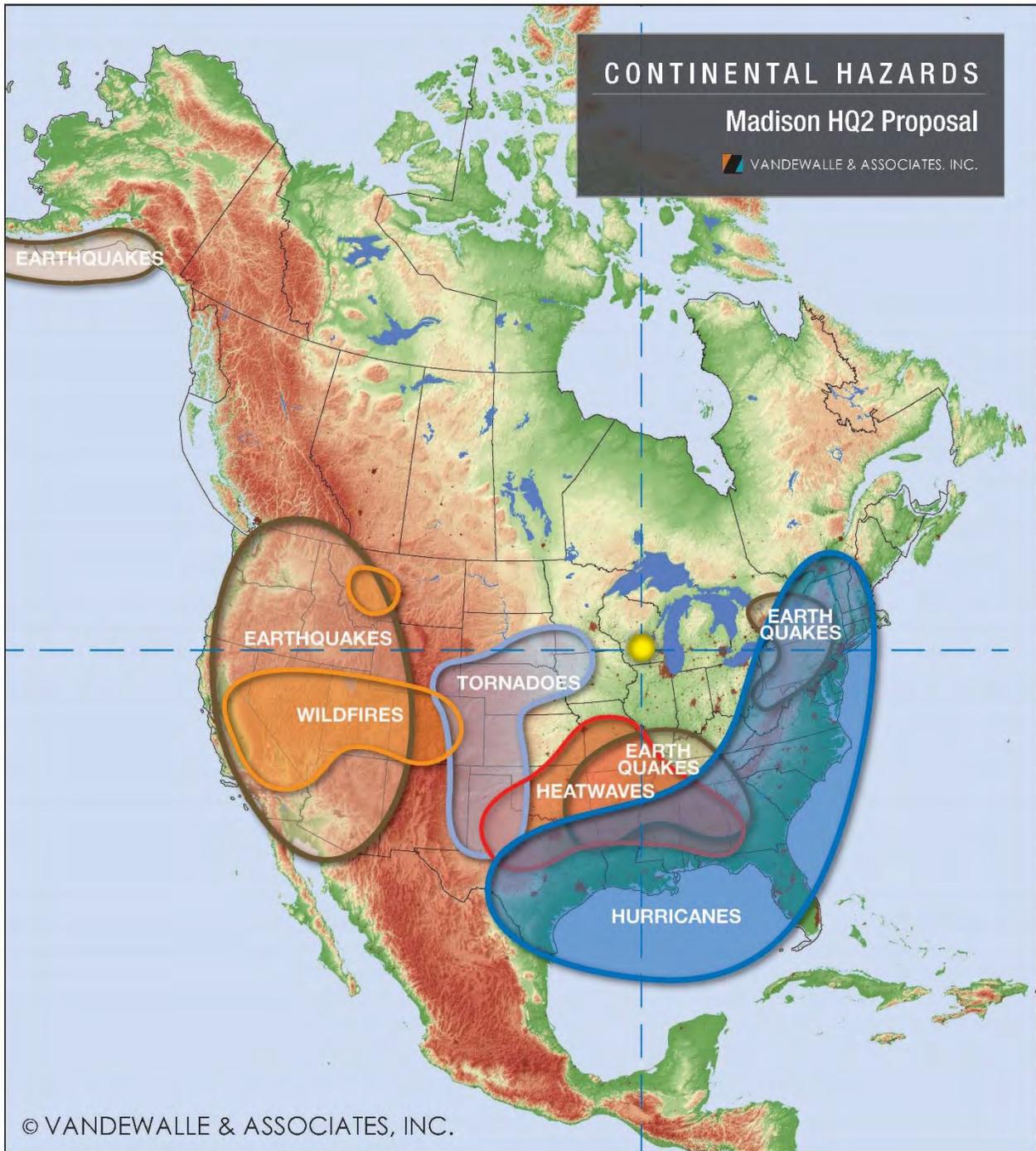
Fiber Connectivity

Madison's Innovative MUFN System provides excellent Fiber Connectivity



Safety and Disaster Risk

In an area of increasing frequency and magnitude of natural disasters, Madison, Wisconsin is an oasis. Based on data from NOAA, FEMA, and USGS, compared to most major metro areas, the Madison region is very unlikely to face the types of major disaster events that can shut cities down and disrupt business operations for weeks at a time.



SITE #2:

EAST METRO

Madison's East Metro offers unmatched visibility at the intersection of 3 Interstate Highways. This development-ready greenfield site provides Amazon the opportunity to build a headquarters campus in the City of Madison at one of the most visible and accessible locations in the Midwest. The site is 10 minutes from downtown Madison, 10 minutes from Dane County Airport, and offers direct interstate access to Chicago/O'Hare (2 hours) and Milwaukee/Mitchell Field (1 hour).

See the East Metro Section for more info on this site

SITE #3:

UNIVERSITY OF WISCONSIN RESEARCH PARK 2

Located in a natural landscape of rolling hills on Madison's far west side, the UW Research Park is primed for large-scale office and research development. The site offers Amazon the opportunity for a direct connection to UW Madison's research and talent pools. The site is 20 minutes from Downtown Madison.

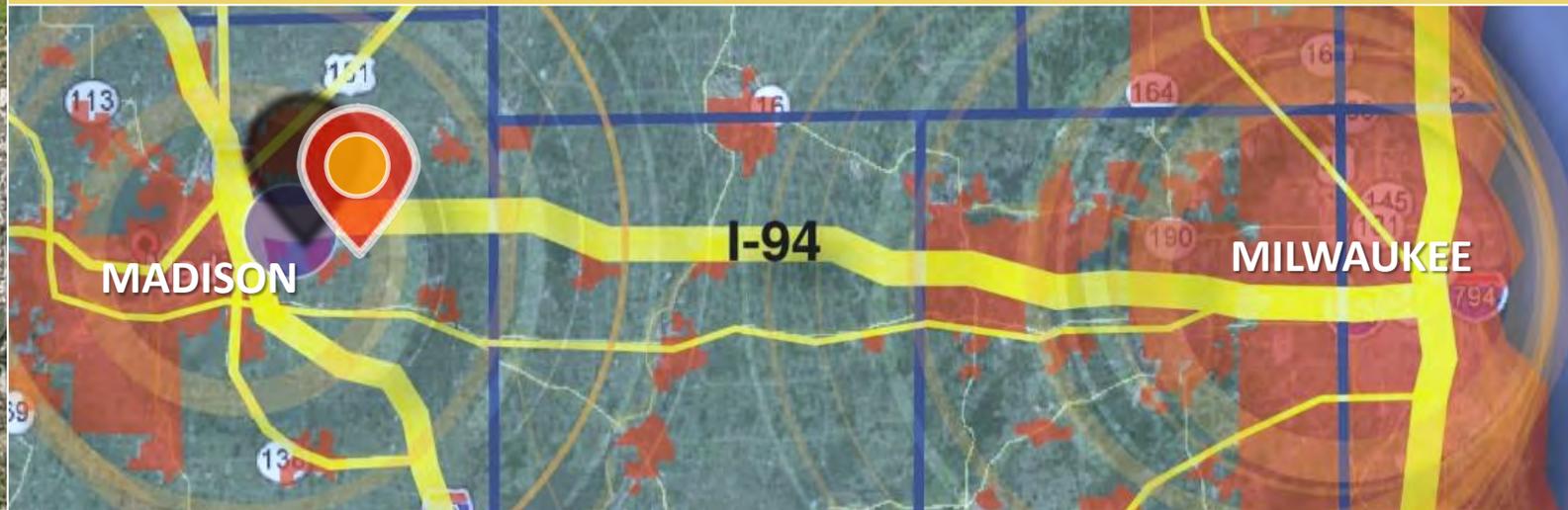
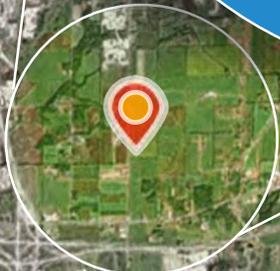
See the University Research Park Section for more information on this site

HQ2 MADISON

CITY OF MADISON SITE #2:
EAST METRO

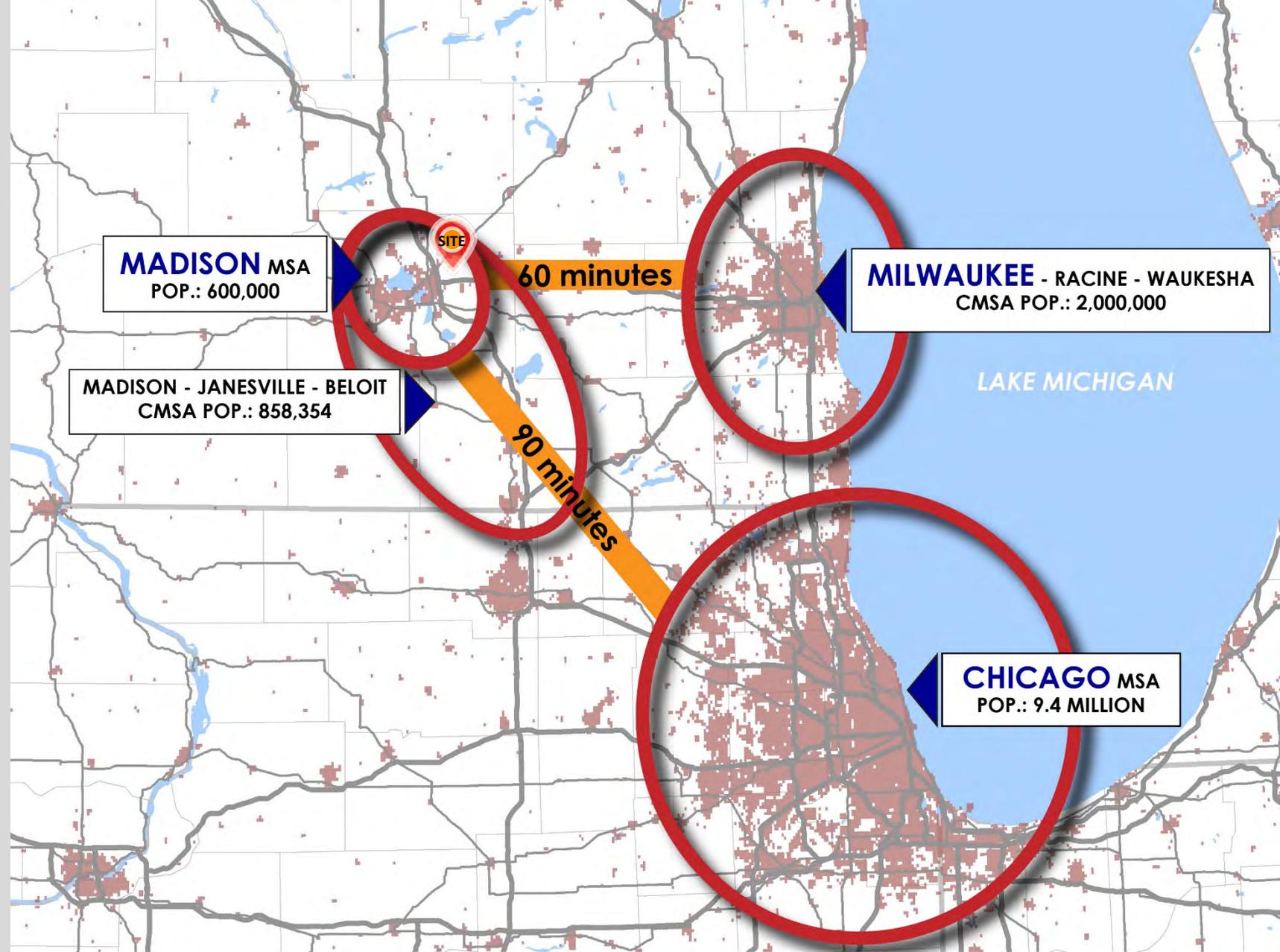


AMAZON HQ2:
MADISON,
WISCONSIN
EAST METRO SITE



Why Here?

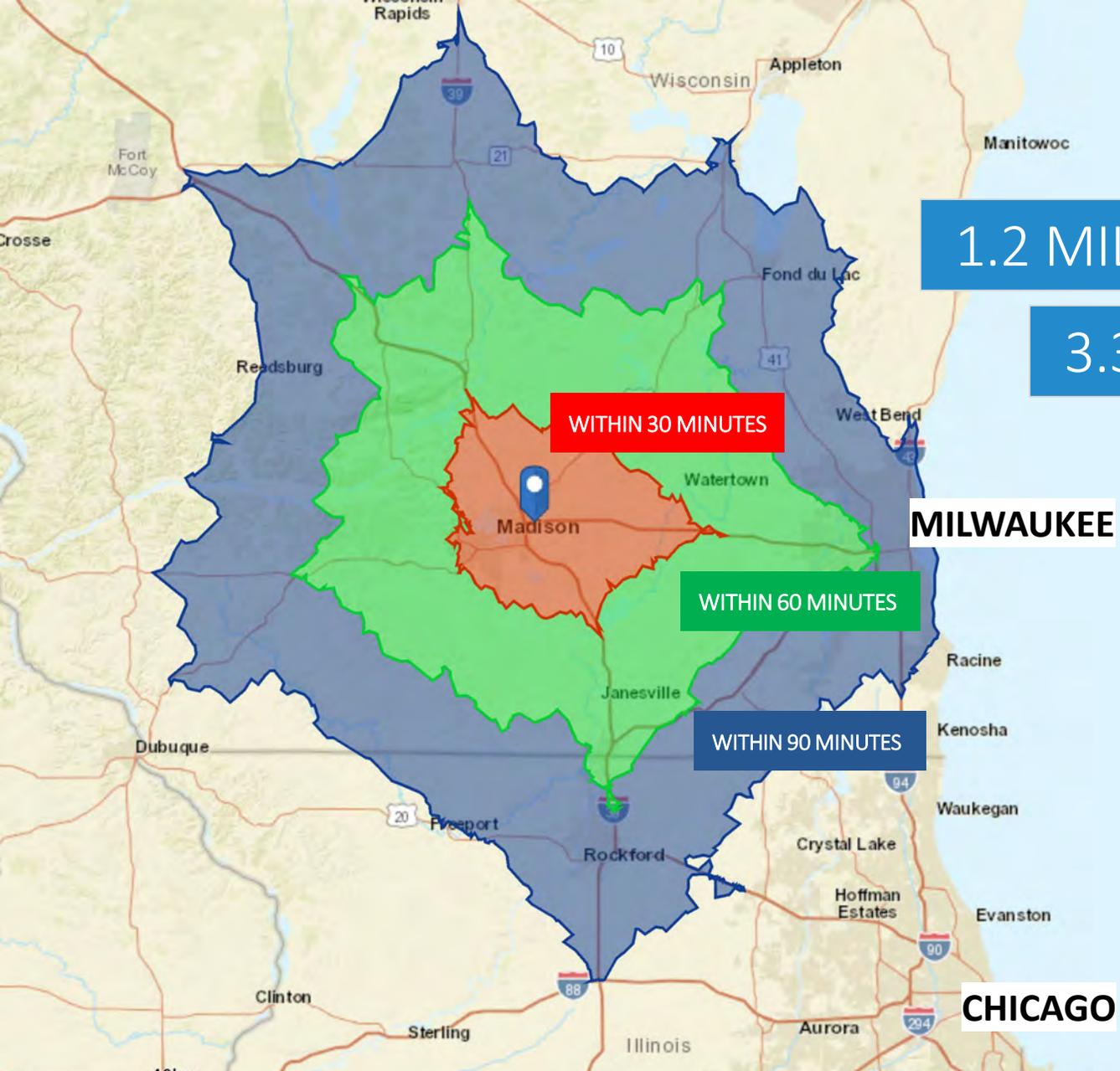
- **Madison** – Next Big Tech City
- **Large Greenfield Site**
- **Well Connected to Regional Workforce**
- **UW-Madison** – **Innovation & Talent Pipeline**

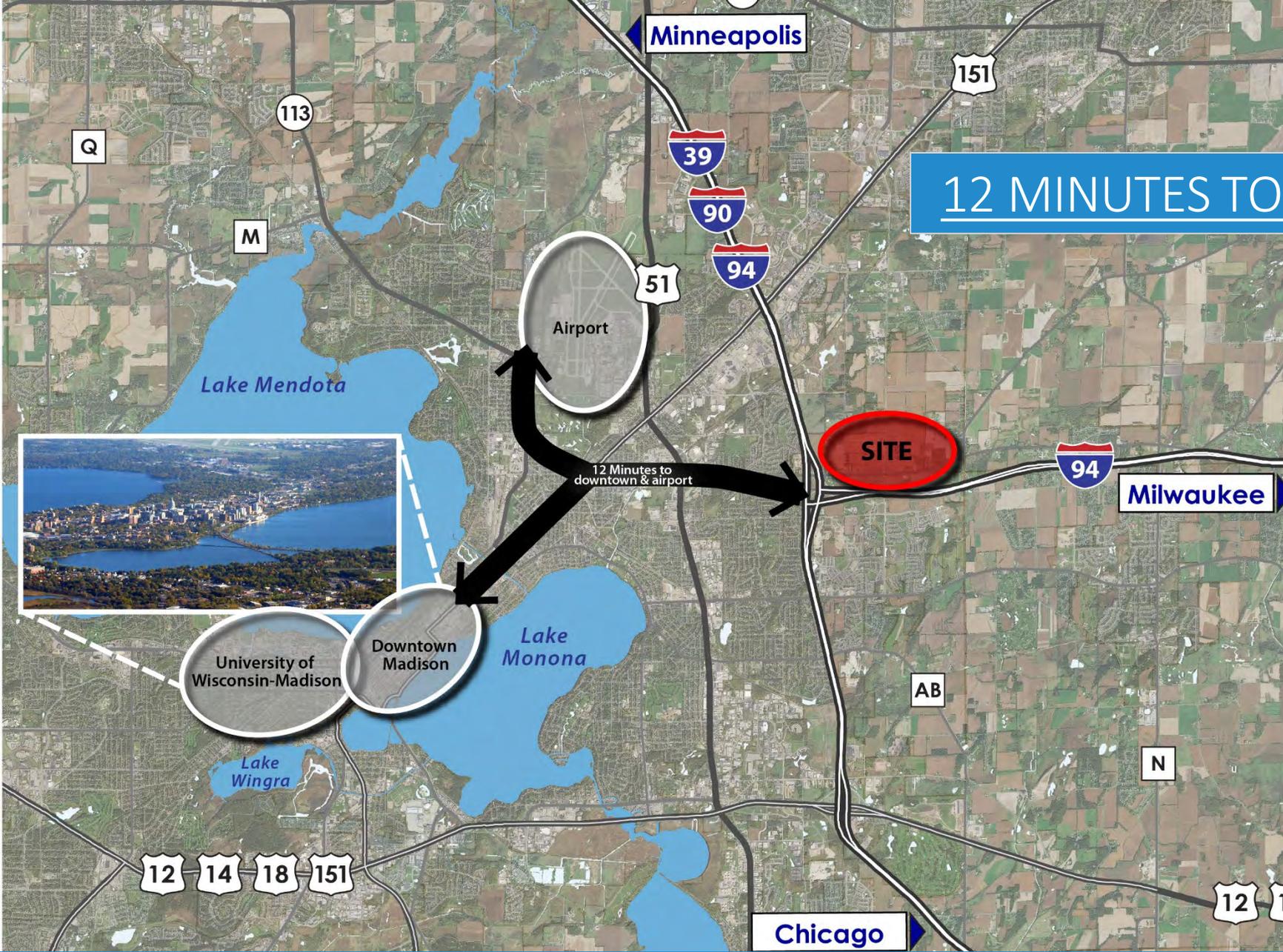


REGIONAL POPULATION BASE

1.2 MILLION PEOPLE WITHIN 60 MINUTES

3.3 MILLION PEOPLE WITHIN 90 MINUTES





12 MINUTES TO DOWNTOWN & AIRPORT

12 Minutes to downtown & airport

EAST METRO VISION

The East Metro Implementation team has been working with the City of Madison and State Department of Transportation since 2015 towards the creation of a regional urban mixed-use employment center. The goal is to recast the east side growth pattern and capture the momentum of the City of Madison's economy, coupled with unparalleled access to the region and state. The vision anticipates 8,000,000 to 10,000,000 square feet of overall use.

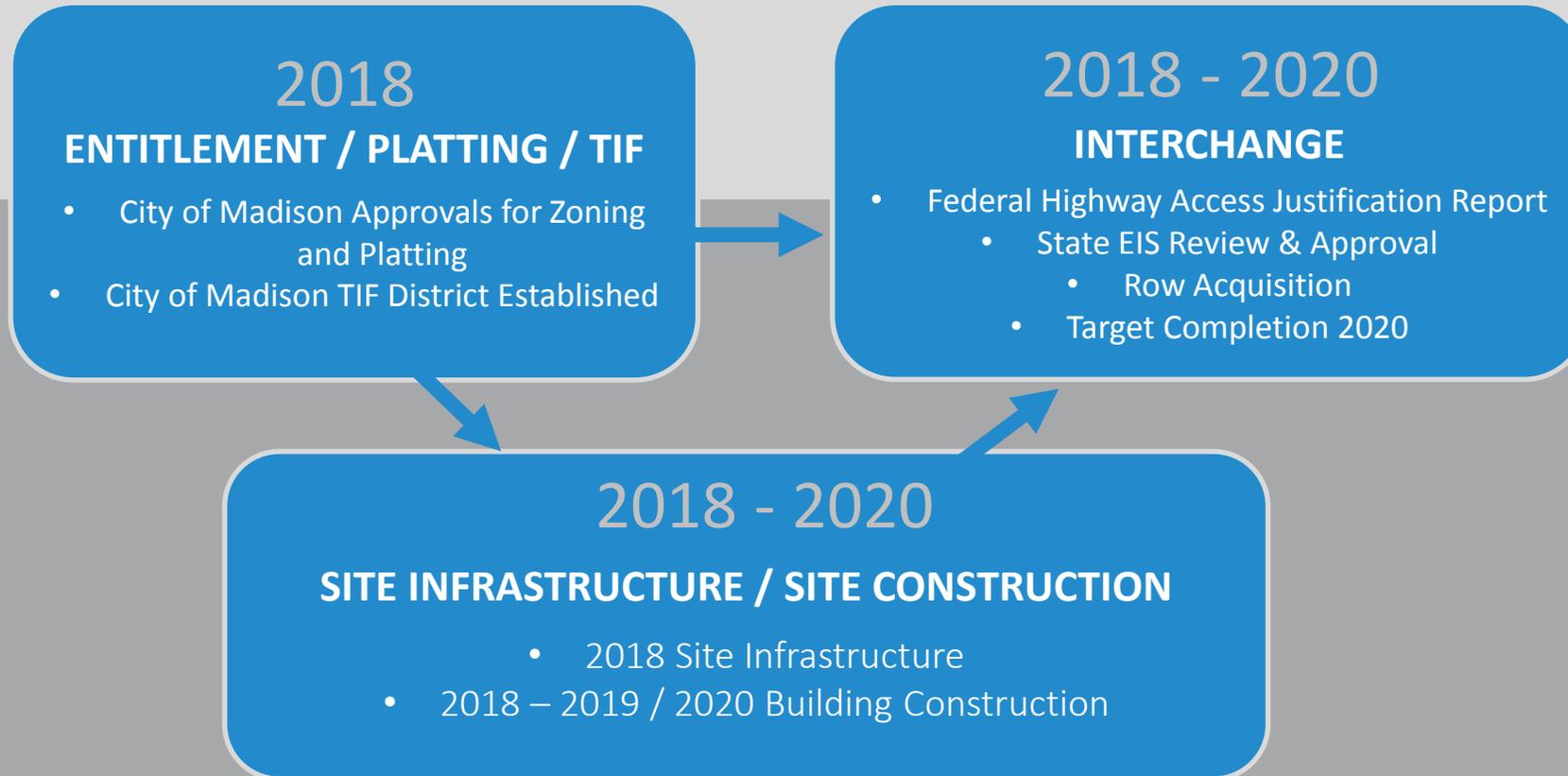


URBAN MIXED-USE INTEGRATION:
Integrated into a mixed-use town center with access to a vast talent pool and tech work force

THE TIMELINE IS RIGHT

Through the continued work with the City of Madison and State DOT this site will be ready for construction starting in the **Fall of 2018**, implementation of a TIF District in 2018, and target interchange completion of 2020.

PROCESS FLOW CHART:



THE NEW EAST METRO INTERCHANGE IS IN THE WORKS

2015 EAST METRO INTERCHANGE STUDY. The development team has been working with the City of Madison and State Department of Transportation on facilitating the interchange within the East Metro Center, beginning in 2015. These efforts are reflected in the Resolution in Support of the Interchange Study, sponsored by Mayor Soglin and Alder Hall, which has been introduced and is in the approval process. The design team anticipates working with the City of Madison and State DOT to facilitate the creation of an interchange in a 2-3 year timeline.



WHY CHOOSE HOVDE?

Experience with all stages of real estate development, implementation, and management:

- **Downtown Madison, regional, national properties**
 - **Redevelopment and Greenfield projects**



MADISON WEST WASHINGTON REDEVELOPMENT. Situated on West Washington Avenue and just a few blocks from the Capitol Square, 316 is primed to become one of Downtown Madison's best values for office space.



MADISON STATE STREET REDEVELOPMENT. Hovde's flagship property, Ovation 309 opened in June 2015 and is a mixed-use development with 248 high-end apartment residences and 23,000 square feet of ground and 2nd level commercial / retail space.



MILWAUKEE WALKER'S POINT REDEVELOPMENT. Brix Apartments Lofts is a mixed-use brick structure with 98 lofts reflecting Milwaukee's rich heritage and authentic character. Brix is located next to the Iron Horse Hotel and south of the Harley Davidson Museum.



**A TRUSTED
PARTNER** of the
leadership of both
the State of
Wisconsin and the
City of Madison

ABOUT HOVDE PROPERTIES

Hovde Properties, LLC is a family company that has been purchasing, developing, and managing real estate for over 85 years. Our vast experience handling day-to-day needs of our commercial and residential tenants has refined our understanding of real estate investment and property management to maximize building operational efficiency, while optimizing investment returns for our clients.

Since purchasing our first major commercial office property on Madison's Capitol Square in 1970, Hovde Properties has grown its real estate portfolio and service offerings extensively. Today, the Hovde Properties team is comprised of seasoned professionals with an array of expertise in real estate development, brokerage, property management, strategic asset allocation, and financial services. Our staff has the commitment and expertise to customize service offerings based on client needs, ensuring a partnership of understanding and mutual success.

ABOUT HOVDE PROPERTIES



ERIC HOVDE, CEO & CO-OWNER

An active entrepreneur, Eric has started and managed numerous business enterprises including H Bancorp, a \$1.7 billion private bank holding company with banking operations on both the east and the west coast, as well as Hovde Capital Advisors, LLC, an asset management firm focused on financial services and real estate sector investment. He has over 20 years of experience and has appeared on financial television and in national print media. His understanding of the interplay between the economy and the financial and real estate markets enables him to act in multiple capacities – executive, industry commentator, and as financial markets expert.



MIKE SLAVISH, PRESIDENT

Since 2008, Mike has identified new development opportunities that have grown the \$50M portfolio to \$240M, a 480% increase. Prior to joining Hovde, Mike spent eleven years as the director of real estate and portfolio manager for Hendricks Development Group (HDG) based in Beloit, Wisconsin. Under Mike's leadership, the HDG portfolio grew from \$75M to \$510M. Prior to HDG, Mike was the public works director and city engineer for the City of Beloit and worked in various management roles at Exxon Company, USA and its real estate subsidiary, Friendswood Development.



STEVE HOVDE, CHAIRMAN & CO-OWNER

Steve negotiates transactions in excess of several billion dollars in deal value and provides the firm's investment bankers with technical and strategic advice on client transactions. Steve and Eric also own controlling interests in Sunwest Bank of Irvine, CA (\$1 billion in assets and \$131 million in equity), and Bay Bancorp in Baltimore (\$646 million in assets and \$69 million in equity). Previously Steve was Regional General Counsel and VP of a national commercial real estate development firm. He was also an attorney at Rudnick & Wolfe, where he specialized in real estate law, and practiced accounting at Touche Ross LLP (now Deloitte Touche).

THE TEAM IS COMMITTED, READY TO MOVE

COMMITMENT: The Hovde Team is excited to work with Amazon and is committed to move forward with the following elements:

- **Lead project through City, State, and Federal Processes** from concept to construction.
- **Work with City of Madison to establish a Jobs-Based TIF Financial Package.**
- **Work with City and State** to design, identify funding options, and implement the necessary public infrastructure and potential interstate access.





**THE EXPERT TEAM
WHO CAN MAKE IT
HAPPEN ... from real
estate design,
planning and
engineering to
implementation and
process management**



HOVDEPROPERTIES

Land Owner/ Developer



Urban Planning



Engineering



Department of Planning & Community & Economic Development

Planning Division

Heather Stouder, Director

126 South Hamilton Street
P.O. Box 2985
Madison, Wisconsin 53701-2985
Phone: (608) 266-4635
Fax (608) 267-8739
www.cityofmadison.com

August 31, 2017

Dear Mr. Vilacrez,

Please see below a general schedule for land use approvals related to potential development of property at the northwest corner of Reiner Road and County Truck Highway T in the City of Madison. The schedule assumes that a plat is needed in order to accommodate the development of a large employment facility as a portion of an approximately 70-acre Hovde-owned property in this area, and that attachment to the City of Madison is needed for a portion of the property.

- Sep 2017 Submit Petition for Attachment (attachment likely by Oct-Nov 2017)
- Oct 2017 Meet with interagency staff team regarding process and recommendations in the Northeast Neighborhoods Development Plan
- Dec 2017 - Jan 2018 Development Assistance Team Meeting(s), Initial Neighborhood Meeting
- Feb-Mar 2018 Work with interagency staff team
- Mar 2018 Submit Prelim/Final Plat, Rezoning, and any conditional uses (include Traffic Impact Analysis)
- May-Jun 2018 Formal Approval of Plat, Rezoning, and any conditional uses
- Jul-Aug 2018 Signoffs and Plat Recording
- Aug-Sep 2018 Construction Start (Note: may depend on the ability to construct streets, or the ability to limit initial construction to buildings already served by streets and utilities)

If you have questions, please feel free to contact me at (608) 266-5974 or by e-mail at hstouder@cityofmadison.com.

Very truly yours,

Heather Stouder
Planning Division Director

Cc: Michael Gay, Madison Region Economic Partnership
Brian Munson, Vandewalle and Associates
Natalie Erdman, City of Madison Dept of Planning, Community, & Economic Development Director
Matthew Mikolajewski, City of Madison Economic Development Division Director
Dan Kennelly, City of Madison Office of Business Resources Manager

CITY APPROVAL PROCESS LETTER

Start Initiation with City Staff: Fall 2017

Submittal: May 2018

Construction Start: August/September 2018

CITY TIF DISTRICT LETTER

The City of Madison has been working in conjunction with the East Metro Team and is prepared to develop a TIF district in support of the overall project.

- **October 2017 TIF Application**
- **April – September 2018 TIF District Creation**
- **August/ September 2018 – Start construction**



Department of Planning & Community & Economic Development
Economic Development Division
Matthew B. Mikolajewski, Director
P.O. Box 2983
Madison, Wisconsin 53701-2983
Phone: (608) 266-4222
Fax (608) 261-6126
www.cityofmadison.com
Office of Business Resources
Office of Real Estate Services

September 1, 2017

Mr. Victor Villacrez
Senior Project Manager
Hovde Properties
122 W. Washington Ave., Suite 350
Madison, WI 53703

Dr. Mr. Villacrez:

The City of Madison is excited to support the Hovde Properties site on Madison's east side as a potential location Project Varsity. Madison's talented workforce, renowned quality of life, and thriving business community would make our City a great place for this project. Further, your site's unique location at the convergence of three Interstate highways and on the corridor connecting Wisconsin's two largest metro areas make this property an outstanding location for a major corporate investment like Project Varsity. We are ready to do whatever we can to help.

In this letter, you will find a timeline for the land use approval process as well as a summary and timeline for how Tax Increment Financing (TIF) could be used to support for the project. As you will see, if certain conditions are met, the City is ready to help make it possible for Project Varsity to be ready to start construction by this time next year.

Land Use Approvals:

Below is a general schedule for land use approvals related to potential development of property at the northwest corner of Reiner Road and County Truck Highway T in the City of Madison. The schedule assumes that a plat is needed in order to accommodate the development of a large employment facility as a portion of an approximately 70-acre Hovde-owned property in this area, and that attachment to the City of Madison is needed for a portion of the property.

- **Sep 2017** - Submit Petition for Attachment (attachment likely by Oct-Nov 2017)
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- **Mar 2018** - Submit Prelim/Final Plat, Rezoning, and any conditional uses (include Traffic Impact Analysis)
- **May-Jun 2018** - Formal Approval of Plat, Rezoning, and any conditional uses

- **Jul-Aug 2018** - Signoffs and Plat Recording
- **Aug-Sep 2018** - Construction Start (Note: may depend on the ability to construct streets, or the ability to limit initial construction to buildings already served by streets and utilities)

If you have questions about this schedule, please feel free to contact Heather Stouder, City Planning Division Director, at (608) 266-5974 or by e-mail at hstouder@cityofmadison.com.

Tax Increment Financing:

Madison's primary economic development incentive is Tax Increment Financing (TIF). The City maintains a "Jobs Project TIF" program that is well-suited to Project Varsity. Jobs Project TIF funding is typically used for capital investments in real property. The amount of Jobs Project TIF support is based on the Net Present Value (NPV) of new increment that will be generated by the project for the duration of the Tax Increment District (TID). The Jobs Project TIF could provide up to 60% of this NPV. Given that this would be new construction, we would need some information about the building prior to assigning a specific value and TIF amount. We can provide you with an estimate prior to the submission of a formal application and we're happy to discuss that with you.

The application cycle for Jobs Project TIF is continuous. Upon receipt of a TIF application, staff will review and discuss the submitted materials. After the City and the applicant reach an agreement on the terms of the support, City staff will forward a Term Sheet for execution by the applicant. The next step is submittal of the Term Sheet to the City's Common Council for approval by both the City's Finance Committee and the Common Council. Upon acceptance by the Common Council, the City will negotiate and execute a TIF Loan Agreement with the applicant.

In the case of this property, the City would create a new TIF District. This would occur after the execution of a TIF Loan Agreement noted above, and would require the approval of the City of Madison and the TIF Joint Review Board. This process is required by state law and generally takes about four months. However, the project can proceed following the execution of the TIF Loan Agreement, prior to the formal creation of the TID.

Conceptual TIF Timeline:

- **Sept 2017 - Pre-submittal:** City staff works with the developer to understand the project and evaluate the potential for support
- **Oct 2017 - Application:** Developer submits TIF application and staff reviews
- **Dec 2017 - Term Sheet:** City and developer sign a term sheet describing the terms of support
- **Jan 2018 - Council Approval:** The City's Finance Committee and Common Council approval the terms
- **Jan 2018 - Loan Agreement:** City and Developer finalize and execute a loan agreement
- **Apr-Sep 2018 - Create TIF District:** City completes state-required process to create Tax Increment District. The TIF goes into effect retroactively as of January 2018.
- **Aug/Sept 2018 - Start Construction:** Construction can start anytime in 2018 after the execution of the Loan Agreement.

Jobs Project TIF support is generally disbursed in phases over five years. The City will require corporate guarantees to ensure the maintenance/creation of the projected jobs over five years, as well as a guarantee of the increment payments. A complete description of the City's TIF policies and standard requirements is available at www.cityofmadison.com/tif

We would be happy to meet with you to further discuss Project Varsity. We are very excited about this potential investment in the City of Madison and believe your property is well-suited to this project. Please don't hesitate to contact me anytime at **608-267-8737** or mmikolajewski@cityofmadison.com.

Sincerely,



Matthew B. Mikolajewski
Economic Development Director

HQ2 MADISON

CITY OF MADISON SITE #3:

UW RESEARCH PARK 2



September 18, 2017

Paul Jadin
President
MadREP
455 Science Drive
Madison, WI 53711

Dear Paul,

On behalf of University Research Park, Inc., I am pleased to present a potential site for your Amazon HQ2 project. University Research Park is dedicated to supporting the University of Wisconsin – Madison by nurturing a technology ecosystem based on research, science, and the commercialization of technology. Our parks would be appropriate locations for technology-intensive firms that employ a substantial number of college graduates. Amazon's HQ2 project sounds like it could be an excellent match.

Located at the intersection of Highway M and Valley View Road in Madison, Wisconsin, this approximately 200-acre site is platted and entitled as part of University Research Park 2 campus. The land is currently controlled by University Research Park, Inc. and owned on our behalf by the University of Wisconsin Board of Regents.

Site features include:

- Nearby access to U.S. Highway 12/14
- Located on the west side of Dane County near the highest concentrations of college-educated workers
- Alliant Energy owns land for a new sub-station in the park and has access to transmission capacity
- Population of 874,000 in the Madison-Janesville-Beloit Combined Statistical Area
- Recently completed major infrastructure including surrounding roads, roundabouts, storm water ponds, sewer, and water

We look forward to working with you and other partners to help bring Amazon to the Madison region.

Best regards,



Aaron Olver
Managing Director

510 Charmany Drive
Suite 250
Madison, WI 53719

P. 608.441.8000
F. 608.441.8010

universityresearchpark.org

BACKGROUND

Established in 1984, **University Research Park**, a University of Wisconsin - Madison affiliate, is an internationally recognized research and technology park that supports early-stage, and growth-oriented businesses in a range of sectors, including engineering, computational and life sciences. Today, the original University Research Park campus spans 255 acres and is home to more than 125 companies employing approximately 3,800 workers. Nine out of ten workers at the park hold a bachelor's degree and one-in-eight have a PhD. University Research Park acts as a master developer to plan and develop innovation neighborhoods where technology and research can flourish. In particular, the park controls an additional 200 acres of land planned as a second campus. The park also leases and manages space, much of it oriented toward life science uses, in a portfolio of 800,000 square feet and welcomes private sector developers and owner occupants who wish to construct their own facilities. The park supports programs and events that contribute to the local technology ecosystem leveraging the University of Wisconsin-Madison's strengths.

Read about University Research Park's strategy:

<http://universityresearchpark.org/about/strategic-plan/>

Learn more about the companies that call University Research Park home:

<http://universityresearchpark.org/resident-companies/profiles/view/all/>

See the most recent economic impact study on the park:

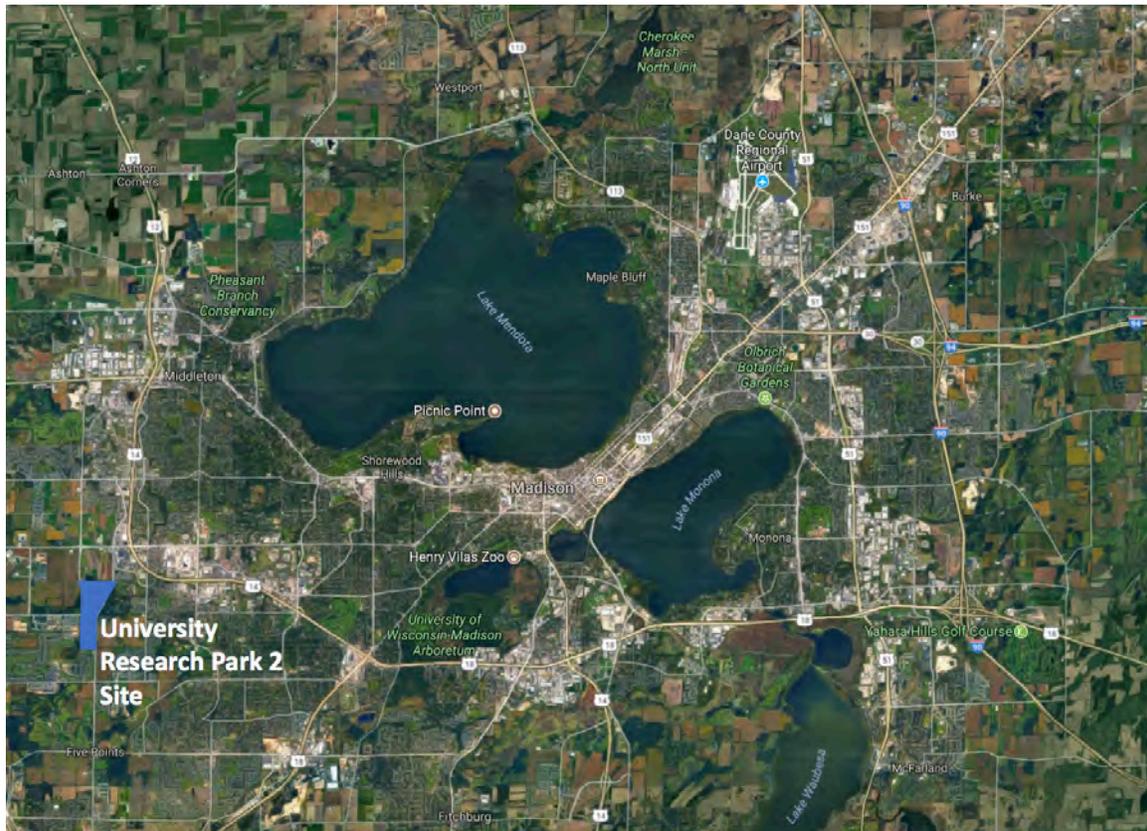
<http://universityresearchpark.org/about/economic-impact/>

Review additional information on the proposed site:

<http://universityresearchpark.org/the-property/urp-phase-two/>

SITE LOCATION

The site is on the county's west side where the majority of the professional workforce resides. Many of Madison's leading companies are headquartered on the west side including Spectrum Brands, TDS, CUNA Mutual, Fiskars, and Exact Sciences. Strong highway access is afforded by Madison's beltline, which can be accessed from Mineral Point Road approximately 1 mile away. The nearby West Towne Mall is the strongest regional shopping mall in the area and both downtown and campus are only a 20 to 25-minute drive away. The site is served by existing bus transit at the intersection of Junction Road and Mineral Point Road and we expect service to expand as the area is developed.



SITE CHARACTERISTICS

Our proposed site is approximately 200 acres in the City of Madison bounded by Highway M and Pleasant View Road. The site is ready to be served by water, sewer, and utilities located in nearby existing municipal streets. The site features wonderful topology and existing trees, many of which can be preserved.

University Research Park is currently planning to develop it as a mixed-use employment-oriented technology campus. Amazon could acquire the entire site or partner with University Research Park to incorporate other uses and potentially other technology companies.

One hundred and twenty acres of the adjacent farm (to the west) is currently optioned by a development team evaluating the possibility of retail-anchored lifestyle center.

The farm land to the north is owned by University of Wisconsin – Madison for research purposes and is effectively land-banked for future development.



PHOTOGRAPHS

View Looking South from Valley View Road



View Looking West from South Pleasant View Road



Looking north along Pleasant View Road from Valley View Roundabout



Looking south along Pleasant View Road



Looking south along Junction Road/Highway M

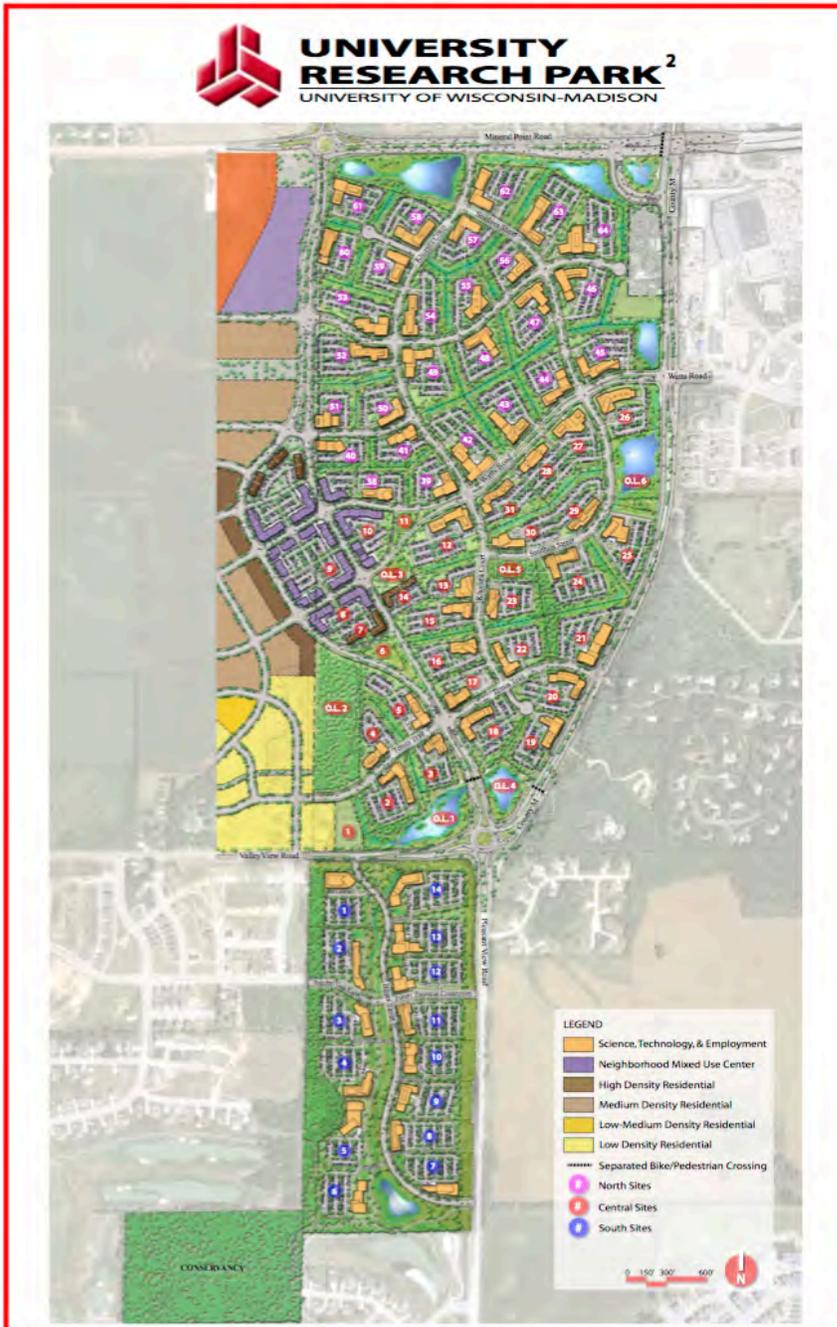


Looking west from Junction Road/Highway M toward Temin Trail turn



CURRENT PLAN

This site is planned as part of our University Research Park 2 campus. Amazon would be the first project at this planned expansion. University Research Park, Inc. intends to develop the sites to the north with a mix of retail (aimed at food, beverage, and fitness offerings), multi-family residential, and a predominant mix of technology-focused office, laboratory, and manufacturing employment uses. The following map shows the currently approved plan, though the City of Madison, neighboring property owners, and University Research Park are currently discussing potential improvements to this plan.



SITE ECONOMICS

University Research Park, Inc. is agreeable to negotiating a sale of property to Amazon or entering into a long-term ground lease for some or all of the site.

APPROVALS REQUIRED

Site Control

University Research Park, Inc. controls the land and has the exclusive right to take title to the property from the University of Wisconsin Board of Regents. The transaction would simply have to be approved by the University Research Park Inc. Board of Trustees, chaired by University of Wisconsin – Madison Chancellor, Rebecca Blank.

Design Authority

In addition, the University Research Park Design Review Board has authority over design standards and guidelines for projects under the existing zoning. The current underlying City of Madison zoning code is attached below. (NOTE: The site could also be rezoned by applying to the City of Madison Plan Commission.)

Tax Increment Financing

The City of Madison has offered to provide Tax Increment Financing at this site in the past and University Research Park would cooperate with Amazon or their developer to secure incentives. That process requires approximately 4 months to convene the Joint Review Board of local government entities after appropriate notice periods to consider and approve a new Tax Increment District and Project Plan. The actual award is approved by the City of Madison Common Council following underwriting by staff. Once a proposed award is introduced to Common Council, it requires approximately 3-4 weeks to approve.

APPLICABLE CITY OF MADISON ZONING CODE

28.087 EMPLOYMENT CAMPUS DISTRICT.

(1) Statement of Purpose.

The EC District is established to provide an aesthetically attractive urban working environment intended to promote desirable economic development activities, including high-technology, research and development, testing, and specialized manufacturing establishments, as well as professional offices and business incubators. The district is also intended to:

- (a) Encourage mixed-use development in appropriate locations.
- (b) Provide readily accessible services for employees.
- (c) Improve pedestrian, bicycle and transit connections to and through employment campuses.
- (d) Encourage building and site design that advance the City's sustainability goals.
- (e) Maintain and improve the quality of the natural landscape within employment campuses.
- (f) Provide appropriate transitions to surrounding land uses.
- (g) Facilitate preservation, development or redevelopment consistent with the adopted goals, objectives, policies, and recommendations of the Comprehensive Plan and adopted neighborhood, corridor or special area plans.
- (h) Facilitate development with multiple buildings.

(2) Permitted and Conditional Uses.

See Table 28F-1 for a complete list of allowed uses within the employment districts.

(3) Dimensional Requirements, Permitted and Conditional Uses.

Requirements represent minimums unless otherwise noted. Dimensions are in feet unless otherwise noted.

Employment Campus District	
Site area	5 acres
Lot area (sq. ft.)	20,000
Lot width	75
Front yard setback	See (a) below
Side yard setback	15 or 20% building height (the greater)
Rear yard setback	30
Maximum lot coverage	75%
Minimum floor area ratio (FAR)	0.35
Minimum height	2 stories
Maximum height	none

- (a) Front Yard Setback. For buildings at corner locations, at least seventy-five percent (75%) of the building facade within thirty (30) feet of the corner shall be located within twenty-five (25) feet of the front lot line.
- (b) Exclusive Residential Use. Buildings with exclusively residential uses shall meet the Lot Area, Lot Width, and Side Yard Setback requirements of the TR-V2 District, Sec. 28.047.
- (c) For phased development, the minimum FAR for the first phase shall be 0.20. Area used for multi-site or regional stormwater management or for low-impact stormwater management methods shall not be counted as part of the floor area ratio calculation.

(4) Site Standards: New Development.

The following standards apply to new buildings and additions exceeding fifty percent (50%) of the original building's floor area.

- (a) Parking Placement. For the Single-Family Attached, Small Multi-Family, Large Multi-Family and Courtyard Multi-Family Building Forms, parking shall be located behind or beside each building, below the building, or in a common parking court in the interior of a block. If located on the side of the building, surface or structured parking shall occupy no more than twenty-five percent (25%) of the frontage along the primary abutting street. For Large Multi-Family Buildings, structured parking at ground level shall not be visible from the front facade of the building.
- (b) For all Building Forms other than (a) above, parking shall not be placed between the front facade of a building and the abutting street. Parking shall be located to the rear or side of the principal building.
- (c) Loading. All loading shall be from the rear or side of the building, but not facing an arterial street. Loading docks may be located in the rear yard, or a side yard facing a street that is internal to an EC district.

(5) Site Standards: New and Existing Development.

The following standards apply to new and existing buildings and uses:

- (a) All activities shall be conducted within completely enclosed buildings, except for the following:
 - 1. Off-street parking and loading;
 - 2. Automatic teller machines;
 - 3. Vehicle access sales and service windows for banks and financial institutions, as regulated.
- (b) Access to the employment campus shall be from a collector or arterial street.

(6) Master Plan.

A master plan for each employment campus shall be prepared as part of any rezoning submittal. The plan must be approved by the Plan Commission and include the following:

- (a) A site plan, including:
 - 1. Conceptual plan showing lots and approximate building footprints, parking and service areas.
 - 2. Landscape plan and landscape design standards.
 - 3. Street layout and street design standards.
 - 4. Signage and street graphics standards.
 - 5. Stormwater management plan.
- (b) Plan submittal and review procedures for individual sites within the campus.
- (c) A parking plan, meeting standards of this chapter for automobile and bicycle parking.
- (d) A Transportation Demand Management Plan, which must also be approved by the Traffic Engineer. The TDM Plan shall be managed by a property owners' association or other entity acceptable to the Director of the Department of Planning and Community and Economic Development. This association shall provide annual reports on the implementation of the TDM Plan to the Traffic Engineer.

(7) Design Review.

All buildings constructed within an EC district shall be reviewed and approved by an architectural review committee. The committee shall be established by the developer of the district and shall meet the following criteria:

- (a) The building design review criteria, design standards and guidelines, review procedures, categories of membership, and the language of any deed or plat restriction must be approved by the Urban Design Commission. Design review shall not include the Dimensional Requirements in (8) below.

(b) Until an architectural review committee is established and approved by the Plan Commission, all building and site plans shall be reviewed and approved by the Urban Design Commission, with an appeal process to the Plan Commission as established in Sec. 33.24, MGO.

(8) Changes to Master Plan.

No alteration of an approved Master Plan shall be permitted unless approved the Plan Commission, provided, however, the Zoning Administrator may, following consideration by the alderperson of the district, issue permits for minor alterations that are approved by the Director of Planning and Community and Economic Development and are consistent with the concept approved by the Common Council. If the change or addition constitutes a substantial alteration of the original plan, the procedure in Sec.28.086 and 28.182 shall be required.

CITY OF FITCHBURG SITE





Jason Gonzalez | Mayor

City Hall, 5520 Lacy Road, Fitchburg, Wisconsin 53711
Ph: 608.270.4215 | Fx: 608.270.4212 | fitchburgwi.gov

September 25, 2017

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

RE: Amazon HQ2 RFP

Dear Madame or Sir;

The City of Fitchburg welcomes the opportunity to provide a site option for the Amazon HQ2 RFP. Fitchburg is well positioned with available land to collaborate on the development of a corporate headquarters for Amazon with approximately 1,400 + developable acres available within our urban service area. Uptown Fitchburg, a 400 acre mixed use Smart Code neighborhood, has a 100 acre shovel ready site that offers the perfect place for Amazon HQ2 to locate.

Imagine a place that offers the best of city life and country living. Fitchburg having incorporated as a City in 1983, embraces the future with an innovative and entrepreneurial mindset with respect to the traditions that shaped our past. Fitchburg's key assets include:

- Located within MadREP's eight county region with a population of 1,048,533 residents
- Minutes to the University of Wisconsin-Madison, State Capitol, east & west sides of Madison
- A young, educated highly skilled, tech-oriented workforce
- High-growth companies poised for long-term success
- A rich array of natural, cultural, sporting and recreation amenities within Fitchburg and nearby
- Excellent transportation network with US Highways 12/14/18/51/151 and easy access to Interstates 39/90/94, accessible public transit system
- Multiple international airports (Mitchell, Rockford, O'Hare) within two hours or less drive
- Silver Bike Friendly Designation with outstanding State bike trails and scenic open space
- High quality and diverse housing options: ability to age in place
- Thoughtfully-planned neighborhoods, commercial nodes, and business areas
- Diverse and growing population with above average per capita income
- A progressive, forward-thinking city government that is pro-business and flexible
- Three, highly rated school districts: Madison, Oregon and Verona
- Strong agricultural heritage and economy

The City of Fitchburg's population growth and racial diversity offers expanding employers with an essential workforce needed for today. Our economic diversity with biotechnology, information

technology, advanced manufacturing, agriculture, professional services, and HQ and back office operations provides Fitchburg with a well-balanced and thriving economy. Here is a link to our Fitchburg Community Profile with additional demographic and economic information: <https://www.madisoneconomicdevelopment.com/images/pdf/profiles/Fitchburg.pdf>

The City of Fitchburg has effectively utilized tax increment finance (TIF) in collaboration with our private sector companies and partners to be a catalyst for employment and tax base growth. With each TIF request, the total amount of financial assistance is variable and determined based upon the actual valuation of the project as well as the need of the project. It is necessary to ensure that the TIF request meets the “but for” test as required by State Statues. Based upon our previous projects that the City has provided assistance, the level of participation could range up to approximately 10 percent of the project costs and valuation.

We would be happy to answer any questions that you or representatives from Amazon might have regarding the City’s TIF policies and share additional insight into why Fitchburg is the best home for Amazon HQ2. Please feel free to reach out to Mr. Patrick Marsh, Fitchburg City Administrator at (608) 270-4209 or via email at Patrick.Marsh@FitchburgWI.gov Thank you for your consideration.

Best regards,

A handwritten signature in black ink, appearing to read "J. C. Gonzalez", is written over a light gray circular stamp.

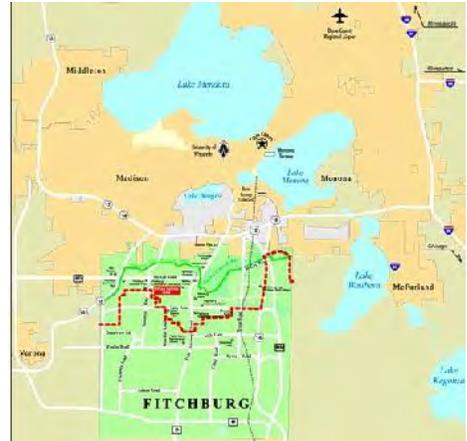
Jason C. Gonzalez
Mayor



Fitchburg, Wisconsin Site

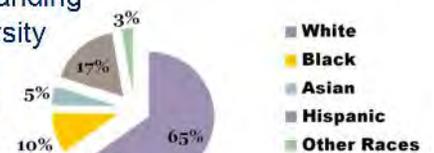
About Fitchburg:

Imagine a place that offers the best of city life and country living. Fitchburg having incorporated as a City in 1983, embraces a future with an innovative and an entrepreneurial mindset with respect to the traditions that shaped our past. Fitchburg has successfully grown into a place known for attractive, family-oriented neighborhoods; a thriving technology-led business community and well-designed, unique urban centers. Fitchburg has grown intelligently and strategically with a focus on first-rate design, green space preservation, and economic development geared toward 21st Century industries. Fitchburg's key assets include:



- Located within MadREP's eight county region with a population of 1,048,533 residents
- Minutes to the University of Wisconsin-Madison, State Capitol, east & west sides of Madison
- A young, educated, highly skilled, tech-oriented workforce
- High-growth companies poised for long-term success
- A rich array of natural, cultural, sporting and recreation amenities within Fitchburg and nearby
- Excellent transportation network with US Highways 12/14/18/51/151 and easy access to Interstates 39/90/94, accessible public transit system
- Multiple international airports (Mitchell, Rockford, O'Hare) within two hours or less drive
- Silver Bike Friendly Designation with outstanding State bike trails and scenic open space
- High quality and diverse housing options: ability to age in place
- Thoughtfully-planned neighborhoods, commercial nodes, and business areas
- Diverse and growing population with above average per capita income
- A progressive, forward-thinking city government that is pro-business and flexible
- Three, highly rated school districts: Madison, Oregon and Verona
- Strong agricultural heritage and economy

The City of Fitchburg's population growth and racial diversity offers expanding employers with an essential workforce needed for today. Our economic diversity with biotechnology, information technology, advanced manufacturing, agriculture, professional services, and HQ and back office operations provides Fitchburg with a well-balanced and thriving economy. Industry Cluster diversity in biotechnology include global leader like Promega Corporation to small companies such as Platypus Technologies. Innovators in information technology like CDW and OneNeck Data Center have located in Fitchburg. Advanced manufacturers such as Sub-Zero/Wolf and Saris Cycling recently expanded its facilities in Fitchburg. Fitchburg is the corporate headquarters for companies such as Gordon Flesch, Promega



Population by Race

class combination of talent, capital and research. Not only does Wisconsin and the I-Q Corridor provide a safe zone from many natural disasters, it's also well insulated from the biggest security concerns of our time. The region is statistically one of the safest areas in the United States. Dane County, Wisconsin is the fastest growing county in the state and is the driver of the thriving Wisconsin economy.

About Uptown: Uptown is a 400 acre, greenfield development, located in the northeast corner of Fitchburg in a neighborhood known as the Fitchburg Technology Neighborhood (FTN). The FTN consists of 2,000 acres that have been dedicated for high quality employment opportunities in a mixed-use, high density urban neighborhood with access to multi-modal transportation, a variety of housing options, parks and open space driven by the City's SmartCode Zoning.

Within the 400 acre Uptown Fitchburg neighborhood, the City is proposing 100 acres (Exhibit A), located in the Special District and T-5 Zone of the Smart Code Zoning, that is shovel ready for Amazon's HQ2. SmartCode allows for more flexibility and speed to market with some approvals that were historically done by the Plan Commission now being done administratively, which streamlined the process. Smart Code Zoning is a form based code focused on the block structure and the building arrangement and less on what uses are taking place within the building. Another unique characteristic of SmartCode is based upon the notion of a "walkable neighborhood" within a half mile pedestrian shed. The Amazon HQ2 would be included in this walkable pedestrian shed. To protect the employees from the elements, the buildings could be designed with skywalks and underground passages. At full build out, with structured and underground parking covered by the tax increment district, the sites that the City has proposed would accommodate the ten million + square feet for the Amazon HQ2.



Conceptual Design for Uptown at full build-out
Exhibit B

100 Acre Proposed Site for Amazon HQ2
Exhibit A



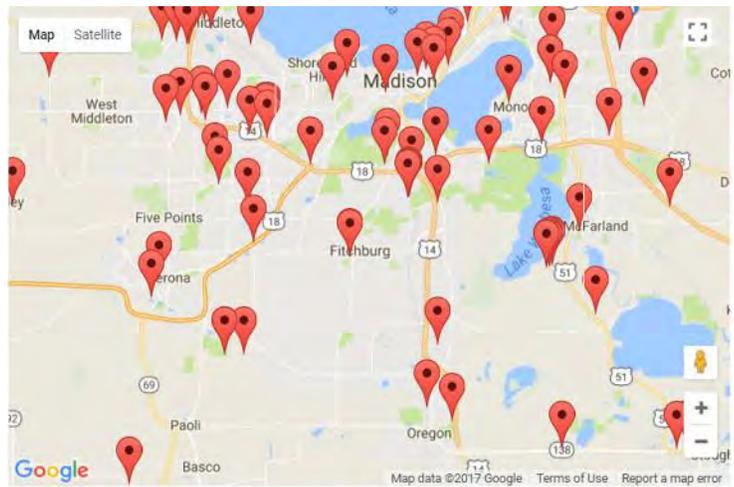
Transportation: Located within the I90/94 16 + million population mega Midwest region of Chicago, Milwaukee, Madison, Minneapolis, Fitchburg, Wisconsin is easily accessible via US Highways 12/14/18/51/151. Multiple international airports including General Mitchell International Airport (91 miles), Chicago O'Hare International (135 miles), Chicago Midway International Airport (153 miles), Chicago Rockford International Airport (81 miles) and Austin Straubel International Airport (143 miles) are all within a two hour drive or less. The Dane County Regional Airport is less than a fifteen minute drive. The City is currently investigating corporate travel options in our long and short term visioning plans.



Madison Metro regional transit system already provides bus service to the development with expansion based on ridership. A rail line (currently freight service) runs through the western boundary of Uptown Fitchburg and continues to downtown Madison extending to the Dane County Regional Airport with the potential for future commuter service through a public/private partnership.

Another unique feature of Uptown is the "cycle track". The cycle track is a separate path located within Uptown that is designated for biking only. Five of the Wisconsin State Bike Trails are accessible and come together in Fitchburg with the closest being the Capital City Trail that is accessible within two blocks. Uptown Fitchburg is well positioned to provide Amazon HQ2 with multi modal transportation options for your workforce.

Utilities: For phase I of Amazon’s HQ2, all infrastructure is in place and available at the site. Fitchburg has is well positioned for high tech businesses within Uptown. Electrical service for the proposed HQ2 is provided by Madison Gas and Electric and is serviced by a dual feed substation. For fiber optic access, please see Exhibit C. The City is within a sonet ring. There are four carriers that could service the Uptown neighborhood. There are 7 cell tower locations in Fitchburg. The map to the right shows the locations of the cell towers in Fitchburg and the Madison region.



Sustainability: The City of Fitchburg is open to exploring with Amazon and our local utility partner Madison Gas & Electric incorporating sustainability features like solar and geothermal through district energy or DBOOM business models to create a sustainable HQ2.



In the 1980’s, Fitchburg was one of the first communities in the State of Wisconsin to develop a community-wide recycling program to reduce demands on landfills and virgin materials. The City continued its commitment to respect for the environment in the 1980’s by starting the Resource Conservation Committee (RCC), which led Fitchburg to reduce greenhouse gas emissions through reductions in energy use and investment in renewable energy technology. A “Green Team” was formed in October 2009 comprised of City staff to focus energy and cost saving measures within City Hall and the City at large. All City departments have representation on the Green Team. Fitchburg is a member of the Green Tier Legacy Community Charter. The Green Tier Legacy Community Charter is a unique partnership between Wisconsin communities, non-profit organizations, and state agencies working together to develop and implement sustainable measures. Under the Charter, municipalities take action and share information to achieve superior environmental stewardship by focusing on water resources management and sustainability practices. Fitchburg has incorporated some of its sustainability goals by constructing a new library that is LEED-Gold Certified, added solar electric and solar thermal panels to City Hall and constructed a new Fire Station in 2016-2017 which featured geothermal heating system and solar hot water. As the City continues to share its passion for sustainable practices, our residents and business community have taken note and are incorporating energy efficiencies in their properties. The City would welcome the opportunity to work with Amazon team on its sustainability goals including the use of wind power.



Development Incentives: Fitchburg would partner with Amazon to fulfill the vision of HQ2 through the use of tax increment finance (TIF). The City of Fitchburg has effectively utilized TIF in collaboration with our private sector companies and partners to be a catalyst for employment and tax base growth. Fitchburg has participated with project costs associated with structured and underground parking, site and building sustainability elements, and other development infrastructure items to create high quality business and employment centers within mixed use neighborhoods. With each TIF request, the total amount of financial assistance is variable and determined based upon the actual valuation of the project as well as the need of the project. It is necessary to ensure that the TIF request meets the “but for” test

as required by State Statutes. Based upon our previous projects that the City has provided assistance, the level of participation could range up to approximately 10 percent of the project costs and valuation. Fitchburg would create a new tax increment district (TID) for Amazon’s HQ2, a process that takes 90-120 days start to finish, to customize the TID to meet the needs of the HQ2 project to provide flexibility and to realize the full potential of the development opportunities. The City of Fitchburg would also lend assistance to facilitate any State incentives and tax credits working in partnership with the Wisconsin Economic Development Corporation and MadREP.

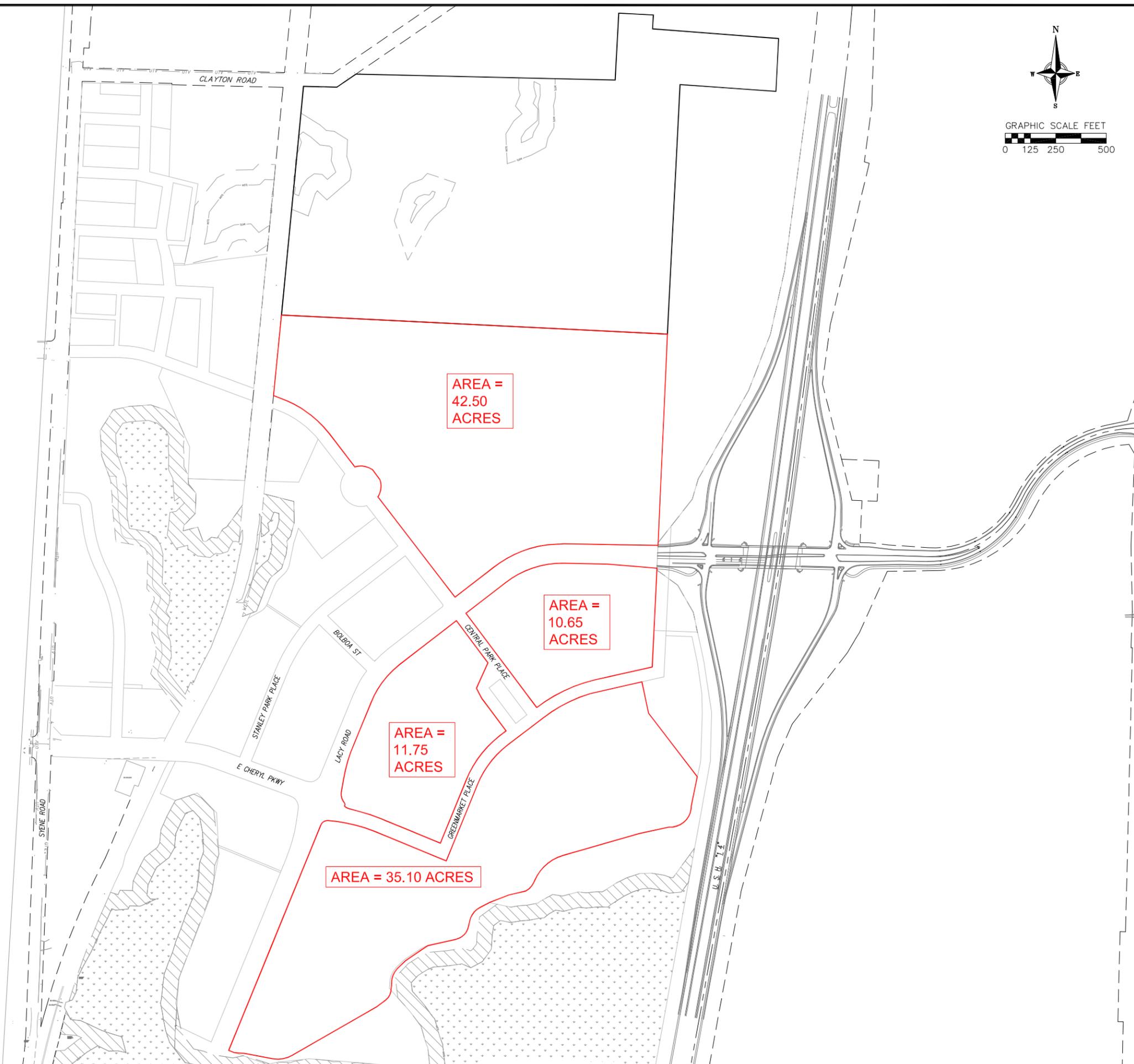
Amazon Timeline

Task	Time Frame	Notes
Zoning:		
Final Platting	120 Days*	* These three approvals can run simultaneously Article 3 defines the form and density of the development Article 5 is the lot and building plans
Article 3 Amendment	120 Days*	
Article 5	120 Days*	
Architectural Design Review	2 Months	
Permitting:		
Building Permit Issuance	6 Weeks	5 Weeks for State Review + 1 Week City Issuance
Stormwater Permit	2 Weeks	
TIF:		
TIF Approval Process	90 - 120 Days*	*Three of the proposed parcels are in an active TIF

LEGEND:

POTENTIAL 100 ACRES AMAZON SITE

EXHIBIT A



vierbicher
planners | engineers | advisors
Phone: (800) 261-3898

Potential 100 Acre Amazon Site

City of Fitchburg
Dane County, Wisconsin

REVISIONS		REVISIONS	
NO.	DATE	NO.	DATE

SCALE: AS SHOWN

DATE: 09/22/17

DRAFTER: JARC

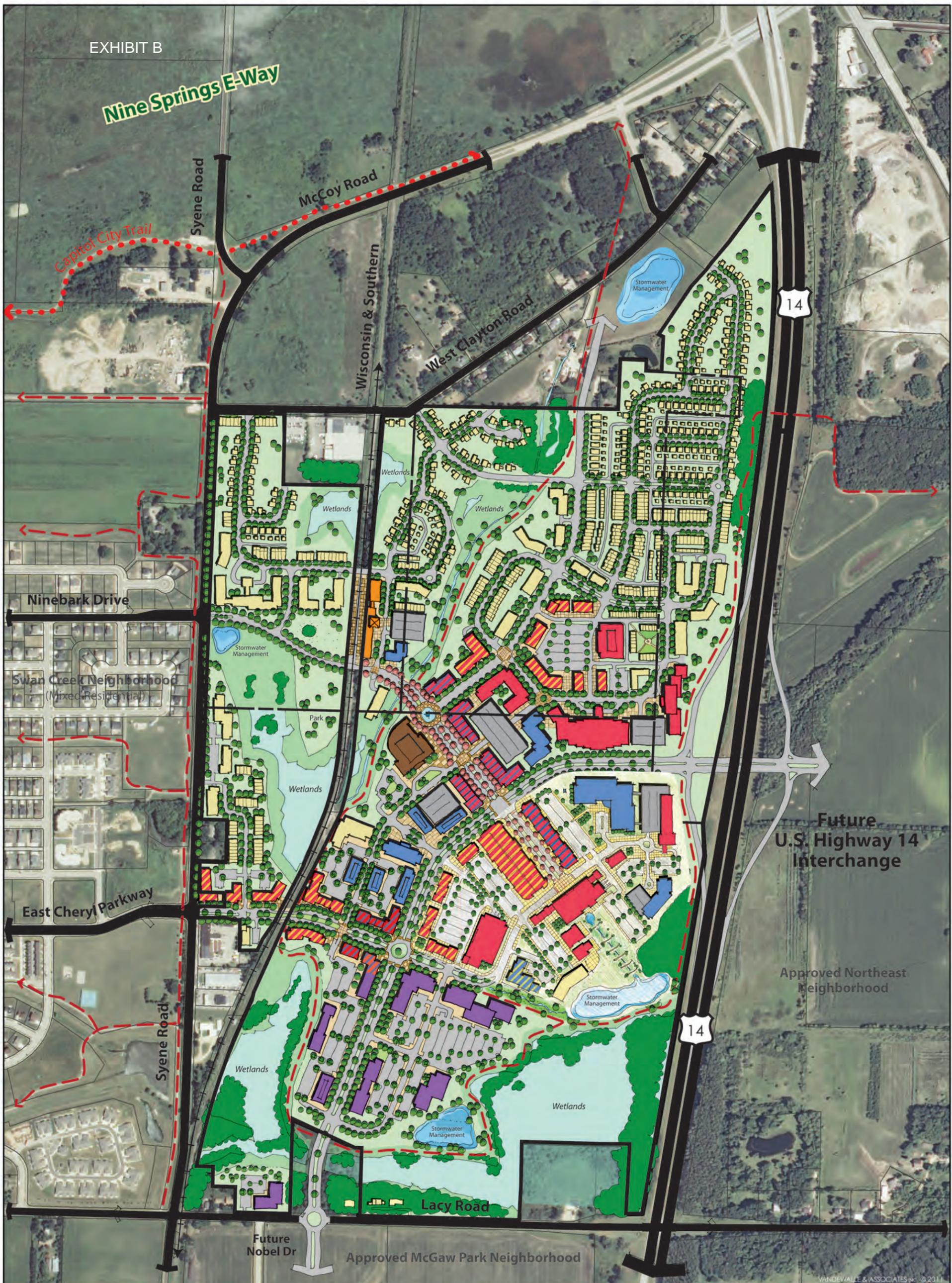
CHECKED: JOY

PROJECT NO.: 170283

SHEET: 1 OF 1

DWG. NO.: C.01

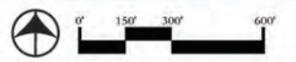
Nine Springs E-Way



**Potential Development Concept
Nine Springs of Fitchburg**

Fitchburg, Wisconsin

- | | | | |
|------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------|-------------------------|
|  | Tech Core |  | Office Over Retail |
|  | Tech Campus |  | Residential Over Retail |
|  | Office |  | Off-Street Bicycle Path |
|  | Retail | | |
|  | Residential | | |

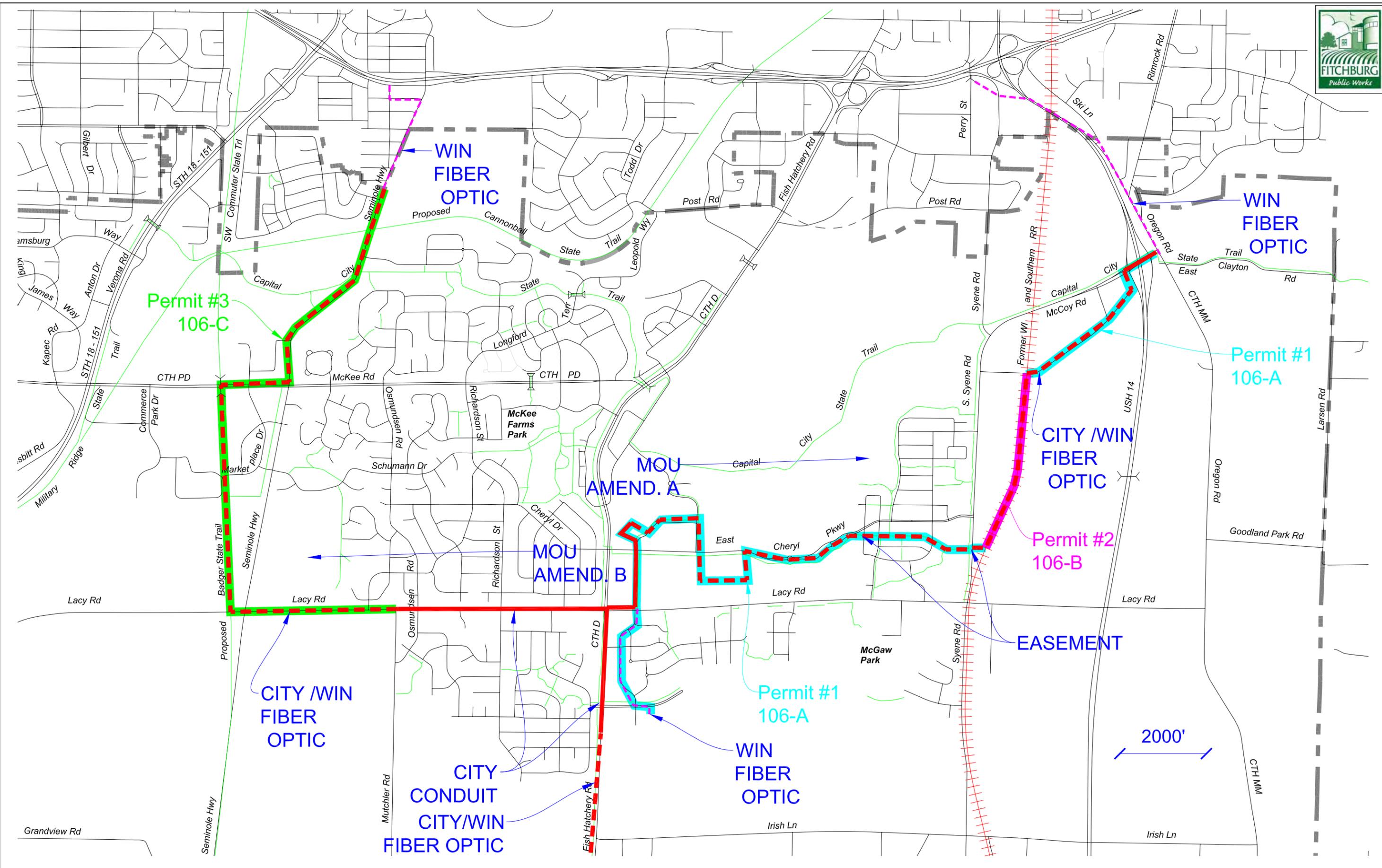


DRAFT

Revised: August 25, 2011

VANDEWALLE & ASSOCIATES INC.
© 2011

Concept for internal discussion



PROJECT NUMBER: 10-	WIN EASEMENT	CITY OF FITCHBURG	TITLE SHEET	SHEET NO: C-101
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Gus VanderWegen

EMPLOYER	EMPLOYEES	WEBSITE
Sub-Zero Freezer Co/ Wolf Appliance	1021	www.subzero-wolf.com
Promega Corp. (Inc Terso, BTC & Fitchburg Research Park Associates)	815 (FT/PT)	www.promega.com
Agrace HospiceCare Inc.	468 (FT/PT)	www.agracehospicecare.org
Super Target	450 (FT/PT)	www.target.com
Thermo Fisher	430	www.thermofisher.com
Hy-Vee, Inc	406	www.hy-vee.com
Placon Corporation	367	www.placon.com
CDW	261	www.cdw.com
City of Fitchburg	260 (FT/PT)	www.fitchburgwi.gov
Tri-North Builders	250 (FT/PT)	www.tri-north.com
Oakhill Correctional Facilities	250+	www.wi-doc.com/oakhill.htm
General Beverage Sales Co./Beer Distributors	230	www.genbev.com
Certco	216	www.certcoinc.com
Wingra Stone Co/Redi-Mix, Inc.	200	www.wingrastone.com
Saris Cycling Group	167	www.saris.com
WI Depart of Natural Resources	165	www.dnr.state.wi.us
Verona School District (Savanna Oaks/Stoner Prairie Schools)	144	www.verona.k12.wi.us
Gordon Flesch Company	131	www.gflesch.com
Bruker AXS	128	www.bruker-axs.com
St. Mary's (Renal Clinic, Sleep Clinic & Business Office)	117	www.stmarysmadison.com
Realtime Utility Engineers	110	www.realtimeutilityengineers.com
iheart Media	100	www.iHeartMedia.com
Pick 'n Save	90 (FT/PT)	www.picknsave.com
Group Health Cooperative	89	www.ghc-hmo.com
Wisconsin Dialysis	85	www.wisconsinodialysis.org
All Juice Midwest	78	www.all-juice.com
Park Bank	75	www.parkbank.com
Stark Company Realtors	74	www.starkhomes.com
Philips Medical	70	www.philips.com
Insperty Time and Attendance	66	www.insperity.com
First Weber	65	www.firstweber.com
AMC Theatres	67(FT/PT)	www.amctheaters.com
Woods Hollow Day Care	56 (FT/PT)	www.woodshollow.org
Dental Health Associates	60	http://www.dhamadison.com/locations/south/
Payne & Dolan, Inc.	54	www.payneanddolan.com
Credit Union Executive Society (CUES)	54	www.cues.org
Waggin' Tails/Fitchburg Veterinary Hospital	53 (FT/PT)	www.waggintailspetcare.com
Cameca Instruments Inc	50	www.cameca.com
Communication Innovations	50 (FT/PT)	www.therapymadison.com
Benjamin Plumbing	45	www.benjaminplumbing.com
KL Engineering	42	www.klengineering.com
Wyndham Garden	42 (FT/PT)	www.wyndham.com/hotels/33338
Tuscany Grill	42 (FT/PT)	www.tuscanygrill-fitchburg.com
General Communications	40	www.gencomm.com
Gymfinity	40 FTE/PTE	www.gymfinity.com
Eagle School	37 (FT/PT)	www.eagleschool.org
Wisconsin Hospital Association	36	www.wha.org
Bunbury & Associates Inc	35	www.bunburyrealtors.com
Pike Technologies	34	www.piketech.com
United Vaccines	33	www.manta.com/c/mmjhjxq/united-vaccines-inc
PDQ Food Stores (3 Stores)	32 (FT/PT)	www.pdqstores.com

Mastergraphics	31	www.mastergraphics.com
The Alliance	31	www.the-alliance.org
UW Health- Physicians Plus	30	www.uwhealth.org
Influence Health	30	www.influencehealth.com
Oak Bank	29	www.oakbankonline.com
Hammersley Stone	27 (FT/PT)	www.hammersleystone.com
Coldwell Banker Success	26	www.sveum.com
North Star Financial Serivces	25	www.northstarfinancial.com
Mapping Specialist	24	www.mappingspecialists.com
Farin and Associates	23	www.farin.com
Sprint Print	22	www.sprintprint.com
Happy Dogz	21	www.happyz.com
Level 5 Motorsports	21	www.kellymossmotorsports.com
Next Generation Clinical Research	20	www.nextgenclinical.com
Platypus Technologies	20	www.platypustech.com

Fitchburg

Find out why these global industries call Fitchburg, Wisconsin home



GLOBAL TECHNOLOGY LEADERS



TALENTED ENTREPRENEURS



KNOWLEDGE BASED INNOVATION



AWARD-WINNING COMMUNITY



DEMOGRAPHIC BASE

- 27,635 residents
- Over 750 businesses
- Served by three of the State's top school districts
- Madison metropolitan statistical area (MSA) population: 641,385



IDEAL LOCATION

- Just minutes to:
 - University of Wisconsin-Madison
 - State Capitol
- Easy commute to Interstates 39/90/94
- Educated workforce
- Diverse population
- Quality housing
- Silver Award for Bike Friendly Community



TECHNOLOGY NEIGHBORHOOD

- Fitchburg Center
- Fitchburg Technology Campus
- Uptown Fitchburg
- Grow your Good Ideas in Fitchburg's Incubator and Accelerator space



For more information on available sites or space, contact the City of Fitchburg Economic Development Office: (608) 270-4245 or econdev@Fitchburgwi.gov.

www.FitchburgTechnologyNeighborhood.com

HQ2 MADISON

CITY OF COTTAGE GROVE SITE





MEMO

MEMO DATE:	September 26, 2017
TO:	Paul Jadin – President, MADREP Michael Gay – Senior Vice President, MADREP
CC:	Matt Giese – Village Administrator, Village of Cottage Grove
FROM:	Erin Ruth, AICP – Village Planning Director
RE:	Amazon HQ2 RFP

OVERVIEW

1. Please provide information regarding potential buildings/sites that meet the criteria described herein. Along with general site information, please provide the current ownership structure of the property, whether the state or local governments control the property, the current zoning of the site, and the utility infrastructure present at the site.

There are between one and three landowners depending on the ultimate configuration and size of the desired site. The Viken family owns 124.6 contiguous acres, the Yang family owns 15.1 acres, and the Dushack family owns 68 contiguous acres. The Viken and Dushack families also own additional land east of Highway N (non-contiguous with the aforementioned properties). The properties owned by the three owners comprise a combined 207 contiguous acres.

There is currently no local government control of the properties.

The Viken and Yang properties are within the Village of Cottage Grove. They are zoned RH, Rural Holding pending specific development plans, at which time they would be rezoned presumably to PO, Planned Office or PI, Planned Industrial as appropriate. Depending on the specifics of the final project, it may need to be approved as a Planned Unit Development (PUD). A standard zoning amendment is typically done within 30 days of submittal. A Planned Unit Development approval typically takes between 60 and 120 days.

The Dushack family property is currently located within the Town of Sun Prairie and is primarily zoned A-1, Agricultural with a small amount of C-1, Commercial. Prior to development the Dushack property would be annexed to the Village of Cottage Grove and rezoned to PO, Planned Office or PI, Planned Industrial as appropriate, or as a Planned Unit Development.

The current urban service area boundary extends to Highway TT. Sewer and water mains are installed in TT along the south edge of the Dushack property. Water and sewer mains extend



to just past the northernmost roundabout in Highway N. The Village plans to request an extension of the urban service area in early 2018 to include the proposed project area.

The proposed Amazon use is consistent with the Village of Cottage Grove's Comprehensive Plan for the subject area.

2. Please provide a summary of total incentives offered for the project by the state and local community. In this summary, please provide a brief description of the incentive item, the timing of incentive payment realization, and a calculation of the incentive amount. Please describe any specific or unique eligibility requirements mandated by each incentive item. With respect to tax credits, please indicate whether credits are refundable, transferable, or may be carried forward for a specific period of time. If the incentive includes free or reduced land costs, include the mechanism and approvals that will be required. Please also include all timelines associated with the approvals of each incentive. We acknowledge a project of this magnitude may require special incentive legislation in order for the state to achieve a competitive incentive proposal. As such, please indicate if any incentives or programs will require legislation or other approval methods. Ideally, your submittal includes a total value of incentives, including specific benefit time period.

State incentives: by others.

Local incentives: the Village of Cottage Grove plans to create a TIF district in the proposed project area. TIF support could take the form of infrastructure improvements and developer incentives. The value of infrastructure improvements would be dependent on the final configuration of the site. The estimated cost of basic infrastructure improvements is \$3.1 million for extension of sewer and water mains on Highway N, a sewer pumping station, and widening and intersection improvements on Highways N and TT.

The Village of Cottage Grove prefers 'pay as you go' TIF incentives, which essentially return some percentage of the tax increment paid by the subject property for some period of time. For a project of this magnitude, it is likely the Village would approve a percentage of 95% for the duration of the district. The timeline for creation of the TIF district can be found in the answer to #4 below. The incentive could be requested and reviewed immediately upon creation of the TIF. Ultimately any specific incentive requires the approval of the Village Board.

3. If any of the programs or incentives described in the summary of total incentives are uncertain or not guaranteed, please explain the factors that contribute to such uncertainty and estimate the approximate level of certainty. Please also describe any applicable claw backs or recapture provisions required for each incentive item.

The Village plans to create a tax increment financing district north of Highway TT in early 2018. The Dushack property will need to be annexed into the Village of Cottage Grove to be included in that district. The Village has ample room under the State of Wisconsin's 12% rule to accommodate a TIF over the entire project area.

The Village of Cottage Grove will put funds for the creation of the TIF in the 2018 budget, to be approved prior to the end of 2017. The TIF district will need approval by the district's joint



review board. Finally, any specific incentive would need to be approved by the Village Board in conjunction with review of a specific project plan. The Village would be aggressive for a project of this size, and all of those approvals are likely.

The Village of Cottage Grove prefers to distribute TIF incentives on a 'pay as you go' basis. Essentially, the Village would return some of all of the amount of tax paid in a given year generated by the subject property. The Village of Cottage Grove requires a developer agreement to finalize the specifics of the incentive. Within the developer agreement, the developer is required to guarantee a minimum amount of tax increment to be generated by the project. Typically, if the developer does not meet the guaranteed increment amount, they are required to pay to make up the lost increment, or the percentage of the increment returned is reduced as applicable to the specific project.

4. Please provide a timetable for incentive approvals at the state and local levels, including any legislative approvals that may be required.

State incentives: by others.

Local incentives: funds to create the new TIF project plan will be included in the 2018 budget, to be approved before the end of 2017. Funds for creation of the TIF project plan could begin to be expended in January 2018. It is anticipated that the TIF creation will take between 3 and 5 months, to be completed by May 2018 at the latest. Only land within the Village boundary may be included in the TIF district. If the Dushack property is not annexed at the time of the TIF district creation it will need to be included via amendment at a later date following annexation of that property.

5. Please provide labor and wage rate information in the general job categories described. Please provide relevant labor pool information and your ability to attract talent regionally. Also, include specific opportunities to hire software development engineers and recurring source opportunities for this type of employment. Please include all levels of talent available in the MSA, including executive talent and the ability to recruit talent to the area.

By MADREP.

6. Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response. Please also include a list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years. Additionally, include information on your local/regional K-12 education programs related to computer science.

Higher education info by MADREP.

While the project site is within the Sun Prairie School District, nearly all Village of Cottage Grove students attend schools in the Monona Grove School District (MGSD). The district has a three-year technology plan that includes 1 GB fiber optic internet connections to all district schools, distribution of 1 tablet for every 2 students between grades K and 2. Students in grades 3 to 12 will each have one Chromebook. Monona Grove High School offers the



following computer science classes: Exploring Computer Science 1 and 2, Advanced Placement Computer Science, and Game Development 1 and 2.

7. Please provide highway, airport, and related travel and logistics information for all proposed sites. Please also include transit and transportation options for commuting employees living in the region. For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to sites. Also, list the ranking of traffic congestion for your community and/or region during peak commuting times.

There is virtually immediate access to I-94 via the Highway N/I-94 interchange located approximately 0.2 miles from the project site.

The nearest commercial airport is Dane County Regional Airport in Madison, which is located 9.4 miles (13 minutes) from the project site. Mitchell International Airport in Milwaukee is 75 miles (1 hour and 15 minutes) from the project site. New York (LaGuardia and Newark) and Washington DC (Reagan) can be reached non-stop from Madison. Seattle and San Francisco can be reached non-stop from Milwaukee or from Madison via Milwaukee, Chicago, or other cities.

There is also a small airfield (Blackhawk) located in Cottage Grove, just south of I-94 which is suitable for small aircraft.

There are currently no bus routes to the project site or to Cottage Grove. However, given the high concentration of employees in the proposed project, it is likely a route or routes would be extended from the Metro Madison bus system if this site were selected.

There is a park and ride operated by the Wisconsin DOT located just south of the project site at the southwest corner of Highway N and TT.

8. Please include information on your community with respect to daily living, recreational opportunities, diversity of housing options, availability of housing near potential sites for HQ2, and pricing, among other information. Please also include relevant crime data and cost of living data.

The Village of Cottage Grove was named the 17th best city in Wisconsin in which to raise a family, and the Monona Grove School District was named 36th best out of the 346 districts in Wisconsin (Niche, 2015).

There are three golf courses within the immediate vicinity of Cottage Grove, including the Oaks Golf Course located less than one mile from the project site on Highway TT. McCarthy County Park is located off of Highway TT just east of Highway N, less than one mile from the project site. It offers hiking, trail running, horseback riding, sledding, and cross-country skiing opportunities as well as quiet places to observe wildlife.

The western trailhead of the Glacial Drumlin Trail is located in Cottage Grove. This bike and pedestrian trail extends east to the Milwaukee suburb of Waukesha. By 2020, the Glacial Drumlin trail will connect west to Madison, and numerous other state trails beyond. Madison is frequently named one of the most bike friendly cities in America.



Madison was named one of the 30 'most fun places to live in the United States' by U.S. News and World Report in 2016. The city also frequently ranks high on lists for best food city, best music scene, best college sports town, and for general livability. The project site is approximately 1 hour from Wisconsin Dells (one of the premier vacation destinations in the Midwest) and Devil's Lake (the most popular state park in Wisconsin). An almost unlimited amount of outdoor recreational opportunities can be found on the lakes, trails, forests, and natural areas all around South Central Wisconsin.

Madison is rich in cultural opportunities including touring national theatre, music, and dance events at the Overture Center. Madison is home to two major art museums, the Madison Museum of Contemporary Art and the Chazen Art Museum on the University of Wisconsin campus. There are numerous smaller venues for music, theatre, and comedy. Major concerts are held at the Dane County Coliseum, Breese Stevens Field, and the Kohl Center.

Spectator sports include the University of Wisconsin Badgers (Big 10 football, basketball, hockey, and more), Madison Mallards minor league baseball, and Madison Capitals minor league hockey. The Green Bay Packers play at Lambeau Field (approximately 2 hours north). The Milwaukee Brewers play major league baseball at Miller Park (approximately 1 hour east), and the NBA's Milwaukee Bucks play basketball at the Bradley Center (a little more than 1 hour east). The Bucks will open a new state-of-the-art arena for the 2018-19 season.

The Village of Cottage Grove offers a new, high quality housing stock with nearly 80% of all Village housing units built since 1990. The median value of owner occupied housing in the Village is just over \$250,000. Several new subdivisions are in various stages of the development process, so housing options in Cottage Grove will continue to grow over the next several years. In addition, the rapidly growing City of Sun Prairie is located approximately 10 minutes north on Highway N, and Madison's growing east side offers additional housing options 10 minutes west of the Village.

The Village of Cottage Grove was ranked the 15th safest city in Wisconsin by the National Council for Home Safety and Security, a ranking based on the FBI's Uniform Crime Report Statistics. There were zero murders, zero rapes, and zero armed robberies in the Village in 2016.

9. Please use your response as an opportunity to present any additional items and intangible considerations with respect to your state and community that Amazon should include in its analysis.

The project site is a clean slate for development, with over 200 contiguous acres, located immediately adjacent to interstate freeway access on I-94. Cottage Grove is part of the Madison MSA, which has a population in excess of 500,000. The I-94 corridor provides direct access to the Milwaukee MSA (population over 1.5 million), with a travel time of a little over an hour to Downtown Milwaukee.

Corporate testimonials:



“Summit Credit Union serves more than 168,000 members, most of them in Southeastern Wisconsin. So our new headquarters required a community flexible to our growing business needs and a site with exceptional visibility in our market area. That, and the Village’s flexibility in meeting our needs, made Cottage Grove a great choice for Summit.”

- Kim Sponem; CEO & President, Summit Credit Union

”We’ve been able to recruit employees from all over to work at Johnson Health Tech in Cottage Grove. Being located just outside Madison, right off the Interstate and close to major cities like Milwaukee and Chicago makes Cottage Grove an attractive location.”

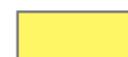
- Becky Quick, Sr. Director of Human Resources at Johnson Health Tech

“As a whole I experienced a very positive attitude toward the development on behalf of the Village, staff, and administration going a long way toward making our project easier.”

- Mike Swanson, President of Atlantis Valley Foods

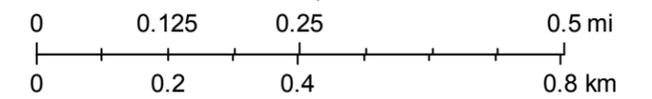


 Tax Parcels

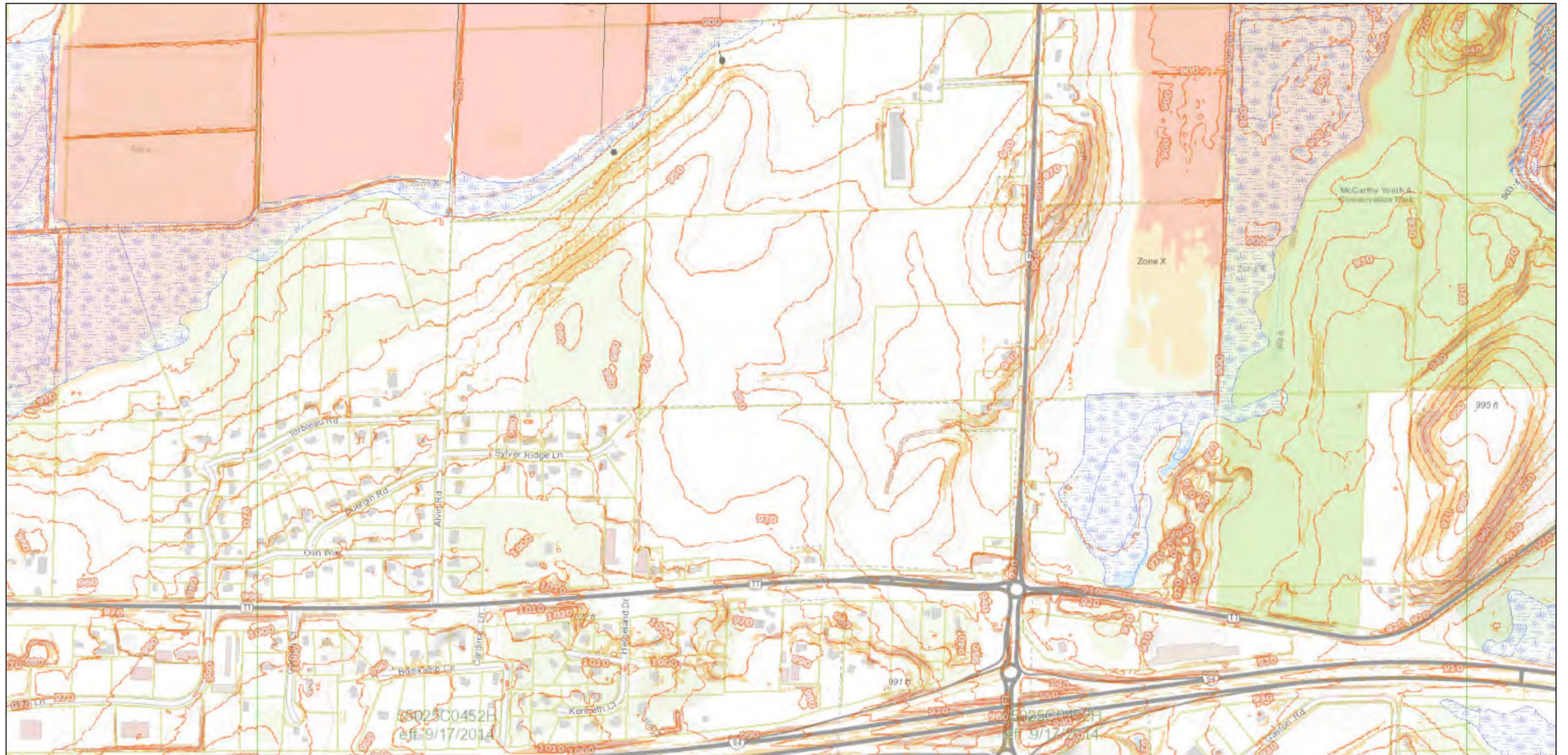
 Potential Amazon HQ2 Site (approx. 150 acres)

 Current Village of Cottage Grove boundary

1:10,967



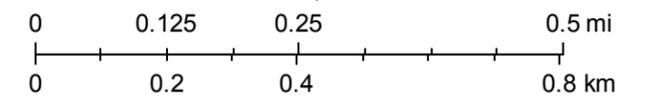
Planning
Geophysical
Water Resources
Recreation
ParcelText



February 9, 2017

- | | | |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|  Contours - 10 ft Intervals |  Base Elevation |  Tax Parcels |
|  DNR Wetlands |  Base Line | |
|  12 to less than 20 |  Cross Section Lines and Elevation | |
|  20 and greater |  Floodway Areas in Zone AE | |
|  FEMA FIRM Panel |  1 Percent Annual Flood Chance Area | |
| Special Flood Hazard Text |  0.2 Percent Annual Flood Chance Area | |

1:10,967



Planning
 Sources: Esri, HERE, DeLorme, Intermap, increment P Corp.,
 GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL,
 Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong),
 swisstopo, MapmyIndia, © OpenStreetMap contributors, and the

HOW THE EXPERTS VIEW MADISON





GREATER MADISON
CHAMBER of COMMERCE

Dear Amazon HQ1:

It is with great enthusiasm that we invite you to consider joining us on the ground level for the next big thing – Madison, Wisconsin.

There is a moment in time, a change in trajectory of a place that if timed correctly can accelerate the value and growth of a company. Early identification is tough because by the time everyone knows, it is too late to maximize the value of being on the ground level. The evidence is clear in this case – Greater Madison is the right place, and this is the right time to invest here.

Other than in the largest cities in the country, having one of the most innovative and successful companies in the world make this kind of investment will have a transformational impact in a city and region. Few regions are as similar as your HQ1 home of Seattle, and fewer as well-positioned as Greater Madison is as a place where talent can make a career, make a life and make a difference.

As a growing mid-size city in the Midwest, it may surprise you to learn that Madison has been named in recent months by CBRE and Cushman & Wakefield as the top city in the country for technology growth and momentum. In the last year alone, Greater Madison saw an astounding 30 percent increase in tech job growth. This growth is fueled by advanced industry jobs, including software programming, database systems, computer and information system managers and other tech-related engineering positions. In fact, Greater Madison is home to the second-highest concentration of software publishing jobs in the country – behind only Seattle.

A leading employer in this surge is Epic Systems, the global market leader in electronic health records software, whose whimsical headquarters is home to more than 10,000 employees. But Epic Systems is not an anomaly in driving health innovation. The region is home to a robust ecosystem of major hospitals, providers, insurers, manufacturers and device-makers, researchers and technologists, which is fueling a rise of VC-backed startups in medical and health technology innovation.

Fortunately, this rapid demand is being filled with a steady supply of in-migration, particularly from young professionals. In fact, nearly one-third of our region's workforce are millennial workers, which is why both Forbes and CareerBuilder recently ranked Madison as one of the top cities in the country to start a career. Interestingly, Bloomberg also reported Madison as a top 10 city where millennials make up the highest demographic for new home mortgages, suggesting talent not only comes here, but also chooses to plant long-term roots here.

And the best part? According to an analysis from Realtor.com, "the median home price in the metro (Madison) is less than a third of what it would cost in the way-more-established tech hub San Francisco (where it's a heart-attack-inducing \$907,400)." The analysis goes on to say, "Madison continues to enchant new grads with its job possibilities, higher-than-average salaries, and an undeniably cool lifestyle. And this city is an increasingly strong player in the health care, information technology and manufacturing industries."

Our momentum in tech growth ranks our region in the top 10 (among the nation's top 100 metros) for economic output and job creation in advanced industries, according to the Brookings Institution. Greater Madison also is top 10 for tech talent jobs as a percentage of total jobs and top five for average educational attainment rate – in both categories right alongside Seattle. Unfortunately, the similarities end when discussing affordability. While Seattle is the second-costliest city for talent, Madison barely cracks the top 50. The same is true for average rent, which is why Greater Madison is finding a growing national appeal for tech talent. When the San Francisco Business Times reported on a survey that predicted a mass exodus of tech talent from the Bay Area due to affordability issues, the article concluded it would “heighten the appeal of cities like Seattle, Portland, Austin or Madison, Wisconsin, all of which rank in the top 10 best-paying cities for software engineers.”

Greater Madison is also in a fortunate position to be in the shadow of one of the world's top research institutions, the University of Wisconsin-Madison. Consistently ranked in the top five for research expenditures (which exceed \$1 billion annually), UW-Madison churns out innovators at a high rate, as a leader in both patents and VC-backed entrepreneurs. Over the last five years, tech diplomas also grew 32 percent, and computer engineering degrees grew 51 percent.

Being a national leader in industry growth and talent attraction are relatively new headlines for Madison, but we have long been recognized as one of the top cities in the country to live and raise a family. Rankings are too many to mention – you can visit a page dedicated to these mentions on the Greater Madison Convention & Visitors Bureau webpage – but perhaps more meaningful than statistics are the common characteristics shared by the people who choose to call Madison home.

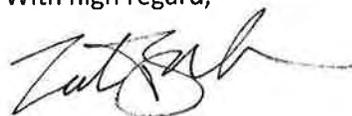
We are seekers – people who value experiences over possessions. Our culture can be considered offbeat and quirky, but also universally outspoken on inclusion and acceptance of all people. We are a place of pioneers that has long been working to solve global challenges, while staying deeply rooted in the advancement and progress of our local communities. We honor the tried of the past while embracing the promise of the new, and we continue to be a collection of cities that grows with you. As a company or individual at any stage of life, there is something here to offer you.

Perhaps these are some of the reasons why you chose to invest in Madison-grown ShopBop? It is most definitely why companies like Google and Zendesk chose to locate and continue to scale tech operations here.

It is because to be here – to invest now – puts you on the ground floor of the next big thing. We have got big plans and would love for you to be a part of it.

I would be grateful to assist you and your team in any way if your interest and curiosity should merit further conversation on bringing Amazon to the other beautiful city on an isthmus – Madison, Wisconsin.

With high regard,



Zach Brandon
President
Greater Madison Chamber of Commerce



MADISON REGION
ECONOMIC PARTNERSHIP

MADISON REGION RANKINGS

#1

TECH
TALENT
GROWTH
CBRE, 2017



#1

BEST PLACES
TO LIVE
Livability,
2015

#10 Top Tech Markets,
Cushman & Wakefield, 2017

TOP 5

EMERGING
ENTREPRENEURIAL
ECOSYSTEMS

Global Entrepreneurship
Conference, 2015

TOP 5

CITIES WINNING THE BATTLE
FOR INFORMATION JOBS
Forbes, 2014

#2

Areas with Highest Concentration of
Employment in Software Publishing
BLS Economics Daily, 2015

#5

CITIES CREATING
THE MOST
INFORMATION
TECHNOLOGY JOBS,
2014

TOP 15

Best Performing Large Metro Areas by
Employment Growth, 2016

18th Most
Innovative
University in the
World, 2017



6TH LEADING
RESEARCH
UNIVERSITY IN
THE U.S., 2017

#8 BRAIN
CONCENTRATION
INDEX
Bloomberg, 2017

#1

BEST CITIES FOR SUCCESSFUL AGING
MSN MONEY, 2014

**TOP
10**

10 BEST CITIES TO LIVE IN IF YOU'RE 35 AND UNDER
HUFFINGTON POST, 2014

#1

BEST CITIES FOR QUALITY OF LIFE
NERDWALLET, 2014

#1

COMMUNITY PROGRESS INDEX
ANGELOUECONOMICS, 2015

#2

BEST CITIES INDEX
NEW GEOGRAPHY, 2016

#3

MOST EDUCATED LARGE CITIES
NERDWALLET, 2015

#6

BEST CITIES FOR INFORMATION JOBS
NEW GEOGRAPHY, 2015

#6

BEST CITIES FOR FAMILIES
WALLETHUB, 2015

#3

BEST CITIES FOR WORKING WOMEN
NERDWALLET, 2015

**TOP
5**

BEST COLLEGE TOWNS TO FIND JOBS
ZIPRECRUITER, 2015



Madison Named Top City for Tech Talent Growth, Ranking #1 on CBRE's Annual List of Tech Momentum Markets

Los Angeles, CA | July 19, 2017

CBRE's Scoring Tech Talent report also shows Madison has the highest concentration of millennials in the downtown population.

LOS ANGELES, Calif. (July 19, 2017) – Madison ranked #1 on CBRE's list of tech talent momentum markets, a measurement of the change in tech job growth, as part of its fifth annual [Scoring Tech Talent Report](#). Aided by the presence of large universities, the report also found Madison has the highest concentration of millennials compared to other tech cities, accounting for 26.5 percent of the urban population.

The report, which can be viewed in detail by market in the interactive [Tech Talent Analyzer](#), finds that tech job growth gained momentum in 28 of the 50 markets. This means job creation grew faster in the past two years (2015-2016) compared with the prior two-year period (2013-2014). Madison's tech talent pool grew 30.2 percent from 2015 to 2016, an increase of 24.8 percentage points compared to the previous two years.

The top 10 momentum markets and their associated tech talent job growth rates were:

Market	Change in Momentum (Past 2 years minus prior 2 years)	Employment Growth Past 2 Years (2015-2016)	Employment Growth Prior 2 years (2013-2014)
Madison, WI	24.8	30.2%	5.4%
Ft. Lauderdale, FL	23.4	21.3%	-2.1%
Salt Lake City, UT	23.0	22.2%	-0.8%
Miami, FL	19.1	22.8%	3.7%
Kansas City, MO	17.7	20.5%	2.8%
Omaha, NE	12.2	11.5%	-0.7%
Columbus, OH	11.9	12.6%	0.6%
Pittsburgh, PA	11.6	12.0%	0.4%
Orange County, CA	11.3	11.8%	0.5%
Sacramento, CA	10.1	10.8%	0.7%

"This year's report shows the top 10 markets for momentum, all moderately priced, grew at least 10 percent faster during the recent two-year period. Tech employment growth has a multiplier effect that positively impacts economic growth, which in turn can have an immense impact on commercial real estate," said Colin Yasukochi, director of research and analysis for CBRE and the report's author.

Madison also stood out in the report in a number of other key areas:

- Over the past five years, the tech labor pool grew more than 50 percent in the Madison area, with jobs in software development, computer systems support and technology engineering.
- The population of millennials in their 20s grew by 4,490 (7.3 percent) since 2010, accounting for 29.6 percent of total growth in a population of 248,956.
- Madison ranks among the top 10 markets in the report for educational attainment - 44.7 percent of people 25 years old or older have a bachelor's degree or higher.
- Madison stands out as a strong tech job creator and tech talent attractor, with 1,215 more tech jobs than graduates.
- Madison's office rents increased 11 percent to \$19.40 and its vacancy rate decreased from 12.5 percent to 8 percent from Q1 2012 to Q1 2017.

"Healthcare software giant Epic Systems leads the way in tech growth. Their success, coupled with the colleges and universities in our market, has spawned a cluster of spin-off companies which service the healthcare industry. It has created a culture of tech, innovation and quality of life that's hard to beat," said [Brian Wolff](#) with CBRE's Madison office.

To view the full report, please visit [Scoring Tech Talent 2017](#). To view individual markets statistics and rankings, including rankings on the Scorecard, click to access the [Tech Talent Analyzer](#).

About CBRE Group, Inc.

CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (based on 2016 revenue). The company has more than 75,000 employees (excluding affiliates), and serves real estate investors and occupiers through approximately 450 offices (excluding affiliates) worldwide. CBRE offers a broad range of integrated services, including facilities, transaction and project management; property management; investment management; appraisal and valuation; property leasing; strategic consulting; property sales; mortgage services and development services. Please visit our website at www.cbre.com.

TECH 25 / TOP MARKETS

While tech-centric markets, such as Silicon Valley, San Francisco, and Boston show prominently, there were also some smaller, unexpected markets ranking high on the list, such as Madison, WI, Columbus, OH, and Nashville, TN.

- 1 *San Jose, CA
(Silicon Valley)*
- 2 *San Francisco /
San Mateo, CA*
- 3 *Washington, DC Region*
- 4 *Boston / Cambridge, MA*
- 5 *Raleigh / Durham /
Chapel Hill, NC*

6	Seattle, WA	16	Chicago, IL
7	Austin, TX	17	Atlanta, GA
8	Denver / Boulder, CO	18	Los Angeles, CA
9	San Diego, CA	19	Columbus, OH
10	Madison, WI	20	Orange County, CA
11	Minneapolis / St. Paul, MN	21	Dallas / Ft. Worth, TX
12	Baltimore, MD	22	Kansas City, MO
13	Oakland / East Bay, CA	23	Indianapolis, IN
14	Portland, OR	24	Salt Lake City, UT
15	New York City, NY	25	Nashville, TN

The Bay Area and southern California markets were separated due to the diversification of market metrics.

Top 10 Tech Market Snapshots

Top 10 Tech Cities snapshots take a deeper dive into the 10 hottest tech markets, highlighting:

- Top tenants and their percentage of tech absorption
- Projects under construction and key investment sales
- Key market indicators



Click below for more information on each *Top Tech 10 Tech Market*.

#1 Silicon Valley

Access to an incomparably deep talent pool, venture capital community, and the ready acceptance of newcomers... [View Snapshot](#)

#2 San Francisco

The highest concentrations of tech companies in the world today - from new venture capital-backed start-ups to giants like Google and Facebook... [View Snapshot](#)

#3 Washington DC Metro

70% of internet traffic runs through Northern Virginia. 55 of the world's 500 fastest growing cybersecurity companies are headquartered in the region... [View Snapshot](#)

#4 Boston/Cambridge

Exposure to academia, government funding, industry, and international communities led to a “big bang” – creating Boston’s pool of entrepreneurial talent... [View Snapshot](#)

#5 Raleigh/Durham/Chapel Hill

Innovative startups, corporate headquarters and technology centers located in RTP. Recognized as a top 10 location for entrepreneurs, Millennials, and families... [View Snapshot](#)

#6 Seattle

Both start-ups and established players occupy but Amazon takes up 20% of the CBD’s office space... [View Snapshot](#)

#7 Austin

Progressive and entrepreneurial, Austin caters to all businesses, especially tech-related companies. Home values are significantly lower than competing markets... [View Snapshot](#)

#8 Denver/ Boulder

Boasts a very well-educated workforce — more than 43% have a bachelor’s degree or higher... [View Snapshot](#)

#9 San Diego

Military and defense contractors contribute to growing cybersecurity, aerospace, software, and mobile technology industries... [View Snapshot](#)

#10 Madison, Wisconsin

A small tech hotspot because of home-grown talent– from Epic Systems, a developer and provider of healthcare software, to a variety of gaming software firms... [View Snapshot](#)



TOP 10 TECH CITIES

#10 MADISON, WI

Though relatively small in size, Madison has nonetheless taken off as a tech hotspot thanks in large part to home-grown talent. Tech operates on many levels here – from Epic Systems, a developer and provider of healthcare software, to a variety of gaming software firms such as Raven, developer of the super-successful Call of Duty series. Also, with the University of Wisconsin-Madison as a backdrop, there have been a number of incubator and co-working spaces popping up across this market to help propel recent graduates and others with start-up ideas. Though winters can be a bit cold, the outdoor activities and other positive quality-of-life metrics (along with a significantly lower cost of living compared to the coasts) has helped push it into one of the top tech markets in the country.

TOP TECH TENANTS

- Catalent Pharma Solutions
- Collectar Biosciences
- Core BTS
- Epic Systems
- Filament Games
- Jellyfish (division of Microsoft)
- Nordic Consulting
- Raven Software

University of Wisconsin-Madison, University Research Park, pro-start-up legislation, quality of life, and a low cost of living draw tech companies to the market.

MARKET INDICATORS

CRE - Q1 2017

CURRENT OFFICE VACANCY RATE

8.4%

CURRENT ASKING RENT \$ PSF/ANNUAL

\$20.33

TECH EMPLOYEES IN MARKET

7.9%

U.S. average: 4.8%, March 2017

ECONOMIC - YE 2016

POPULATION

650K

Madison, WI

MILLENNIAL POPULATION

31.9%

U.S. average: 28.6%

CURRENT UNEMPLOYMENT RATE

2.4%

April 2017

Source: U.S. Census Bureau, BLS, Cushman & Wakefield



In 2018, StartingBlock Madison will open a 40,000-sf hub for start-ups and their investors in a new development located in downtown Madison.



According to *In Business Magazine*, Madison is on a healthy growth trajectory regarding the “technology ecosystem,” but much more “can be done to build it out.”

The Cities Winning The Battle For Information Jobs 2014

May 27, 2014 @ 08:00 AM 26,117



[Joel Kotkin](#), Contributor

I cover demographic, social and economic trends around the world. Opinions expressed by Forbes Contributors are their own.

In the town of Verona on the rural fringes of Madison, Wisc., there's a [Google](#)-like campus that houses one of the country's most rapidly growing tech companies, and one of the least well known. Founded in 1979, the medical software maker Epic has grown to employ 6,800 people, most of whom work at its 5.5 million-square-foot headquarters complex, which sprawls over 800 acres of what was farmland until the early 1990s.

Despite annual revenue estimated at \$1.5 billion, the company is congenitally publicity shy, a characteristic associated with its [founder and CEO, Judy Faulkner](#). Yet in its quiet, unassuming way, Epic is [emblematic](#) of the expansion of the information industry in the Madison area. Employment in the metropolitan area's information sector is up 28% since 2008, among the fastest growth in the country over that period.

Our top 10 is dominated by large metro areas renowned as tech hubs – Madison, at No. 5, is the smallest by far. In first place is Silicon Valley -- San Jose-Sunnyvale-Santa Clara -- followed by San Francisco-San Mateo-Redwood City, which together employ over 110,000 information workers. Both have been primary winners in the latest high-tech bubble. Since 2008 information employment is up 23% in San Jose and 27% in San Francisco.

This has occurred despite the city's reputation for left-wing, often anti-business politics—a culture that its left-leaning mayor (and Epic booster), Paul Soglin, describes as “76 square miles surrounded by reality.”

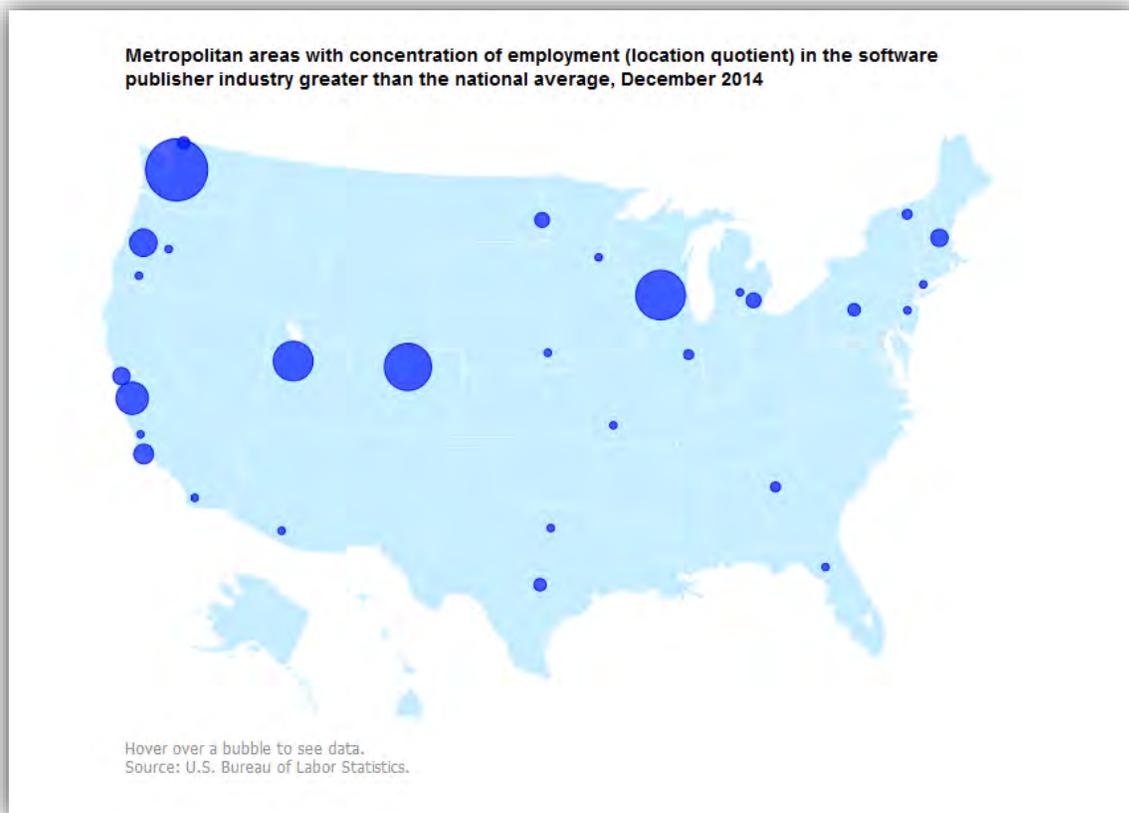
To come up with our list of the cities with the fastest-growing information sectors, we zeroed in on the 55 metropolitan statistical areas that have at least 10,000 information jobs, which includes software, publishing, broadcasting and telecommunications services. We used the [same methodology](#) as for our overall ranking of the [Best Cities for Jobs](#): we ranked the MSAs based on job growth in the sector over the long-term (2002-13), mid-term (2008-13) and the last two years, as well as recent momentum.

The Economics Daily

Areas with highest concentration of employment in software publishing, December 2014

July 29, 2015

The software publisher industry, which employed 315,700 in December 2014, produces and distributes computer software. Some metropolitan areas have a higher concentration of employment in this industry than other areas. We measure this concentration with the location quotient. A location quotient greater than one means the industry has a higher share of area employment than the national average. In December 2014, Seattle-Tacoma-Bellevue, Washington, had the highest concentration of employment in the software publisher industry. Among the 10 metropolitan areas with the highest concentrations of employment in this industry, 3 were in California.



Other than Seattle-Tacoma-Bellevue, Washington, five other metropolitan areas had location quotients greater than 5.0. This indicates the proportion of the area's private sector employment in the software publisher industry was at least 5 times greater than the national average. These metropolitan areas were Madison, Wisconsin; Boulder, Colorado; Provo-Orem, Utah; San Jose-Sunnyvale-Santa Clara, California; and Eugene, Oregon.

These data are from the [Quarterly Census of Employment and Wages](#) program. For more information on [location quotients](#) and to calculate location quotients for other analysis areas, use the [Location Quotient Calculator](#).

BROOKINGS

Report

America's advanced industries: New trends

Table 1. Fifteen Best-Performing Large Metro Areas by Employment Growth Rate, 2013–2015

	Output (in \$ billions)				Employment					
	2010	2013	2015	CAGR, 2010-2013	CAGR, 2013-2015	2010	2013	2015	CAGR, 2010-2013	CAGR, 2013-2015
Nashville, Tenn.	\$8.7	\$11.5	\$12.7	9.6%	5.0%	56,011	70,545	82,206	8.0%	7.9%
San Francisco, Calif.	\$65.3	\$74.1	\$88.1	4.3%	9.0%	255,585	298,646	347,802	5.3%	7.9%
Jackson, Miss.	\$2.3	\$2.4	\$2.6	1.2%	4.6%	14,945	16,204	18,756	2.7%	7.6%
Cape Coral, Fla.	\$1.3	\$1.5	\$1.6	4.9%	2.6%	7,098	8,800	10,184	7.4%	7.6%
Kansas City, Mo./Kan.	\$13.3	\$13.7	\$15.2	0.9%	5.4%	86,447	95,090	109,208	3.2%	7.2%
Raleigh, N.C.	\$11.7	\$12.9	\$15.3	3.3%	9.0%	55,010	64,545	73,881	5.5%	7.0%
Charlotte, N.C./S.C.	\$15.8	\$18.6	\$20.1	5.6%	3.8%	81,916	93,213	106,203	4.4%	6.7%
Memphis, Tenn./Miss./Ark.	\$4.8	\$5.3	\$5.9	3.3%	5.6%	29,095	31,792	35,955	3.0%	6.3%
Toledo, Ohio	\$4.5	\$5.3	\$5.8	5.6%	4.9%	22,593	27,795	31,427	7.2%	6.3%
Provo, Utah	\$3.4	\$3.6	\$4.3	1.4%	9.8%	21,064	24,945	28,195	5.8%	6.3%
Madison, Wisc.	\$5.4	\$6.3	\$7.3	4.9%	8.1%	34,215	39,257	44,143	4.7%	6.0%
Austin, Texas	\$20.5	\$24.2	\$28.1	5.7%	7.8%	94,333	113,534	127,514	6.4%	6.0%
San Jose, Calif.	\$56.9	\$74.8	\$87.8	9.5%	8.3%	260,441	293,743	329,409	4.1%	5.9%
Grand Rapids, Mich.	\$6.3	\$8.2	\$8.8	9.1%	4.2%	37,714	46,817	52,154	7.5%	5.5%
McAllen, Texas	\$1.2	\$1.6	\$1.8	11.2%	5.4%	4,495	4,903	5,450	2.9%	5.4%

CAGR = Compound Annual Growth Rate

Source: Brookings's analysis of Moody's Analytics estimates.

Variations of the local industry mix lie behind much of the unevenness of the metro growth map.

Accentuating the continued growth of the nation's production subsector, the 26 metropolitan areas especially oriented toward **advanced manufacturing** saw their aggregate advanced industries' output grow at a steady 2.17 percent CAGR between 2013 and 2015 (compared with 0.88 percent between 2010 and 2013) while employment growth doubled to 3.38 percent.^[xiv] This group of advanced manufacturing-oriented metros ranges from the highly specialized **Wichita, Kan.**; **Toledo, Ohio**; and **Grand Rapids, Mich.**; to **Ogden, Utah**; **Boise, Idaho**; and **Providence, R.I.** Fourteen of these 26 metro areas saw the pace of their output growth increase, and a slightly different 14 saw the pace of their employment growth pick up.

Finally, two groups of metro areas have relatively balanced assortments of advanced industries. One of these groups encompasses 27 metro areas that **lack any subsectoral specialization**. Most of these metro areas have thin advanced industries bases and exhibit decidedly mixed performance as a group. The gains and losses of some of these metros likely reflect the impacts of "one-off" establishment expansions, downsizing, locations, or departures in "thin" advanced sector regions. Although **Memphis, Tenn.**—driven by the expansion of advanced services such as engineering, medical equipment, and management consulting—experienced some of the strongest employment and output growth of all large metros, advanced industries in **Fresno, Calif.**, and **New Haven, Conn.**, contracted by both measures, hard hit by the performance downturn in the advanced manufacturing and energy subsectors. In aggregate, output growth for the group with no specialization was slightly below the U.S. average of 2.7 percent CAGR, and employment growth was slightly above average at approximately 3 percent CAGR. Among these metros, output was declining in 12 metros between 2013 and 2015 and employment was declining in 14.

Turning to the other group of balanced metros, 22 metros are **specialized in two or more subsectors**—often manufacturing and services.^[xvii] Such diverse and broadly concentrated regions turn out to be some of the most fortunate in the advanced sector growth tables. Reflecting their strong engagement in multiple types of enterprises, this group of metros maintained a very strong aggregate output rate of 4.55 percent CAGR between 2013 and 2015 and also saw employment growth accelerate from 2.5 in 2013 to a fast 4 percent in 2015. None of these balanced metros saw output decline, and only one—**Bridgeport, Conn.**—had shrinking employment. By the same token, output in 13 of these metros accelerated, and 10 metros charted faster employment growth. These balanced metros include some of the advanced industries sector's growth stars. **Madison, Wisc.**—with above-average concentrations of employment in 13 advanced manufacturing industries and three services—saw its output surge from 4.95 percent CAGR between 2010 and 2013 to more than 8 percent CAGR as annual employment growth hit 6 percent. **Austin, Texas**—with considerable specialization in five manufacturing industries and five services—turned in similar numbers. And although output growth slowed slightly to a still-torrid 8 percent CAGR in **San Jose, Calif.**, employment growth there accelerated to nearly 6 percent annually. San Jose specializes in 19 different advanced industries—including 11 manufacturing industries and 8 services—ranging from computer equipment and semiconductors to computer systems design, web search and internet publishing, and R&D. Elsewhere, semiconductor manufacturing and software gains fueled large output growth in **Portland, Ore.**,

while **Boston**, Mass., benefited from accelerating gains in software, pharmaceuticals, and medical devices.

Metros like these with broad, deep, and varied technology specializations rank among the nation's most favored regional economies. Not only do they profit now from diverse advanced activities, but they may gain for years to come from the productive convergence and hybridization of diverse technologies.

Which prospect points to the question of metro areas' longer-term progress in building dense, highly productive advanced industries sectors. Ultimately, metro areas that increase the share of their output and employment derived from advanced industries will improve their ability to increase their region's productivity, increase the average wage, and improve the regional standard of living.

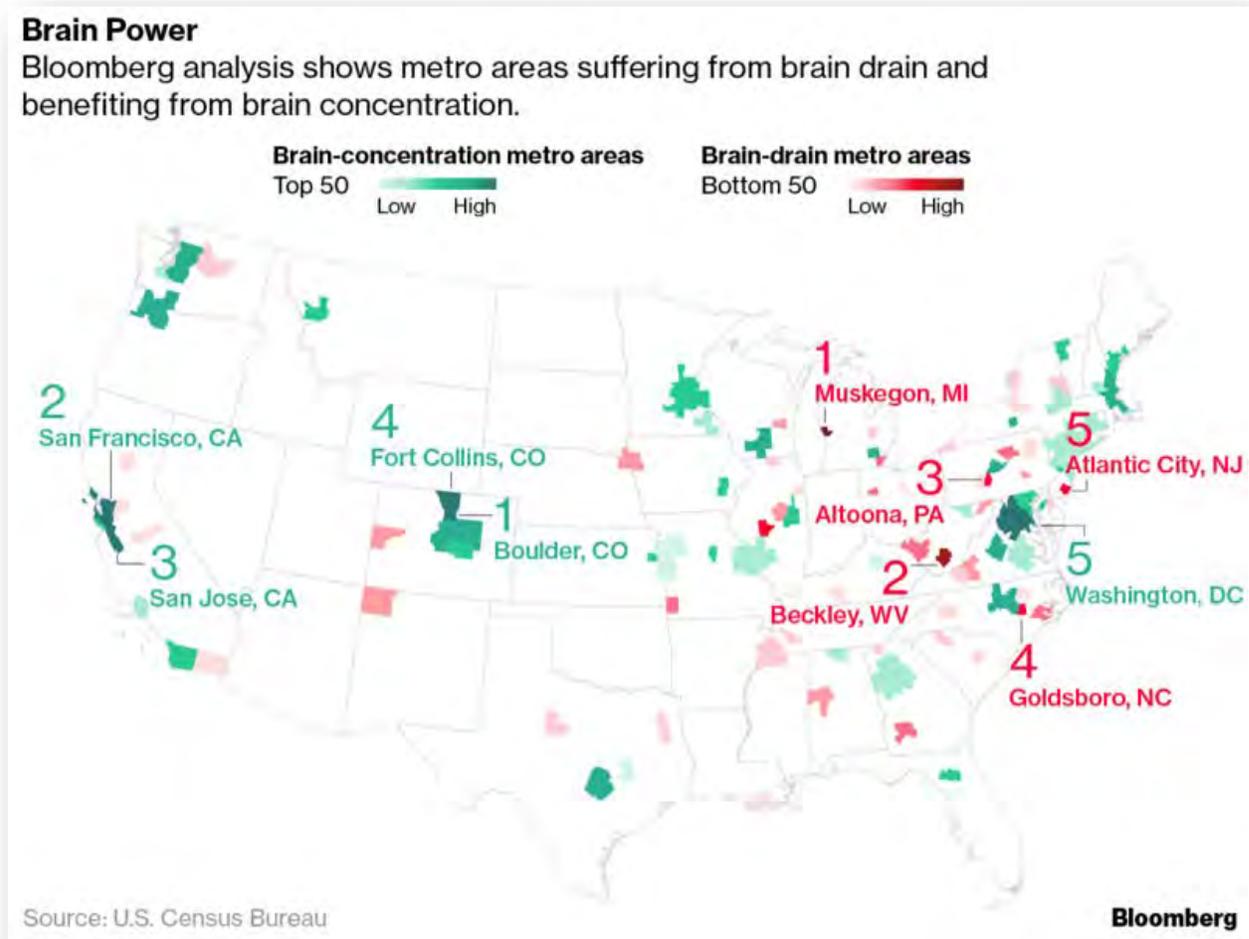
So what do the new data on advanced industries say about large metro areas' progress in increasing their specialization in advanced industries and increasing their local productivity? Looking first at advanced sector specialization, 47 large metropolitan areas (just under one-half of regions) managed to increase the share of their output derived from advanced industries between 2010 and 2015. These metros include **San Jose**, Calif.; **Detroit**, Mich.; **Madison**, Wisc.; **Grand Rapids**, Mich.; **Raleigh**, N.C.; **San Francisco**, Calif.; **Nashville**, Tenn.; **Boston**, Mass.; and **Seattle**, Wash.—all of which increased the share of total output attributed to advanced industries by more than 2 percent without a heavy reliance on the recent energy boom. Most of these metros plus **Louisville**, Ky., **Kansas City**, Mo.; and **Austin**, Texas, also saw the share of their employment in advanced industries rise by more than 1 percent. These metros are making solid progress in assembling a robust advanced economy.

The Smartest Americans Are Heading West

Three Colorado cities are in the Brain Concentration Index's top 10
By Vincent Del Giudice, Wei Lu, and Agnel Philip
 October 10, 2017, 4:00 AM CDT

Three cities in Colorado — a state whose fortunes have been tied to the boom and bust of oil, gas and other commodities — are among the top 10 leading destinations for the nation's best and brightest as old cow and mining towns morph into technology hubs, according to data compiled by Bloomberg. Another Colorado city is plotting a 21st century revival.

Boulder, the small college town located just north of Colorado's capital, is ranked No. 1 nationally in the [Bloomberg Brain Concentration Index](#), which tracks business formation as well as employment and education in the sciences, technology, engineering and mathematics. Fort Collins and Denver follow at No. 4 and No. 10, respectively.



Heralding the progress in the Fort Collins metropolitan area, the website of the [Northern](#)

[Colorado Economic Alliance](#) declares the region as “nerdy and proud of it” with major universities producing “a robust workforce of young, highly-educated individuals.” An estimated 35 percent of the population holds a bachelors degree or higher, according to the alliance.

The prosperity isn’t statewide, though. Grand Junction is ranked No. 16 nationally among the cities with waning white-collar jobs and declining salaries for science, technology and engineering jobs, according to the separate [Bloomberg Brain Drain Index](#). The city is located on Colorado’s western slope, a region dependent on oil, gas and agriculture.

“It’s been a much slower economic recovery on the western slope,” said Cilia Kohn, director of marketing at the [Grand Junction Economic Partnership](#). “We do quite a bit in the community to bolster the economy.” The Rural Jump-Start tax credit program, which offers a tax holiday for technology businesses, was the brainchild of Grand Junction area officials and is projected to bring 600 jobs to the city and neighboring communities, Kohn said.

Among the companies drawn by the Jump-Start Program are [Colorado Clean](#), which develops bioplastics, and [Adaptive Towers](#), which makes rapid deployment communications towers, Kohn said. There are also plans to open a pair of business centers catering to the outdoor recreation industry, she said. “Brain drain is what we had when the oil and gas companies shut down and people left,” Kohn said. “Now they are coming back.”

The disparity from one end of the state to the other is not unique to Colorado. Muskegon, Michigan, a once bustling manufacturing town, tops the Brain Drain Index, while the state is also home to one of the country’s most educated work forces just 2.5 hours away in Ann Arbor. The city, which comes in at No. 12 on the Brain Concentration Index, is home to the University of Michigan and has an unemployment rate of just 3.9 percent.

Towns facing an exodus of workers may be able to stem the tide through creative policies, like Grand Junction’s tax credit program. Cindy Larsen, president of the [Muskegon Lakeshore Chamber of Commerce](#), said officials have attempted to slow their town’s loss by providing two years of free college tuition to local high school students with grade point averages of 3.5 and above.

“A couple years ago, this was a concern,” Larsen said. “But today, because of these new programs, we’re starting to see the turnaround, and hopefully the data will soon reflect that.” In August, Michigan Governor Rick Snyder announced that [KL Outdoor/GSC-Future Beach](#), the world’s largest manufacturer of kayaks, will move its corporate headquarters to downtown Muskegon and create 153 jobs over three years.

Filling out the top 10 of the Brain Concentration Index are cities rich in technology and higher education, including San Francisco (2), Washington (5), Raleigh (6) and Seattle (9). Smaller towns head up the Brain Drain Index: Goldsboro, North Carolina (4), and Huntington, West Virginia (8), but also Springfield (6), the capital city of Illinois.

2017 Bloomberg Brain Concentration Index: Top Ten

Metro areas with at least 100,000 population were assessed on their concentration of full-time STEM workforce, advanced degree or Science & Engineering undergraduate degree holders, and net business formation.

Metro Area	Score	STEM	Sci & Eng Degrees	Advanced Degrees	Net Biz Formation
Boulder, CO	99.15	8.5	19.3	18.5	56.3
San Francisco, CA	97.33	5.9	16.1	14.2	49.0
San Jose, CA	96.94	9.6	19.5	15.4	37.4
Fort Collins, CO	96.16	5.1	13.0	12.7	65.8
Washington, DC	95.66	6.1	15.1	17.0	34.9
Raleigh, NC	95.00	5.5	13.0	11.2	53.1
Durham, NC	94.64	4.3	14.2	15.4	39.0
Madison, WI	93.40	6.2	12.7	12.1	31.5
Seattle, WA	93.27	5.6	12.9	11.1	41.3
Denver, CO	93.26	4.6	11.1	10.7	67.5

Source: U.S. Census

Notes: Positive counts of net establishment contributed to an MSA's brain concentration score whereas negative counts reduced the score; 3Y average used to measure the outflow of advanced degree holders and net establishment change; As of 2016 data for all except for establishments which are as of 2015.

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2017 Bloomberg Brain Drain Index: Worst Ten

Metro areas with at least 100,000 population were assessed on their drain of advanced degree holders, white-collar jobs, STEM pay and net business closure.

Metro Area	Score	Adv DH Outflow	White-Collar Jobs Chg	STEM Pay Chg	Net Biz Closure
Muskegon, MI	82.89	-4.8	-6.1	-13.6	-10.9
Beckley, WV	75.95	-6.0	1.5	-19.3	-17.2
Altoona, PA	67.09	-3.6	-14.0	-5.3	-5.0
Goldsboro, NC	66.93	-6.8	-10.9	-3.7	10.5
Atlantic City, NJ	65.76	-3.4	-5.6	-9.5	-14.6
Springfield, IL	65.14	-4.7	-8.4	-13.9	-10.6
Joplin, MO	64.38	-3.2	-13.4	2.6	-24.9
Huntington, WV	63.55	-4.4	6.3	-18.0	-17.2
Monroe, MI	63.42	-4.9	7.8	-18.3	-16.0
Lima, OH	63.33	-2.6	-4.1	-3.9	-30.5

Source: U.S. Census

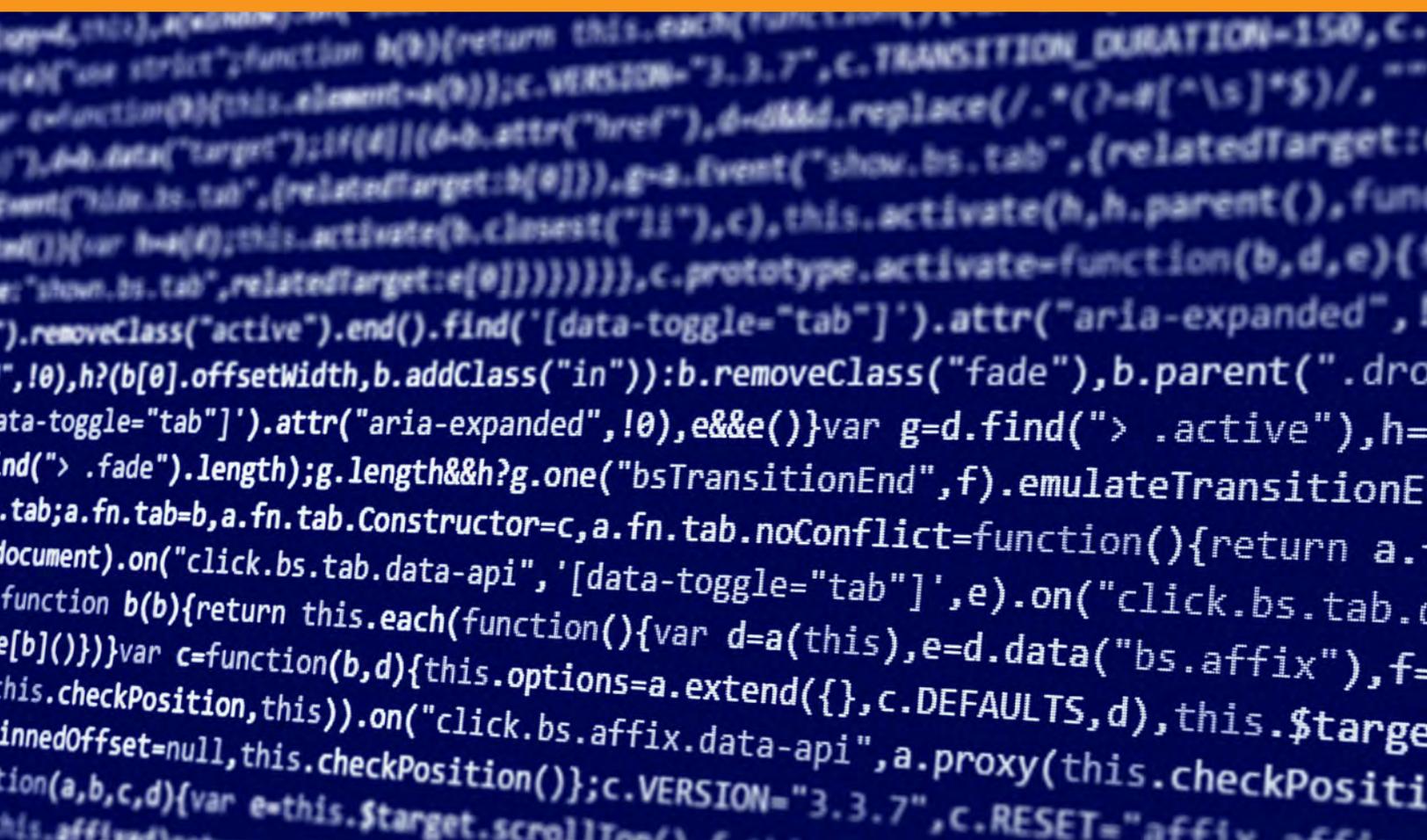
Notes: Negative counts of net establishment contributed to an MSA's brain drain score whereas positive counts reduced the score; 3Y average used to measure the outflow of advanced degree holders and net establishment change; As of 2016 data for all except for establishments which are as of 2015.

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Methodology: Total number of STEM occupation holders approximated by taking the headcount of those civilians age 16+, employed full-time, year round (FTYR), holding jobs in the categories of computer, engineering and science, including the sub-categories of mathematical and architecture occupations; STEM pay referred to the median earnings for the group; Science and Engineering degree holders referred to those age 25+ with bachelor's degrees for first major in the field; An advanced degree is a post-graduate degree such as a master's, professional (business school, law school), or doctorate degree; the outflow, relative to inflow, of advanced degree holders tracked those to and from out of state and/or country; total white-collar jobs approximated by taking the headcount of civilian FTYR workers holding jobs in the broad category of management, business, science and arts, which includes sub-categories such as finance, education, legal, healthcare, computer and engineering. Business activities approximated by the net change of number of establishments per 100,000 of population

SUPPORTING REGIONAL DATA

*ALIGNMENT WITH AMAZON DECISION
DRIVERS AND PREFERENCES*





MADISON REGION ECONOMIC PARTNERSHIP

In the following pages we have clearly outlined the Madison Region's advantages with respect to cost of living, lower salaries, safety and commuting.

Specifically, Madison is at 106.9 percent of the national average in the cost of living index compared to 144.3 for Seattle. Overall a homeowner can expect to spend around \$2,000 per month less here than in Seattle. Housing costs are the biggest differential with Seattle at 180.9% of the national average while Madison is at 110%.

The differential is generally consistent with wages paid in your key occupations as Madison is roughly \$2,000 under wages paid in Seattle for all NAICS codes listed with the biggest disparity coming in Information which shows as much as a \$10,000 gap. Per capita income overall is about \$19,000 per year lower in Madison than in Seattle.

You will find in our Commuting Characteristics chart that people here in Dane County are able to get to work approximately 25% faster than workers in Seattle and that half of our workforce is able to get to work in less than 20 minutes while only 12% have commutes in excess of 35 minutes.

We have also included comparison data on computer and mathematical occupations which breaks down the total jobs in this market and shows a very similar location quotient for Madison and Seattle at 2.1 and 2.26 respectively. These data also show a wage differential in math and computer occupations of almost \$35,000 annually between Seattle and Madison.

Our Educational Attainment data show that Dane County, WI and King County, WA have exactly the same percent of their populations receiving bachelor's and graduate degrees at 47.9%. Further education information can be found under our "Education" section which includes statements from the UW Chancellor and President of Madison College.

You will also note that Madison is one of the safest major cities in the US. Madison reported 344 violent crimes per 100,000 residents in 2014 compared to 604 for Seattle. Property crimes show a larger disparity.

We have also attached housing data which provides an indication of both housing costs and availability in Dane County.

Finally, this section includes maps for cellular coverage for four of the major national carriers.

Section 1: Urban Area Index Data
Section 2: Average Prices



COST OF LIVING INDEX

COMPARATIVE DATA FOR URBAN AREAS

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AND ECONOMIC RESEARCH

Index Comparison

Index	Seattle, WA	Madison, WI	National Average
Composite (100%)	144.3	106.9	100.0
Grocery (13.61%)	125.9	103.7	100.0
Housing (27.59%)	180.9	110.0	100.0
Utilities (10.06%)	122.2	102.6	100.0
Transportation (9.59%)	129.3	110.5	100.0
Health (4.00%)	125.9	119.8	100.0
Miscellaneous (35.15%)	135.3	104.5	100.0

Expected Spending Comparison By Household Types

	National Average	Seattle, WA	Madison, WI
Total Monthly Expense			
Husband and Wife with Children Under 6	5,975.00	8,669.00	6,355.00
Husband and Wife with Children 6-17	6,408.00	9,272.00	6,829.00
Home Owner	5,210.00	7,349.00	5,619.00
Renter	3,197.00	5,177.00	3,321.00

AVERAGE MONTHLY EARNINGS BY INDUSTRY

Dane County, WI

	2010	2011	2012	2013	2014	2015	2016	% Change
All NAICS Sectors	\$ 3,845	\$ 3,977	\$ 4,091	\$ 4,281	\$ 4,353	\$ 4,531	\$ 4,538	18.0%
Information	\$ 5,742	\$ 6,180	\$ 6,581	\$ 7,037	\$ 7,453	\$ 7,944	\$ 7,392	28.7%
Management of Companies and Enterprises	\$ 5,856	\$ 6,323	\$ 6,677	\$ 7,381	\$ 6,939	\$ 7,187	\$ 7,456	27.3%
Finance and Insurance	\$ 5,308	\$ 5,551	\$ 5,751	\$ 6,010	\$ 6,121	\$ 6,423	\$ 6,622	24.8%
Administrative and Support and Waste Management and Remediation Services	\$ 2,109	\$ 2,163	\$ 2,256	\$ 2,381	\$ 2,438	\$ 2,582	\$ 2,602	23.4%
Professional, Scientific, and Technical Services	\$ 5,388	\$ 5,609	\$ 5,731	\$ 5,960	\$ 6,247	\$ 6,294	\$ 6,085	12.9%

King County, WA

	2010	2011	2012	2013	2014	2015	2016	% Change
All NAICS Sectors	\$ 5,116	\$ 5,347	\$ 5,556	\$ 5,694	\$ 5,994	\$ 6,190	\$ 6,662	30.2%
Information	\$ 11,063	\$ 12,059	\$ 13,293	\$ 13,573	\$ 14,850	\$ 15,116	\$ 17,063	54.2%
Finance and Insurance	\$ 6,959	\$ 7,502	\$ 8,032	\$ 8,321	\$ 8,812	\$ 8,891	\$ 9,159	31.6%
Administrative and Support and Waste Management and Remediation Services	\$ 3,915	\$ 4,205	\$ 4,475	\$ 4,502	\$ 4,662	\$ 4,927	\$ 4,988	27.4%
Professional, Scientific, and Technical Services	\$ 7,206	\$ 7,346	\$ 7,654	\$ 7,860	\$ 8,238	\$ 8,314	\$ 8,525	18.3%
Management of Companies and Enterprises	\$ 6,146	\$ 6,547	\$ 6,721	\$ 6,850	\$ 6,752	\$ 7,064	\$ 6,689	8.8%

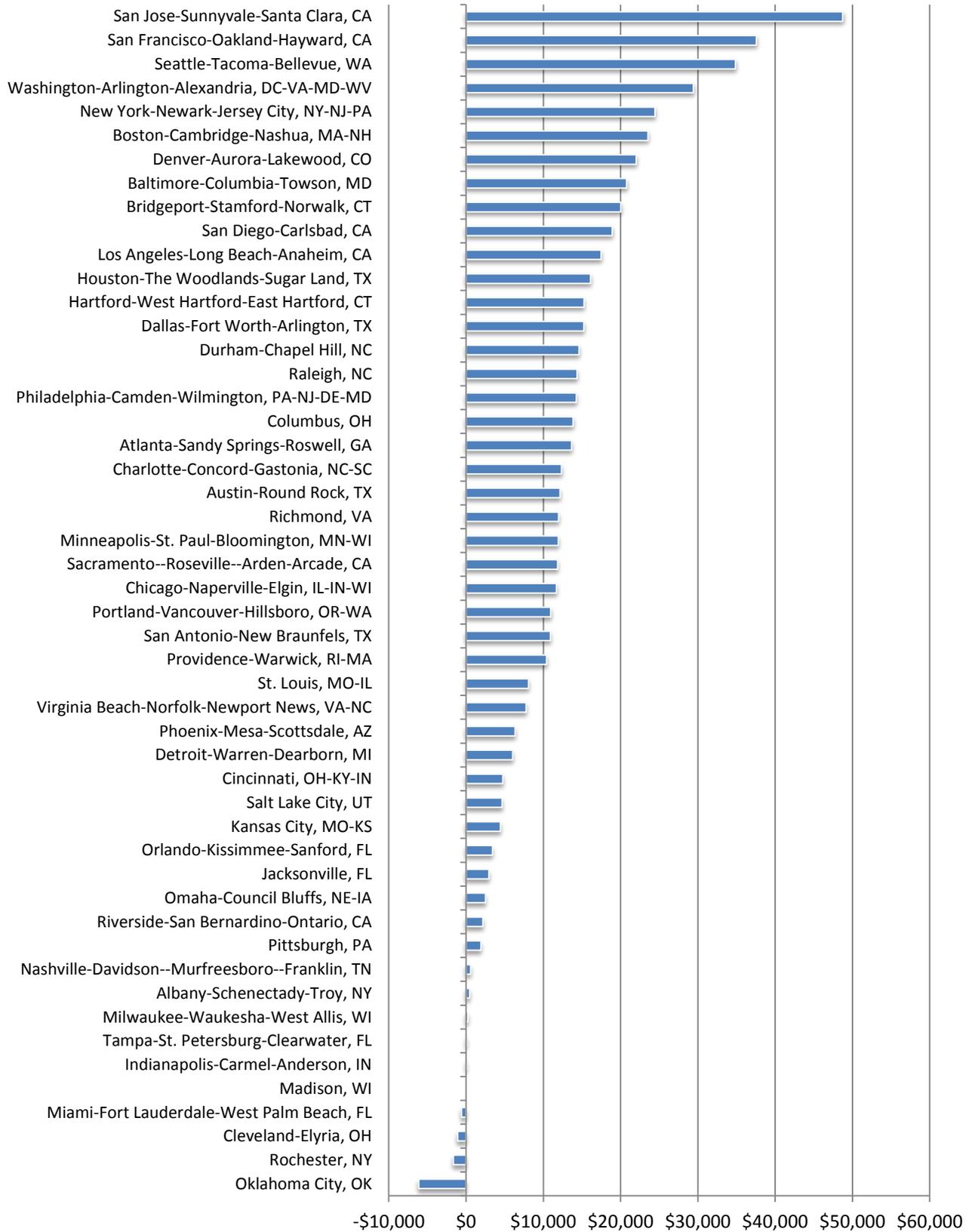
Source: U.S. Census, Quarterly Workforce Indicators

COMMUTING CHARACTERISTICS

Subject	King County, Washington	Dane County, Wisconsin
	Total	Total
	Estimate	Estimate
Workers 16 years and over	1,059,196	281,860
MEANS OF TRANSPORTATION TO WORK		
Car, truck, or van	74.30%	80.90%
Drove alone	64.50%	72.90%
Carpooled	9.80%	8.00%
In 2-person carpool	7.70%	6.50%
In 3-person carpool	1.20%	1.00%
In 4-or-more person carpool	1.00%	0.60%
Workers per car, truck, or van	1.08	1.06
Public transportation (excluding taxicab)	12.10%	5.40%
Walked	4.70%	5.60%
Bicycle	1.60%	2.90%
Taxicab, motorcycle, or other means	1.20%	0.70%
Worked at home	6.10%	4.60%
TRAVEL TIME TO WORK		
Less than 10 minutes	7.90%	14.60%
10 to 14 minutes	10.70%	16.80%
15 to 19 minutes	14.00%	18.60%
20 to 24 minutes	15.60%	17.60%
25 to 29 minutes	7.30%	8.20%
30 to 34 minutes	17.20%	12.20%
35 to 44 minutes	9.30%	5.20%
45 to 59 minutes	9.70%	3.60%
60 or more minutes	8.20%	3.20%
Mean travel time to work (minutes)	28.1	21

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Madison MSA Wage Differential in Computer and Mathematical Occupations - Top 50 Metro Areas by Total Employment

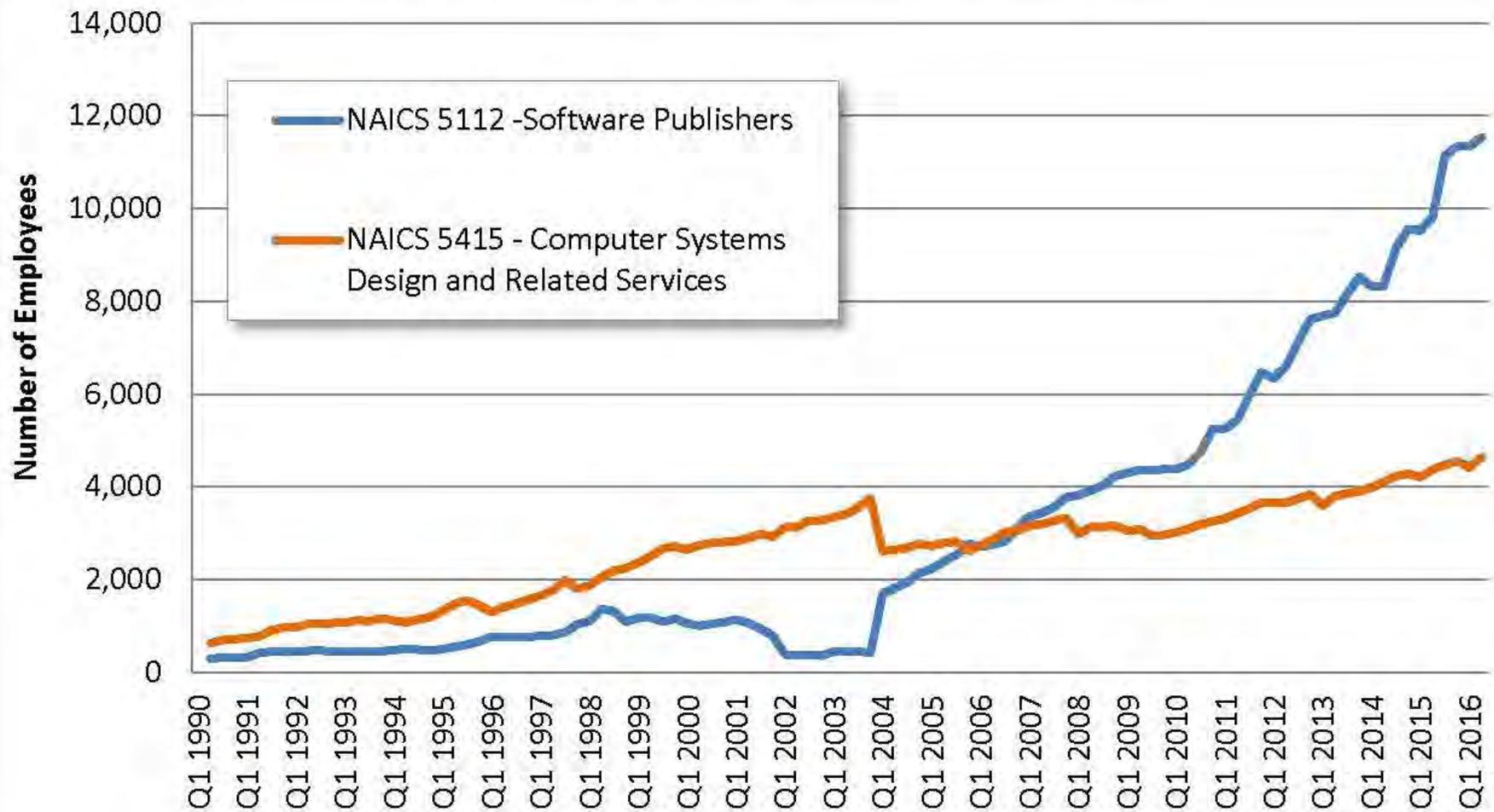


Metropolitan Statistical Area	Total Computer and Mathematical Occupations	Share of U.S. Computer and Mathematical Occupations	Occupational Location Quotient
San Jose-Sunnyvale-Santa Clara, CA	130,550	3.1%	4.21
California-Lexington Park, MD	3,850	0.1%	2.95
Boulder, CO	12,860	0.3%	2.46
Washington-Arlington-Alexandria, DC-VA-MD-WV	223,490	5.4%	2.45
Seattle-Tacoma-Bellevue, WA	125,650	3.0%	2.26
Madison, WI	23,750	0.6%	2.10
Huntsville, AL	13,450	0.3%	2.08
Austin-Round Rock, TX	58,880	1.4%	2.06
San Francisco-Oakland-Hayward, CA	135,380	3.3%	2.02
Durham-Chapel Hill, NC	17,370	0.4%	2.00
Raleigh, NC	34,530	0.8%	1.96
Trenton, NJ	12,540	0.3%	1.87
Sierra Vista-Douglas, AZ	1,760	0.0%	1.83
Colorado Springs, CO	14,430	0.3%	1.81
Bloomington, IL	4,590	0.1%	1.72
Boston-Cambridge-Nashua, MA-NH	133,660	3.2%	1.68
Olympia-Tumwater, WA	4,950	0.1%	1.62
Denver-Aurora-Lakewood, CO	66,960	1.6%	1.59
Palm Bay-Melbourne-Titusville, FL	9,470	0.2%	1.59
Baltimore-Columbia-Towson, MD	62,290	1.5%	1.56
Corvallis, OR	1,510	0.0%	1.54
Provo-Orem, UT	9,890	0.2%	1.52
Atlanta-Sandy Springs-Roswell, GA	114,580	2.8%	1.51
Dover-Durham, NH-ME	2,250	0.1%	1.48
Minneapolis-St. Paul-Bloomington, MN-WI	82,440	2.0%	1.45
Cedar Rapids, IA	6,030	0.1%	1.43
Columbus, OH	43,420	1.0%	1.43
Kansas City, MO-KS	44,310	1.1%	1.43
Dallas-Fort Worth-Arlington, TX	139,740	3.4%	1.38
Omaha-Council Bluffs, NE-IA	19,270	0.5%	1.34
Phoenix-Mesa-Scottsdale, AZ	76,340	1.8%	1.33
Harrisburg-Carlisle, PA	12,390	0.3%	1.31
Salt Lake City, UT	26,450	0.6%	1.31
Ann Arbor, MI	8,090	0.2%	1.29
Tallahassee, FL	6,290	0.2%	1.29
Portland-Vancouver-Hillsboro, OR-WA	43,130	1.0%	1.28
Sacramento--Roseville--Arden-Arcade, CA	34,550	0.8%	1.28
State College, PA	2,580	0.1%	1.27
Charlotte-Concord-Gastonia, NC-SC	43,500	1.0%	1.26
Des Moines-West Des Moines, IA	13,090	0.3%	1.25
Burlington-South Burlington, VT	4,580	0.1%	1.25
Hartford-West Hartford-East Hartford, CT	21,190	0.5%	1.23
Rochester, MN	4,150	0.1%	1.22
Lawrence, KS	1,770	0.0%	1.21
Jefferson City, MO	2,570	0.1%	1.20
Richmond, VA	22,770	0.5%	1.20
San Diego-Carlsbad, CA	49,360	1.2%	1.20
Portsmouth, NH-ME	3,250	0.1%	1.20
Charlottesville, VA	3,830	0.1%	1.19
Albany-Schenectady-Troy, NY	15,510	0.4%	1.18

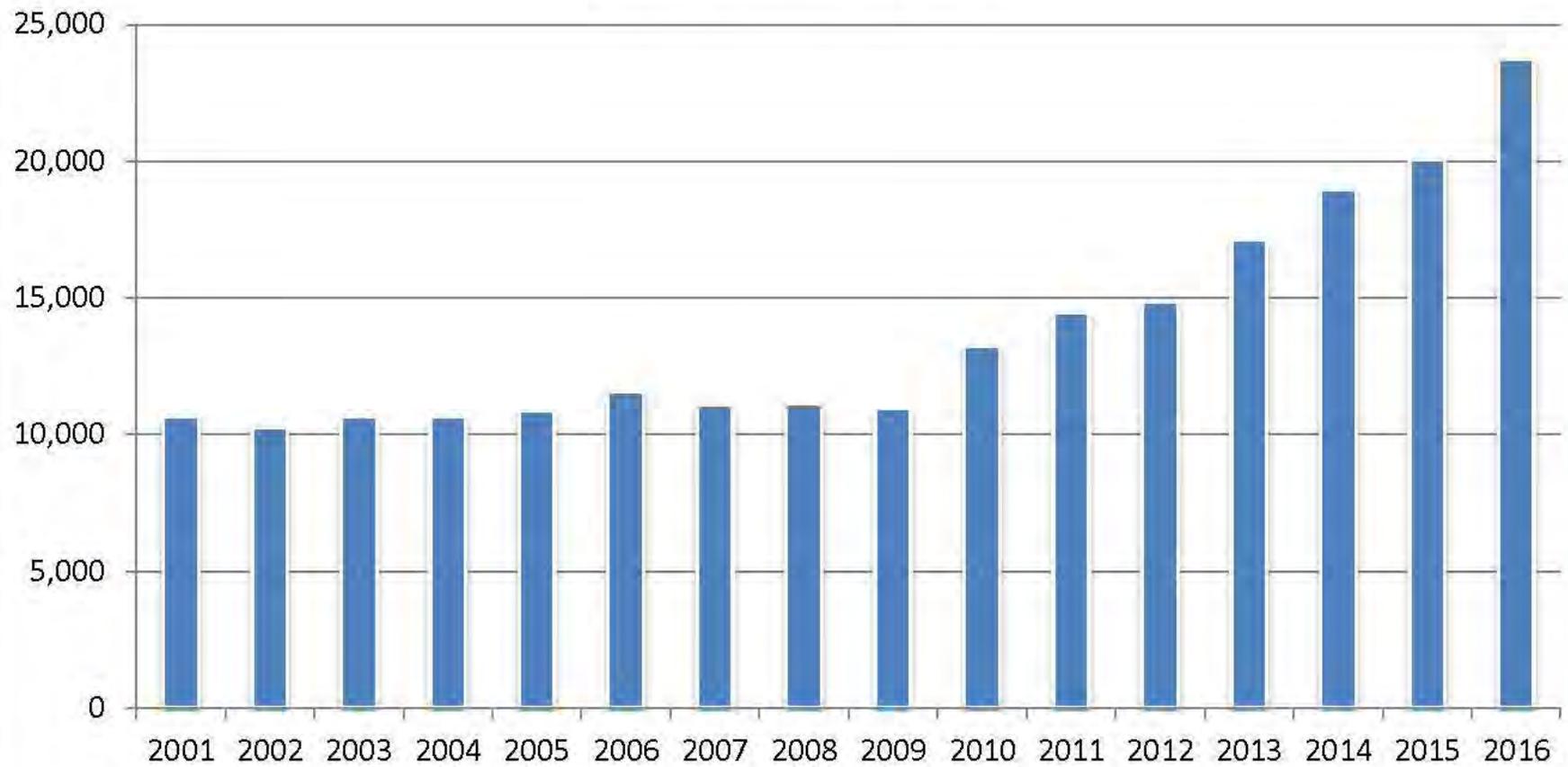
Distribution of Computer and Mathematical Occupations in the Madison MSA (2016)

SOC	Occupation Title	Total Employment	Share of All Wisconsin Computer/Mathematical Occupations	Location Quotient
15-0000	Computer and Mathematical Occupations	23,750	31.7%	2.10
15-1111	Computer and Information Research Scientists	120	63.2%	1.66
15-1121	Computer Systems Analysts	3,630	28.4%	2.35
15-1122	Information Security Analysts	350	25.2%	1.34
15-1131	Computer Programmers	2,610	46.1%	3.54
15-1132	Software Developers, Applications	7,540	47.6%	3.49
15-1133	Software Developers, Systems Software	1,070	29.3%	0.96
15-1134	Web Developers	880	32.6%	2.49
15-1141	Database Administrators	570	32.2%	1.83
15-1142	Network and Computer Systems Administrators	1,370	19.5%	1.34
15-1143	Computer Network Architects	320	14.7%	0.75
15-1151	Computer User Support Specialists	2,440	21.1%	1.49
15-1152	Computer Network Support Specialists	1,290	31.4%	2.50
15-1199	Computer Occupations, All Other	890	25.3%	1.26
15-2011	Actuaries	210	31.8%	3.93
15-2031	Operations Research Analysts	250	17.4%	0.84
15-2041	Statisticians	210	44.7%	2.34

Total Employment Trends 1990 to 2016



Total Computer and Mathematical Occupations in the Madison MSA



EDUCATIONAL ATTAINMENT

Subject	King County, Washington		Dane County, Wisconsin	
	Total	Percent	Total	Percent
	Estimate	Estimate	Estimate	Estimate
Population 25 years and over	1,435,467	(X)	332,684	(X)
Less than 9th grade	50,130	3.50%	6,642	2.00%
9th to 12th grade, no diploma	60,353	4.20%	10,052	3.00%
High school graduate (includes	236,295	16.50%	63,169	19.00%
Some college, no degree	282,508	19.70%	61,397	18.50%
Associate's degree	118,760	8.30%	32,016	9.60%
Bachelor's degree	425,117	29.60%	94,056	28.30%
Graduate or professional degree	262,304	18.30%	65,352	19.60%

POVERTY RATE FOR THE POPULATION 25 YEARS AND OVER FOR WHOM POVERTY STATUS IS DETERMINED BY EDUCATIONAL ATTAINMENT

Subject	King County, Washington		Dane County, Wisconsin	
	Total	Percent	Total	Percent
	Estimate	Estimate	Estimate	Estimate
Less than high school graduate	(X)	26.60%	(X)	23.80%
High school graduate (includes	(X)	13.20%	(X)	11.00%
Some college or associate's degree	(X)	9.90%	(X)	8.30%
Bachelor's degree or higher	(X)	4.20%	(X)	3.70%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

VIOLENT AND PROPERTY CRIMES

Total Violent Crimes

	2010	2011	2012	2013	2014
City of Madison	939	815	897	885	846
Dane County	73	64	33	43	46
City of Seattle, WA	3515	3664	3746	3760	4005
King County, WA	471	430	405	377	419

Violent Crime Rate/100,000 population

	2010	2011	2012	2013	2014
City of Madison	402.6	348.0	377.7	364.9	344.2
Dane County*	15.0	12.9	6.6	8.4	8.9
City of Seattle, WA	577.5	592.7	597.6	584.9	603.7
King County, WA	24.4	21.8	20.2	18.4	20.2

*Dane and King County calculations by MadREP, using Census population estimates

Total Property Crimes

	2010	2011	2012	2013	2014
City of Madison	8042	7936	7753	7732	6989
Dane County	1001	1031	843	758	632
City of Seattle, WA	33186	31792	31931	35964	40771
King County, WA	6242	5573	5555	5291	5167

Property Crime Rate/100,000 population

	2010	2011	2012	2013	2014
City of Madison	3,448.4	3,388.2	3,264.3	3,188.2	2,843.5
Dane County*	205.1	207.7	167.4	148.6	122.4
City of Seattle, WA	5,452.3	5,142.6	5,093.8	5,594.8	6,145.7
King County, WA	323.2	282.5	276.5	258.6	248.5

Source: Uniform Crime Reporting Statistics - UCR Data Online

<http://www.ucrdatatool.gov/>

NOTES:

Methodology

Law enforcement agencies included in this database voluntarily participate in the Uniform Crime Reporting (UCR) Program. In this database are 1985 to current crime counts for city law enforcement agencies 10,000 and over in population and county law enforcement agencies 25,000 and over in population for which 1 to 12 month crime counts have been received.

County population data

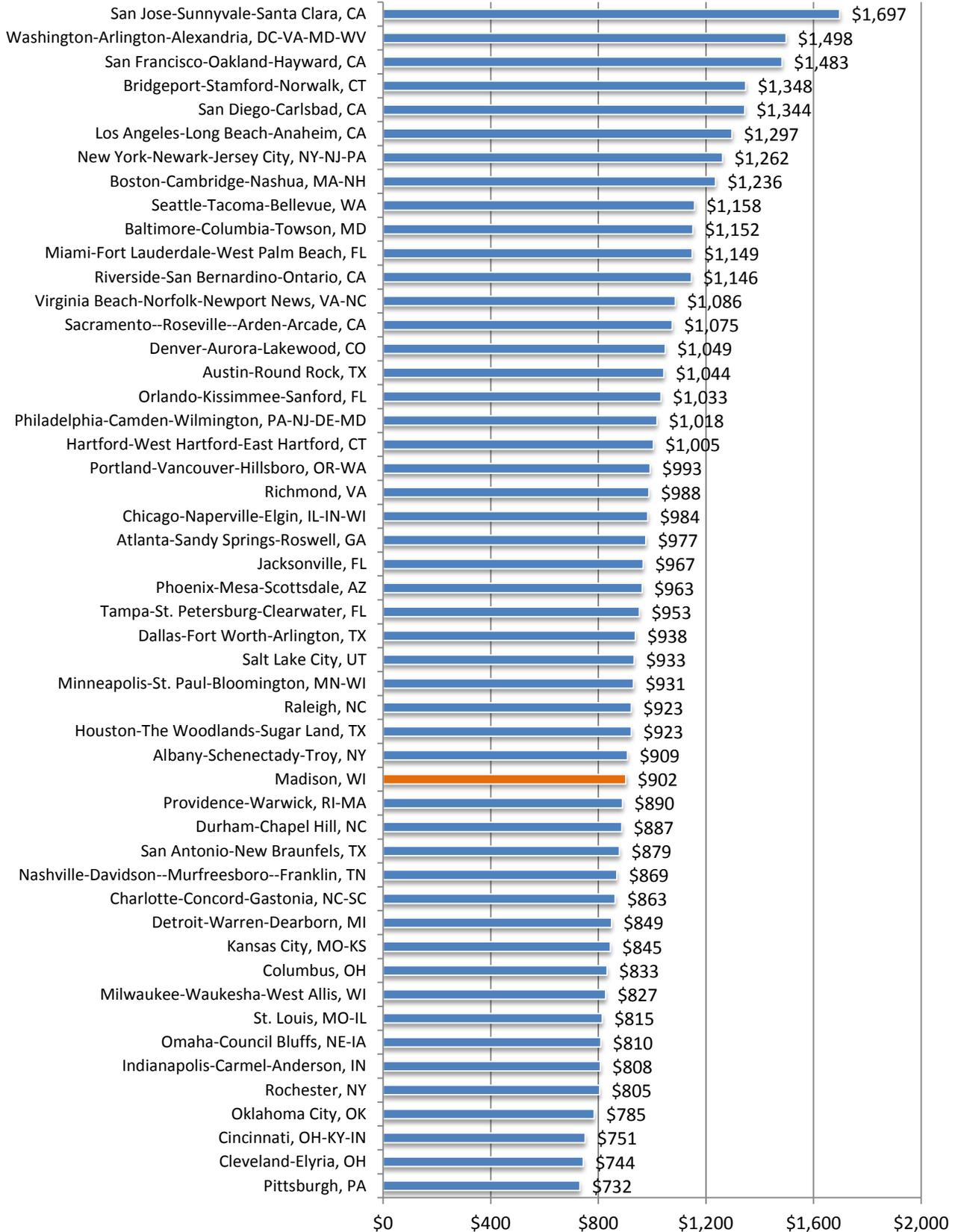
County offense data are those crimes reported by the sheriff's office, the county police, or the state police. These entities are reporting crimes that have occurred within the county but outside city limits or in the unincorporated area.

COMPARATIVE HOUSING CHARACTERISTICS

Subject	King County, WA		Dane County, WI	
	2011-2015 Estimates	2006-2010 Estimates	2011-2015 Estimates	2006-2010 Estimates
HOUSING OCCUPANCY				
Total housing units	871,836	835,564	220,503	213,160
Occupied housing units	94.00%	93.60%	95.70%	92.10%
Vacant housing units	6.00%	6.40%	4.30%	7.90%
Homeowner vacancy rate	1.3	1.9	1.4	1.6
Rental vacancy rate	3.4	4.6	2.3	6.5
HOUSING TENURE				
Occupied housing units	819,651	781,977	211,114	196,383
Owner-occupied	57.40%	59.90%	58.10%	62.10%
Renter-occupied	42.60%	40.10%	41.90%	37.90%
VALUE				
Owner-occupied units	470,632	468,539	122,677	121,917
Less than \$50,000	3.10%	2.20%	2.80%	2.00%
\$50,000 to \$99,999	1.30%	1.00%	2.30%	2.10%
\$100,000 to \$149,999	2.90%	1.60%	9.80%	8.20%
\$150,000 to \$199,999	6.10%	3.80%	22.20%	23.20%
\$200,000 to \$299,999	19.90%	17.30%	34.90%	37.80%
\$300,000 to \$499,999	34.70%	40.10%	21.10%	19.60%
\$500,000 to \$999,999	26.60%	28.30%	6.10%	5.90%
\$1,000,000 or more	5.40%	5.80%	0.90%	1.10%
Median (dollars)	384,300	407,700	230,800	230,800
GROSS RENT				
Occupied units paying rent	339,414	305,268	86,688	73,022
Less than \$500	6.60%	7.10%	4.90%	6.20%
\$500 to \$999	27.20%	34.30%	55.40%	56.00%
\$1,000 to \$1,499	35.00%	35.70%	29.00%	29.10%
\$1,500 to \$1,999	19.00%	14.70%	7.70%	6.00%
\$2,000 to \$2,499	7.50%	5.30%	2.10%	2.00%
\$2,500 to \$2,999	2.60%	1.50%	0.40%	0.50%
\$3,000 or more	2.00%	1.50%	0.40%	0.30%
Median (dollars)	1,204	1,098	923	902
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)				
Occupied units paying rent (excluding units where GRAPI cannot be computed)	333,336	301,194	85,320	71,665
Less than 15.0 percent	12.00%	11.80%	11.80%	10.90%
15.0 to 19.9 percent	14.40%	14.10%	13.10%	13.40%
20.0 to 24.9 percent	14.20%	14.80%	13.80%	14.50%
25.0 to 29.9 percent	12.30%	12.70%	11.70%	12.10%
30.0 to 34.9 percent	9.40%	9.50%	8.80%	8.40%
35.0 percent or more	37.70%	37.00%	40.70%	40.80%
MEDIAN MONTHLY HOUSING COST				
	1,472	1,375	1,141	1,131

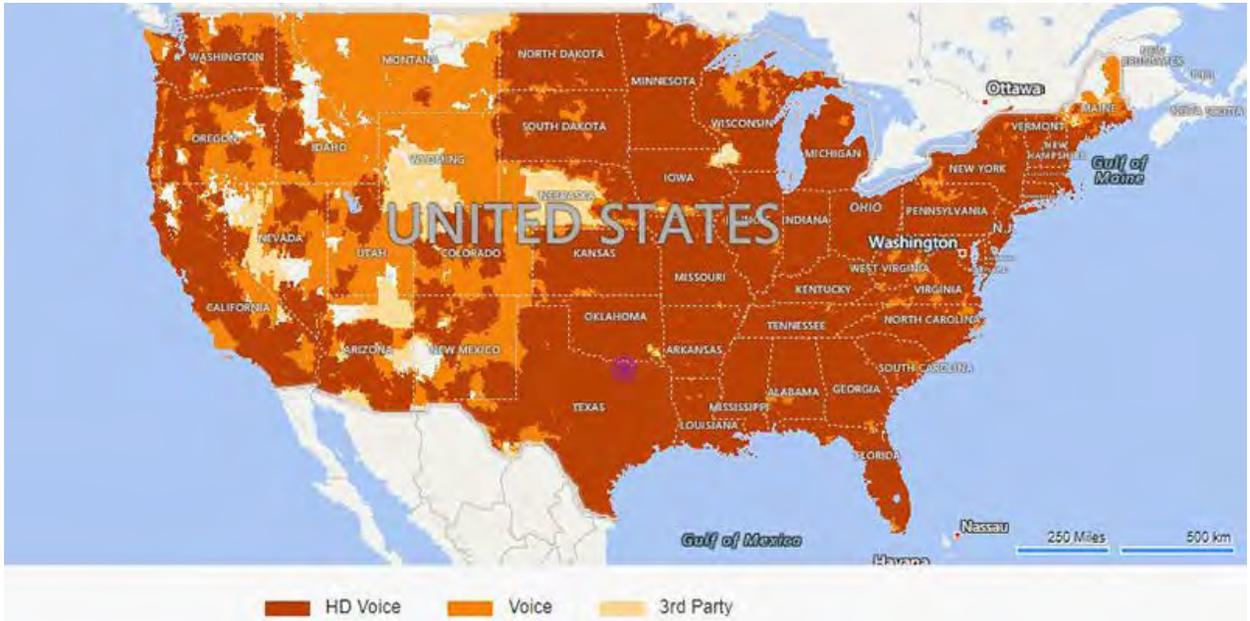
Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Median Gross Rent in Top 50 Metro Areas by Total Computer and Mathematical Occupations Employment



Wireless Data Coverage by Carrier

AT&T



Wireless Coverage Type

Domestic

- Voice
- Data
- AT&T PREPAID™ Service

View Coverage by Device Type

- 4G LTE*
- 4G
- 3G

Compatible device required

International

- Voice
- Data
- Discount Data

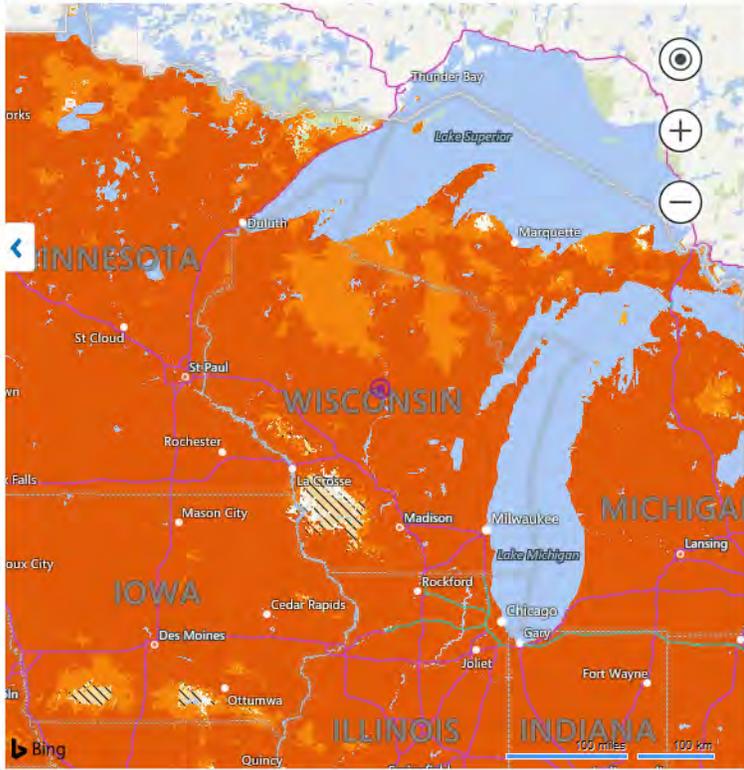
Domestic Wireless Data Coverage

This map shows an approximation of wireless data coverage in the United States, Puerto Rico, and the U.S. Virgin Islands.

Legend:

- Your search
- 4G LTE*
- 3rd Party 4G LTE
- 4G*
- 3rd Party 4G
- 3G*
- 3rd Party 3G
- 3rd Party 2G

[Learn more about legend](#)



Verizon

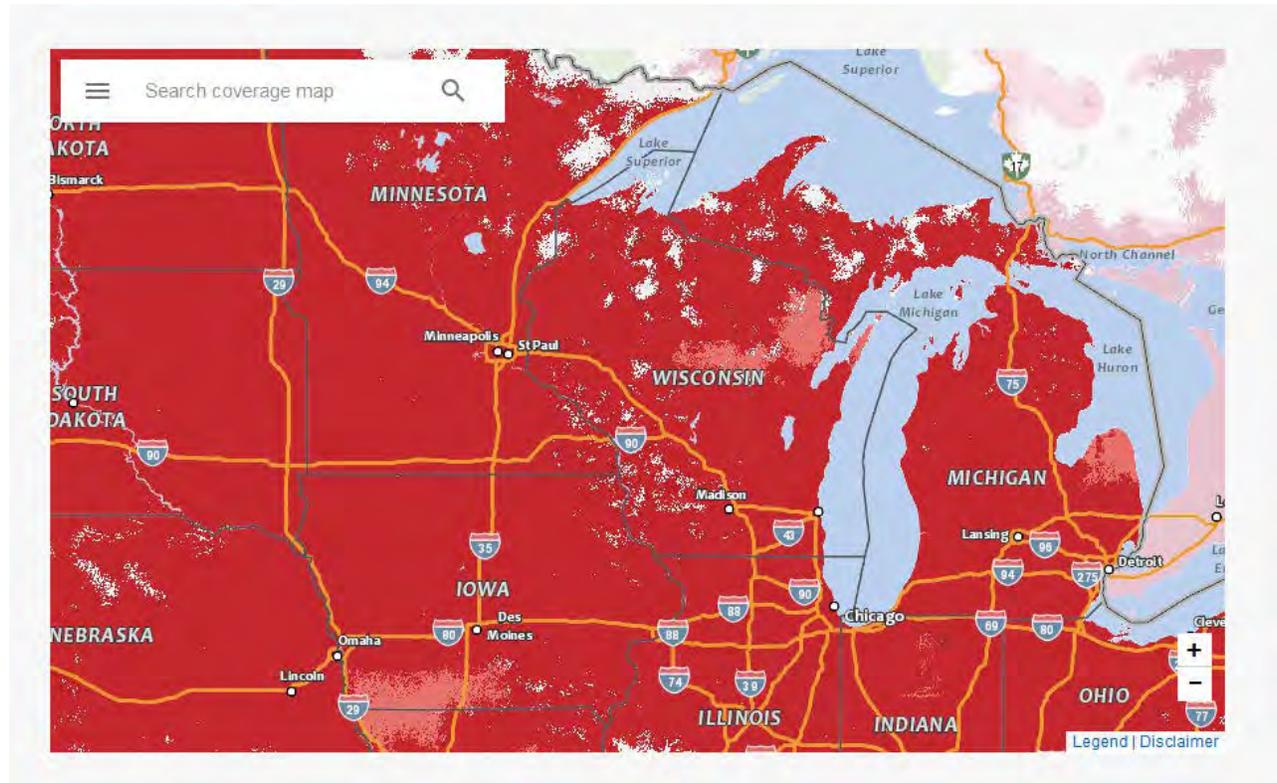
We have coverage where it counts.

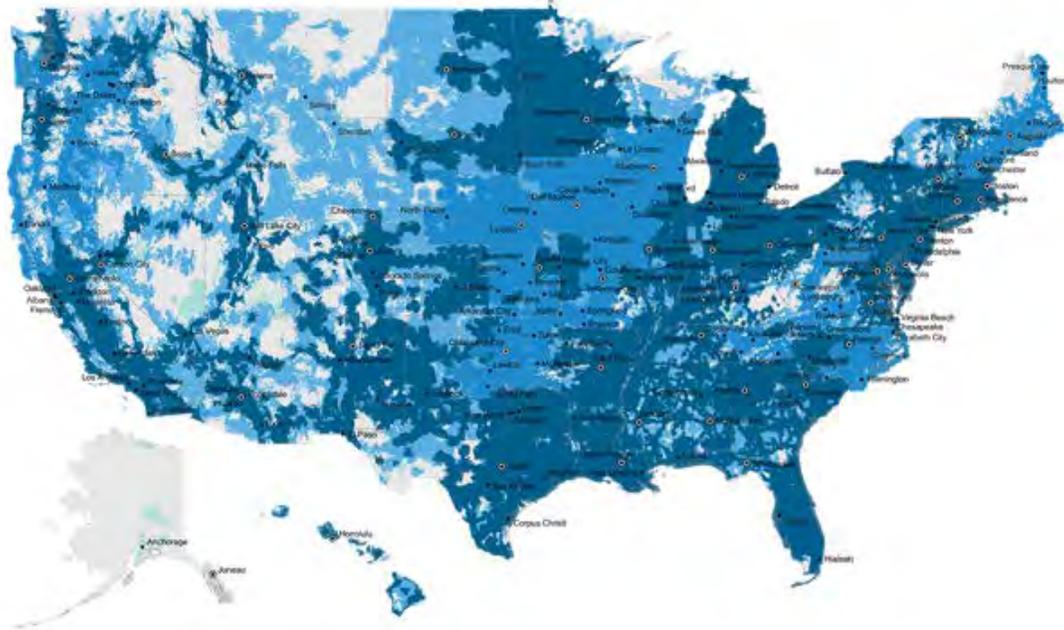
We cover
322 million people

More than
98% of the US population.

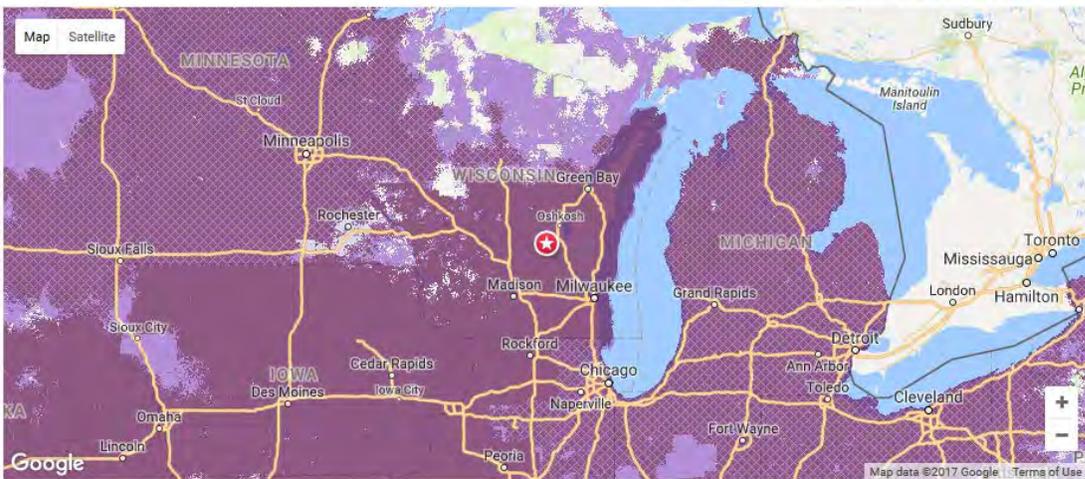
Over
2.4 million square miles

or about 400,000 square miles more coverage than the nearest competitor.⁵





Voice Data
Your location has coverage for 4G LTE Data, 3G Data, Standard Data and 4G LTE Roaming Data.



HQ2 MADISON

HIGH QUALITY AIRPORT





October 4, 2017

Amazon Site Selection Team:

We are pleased that you are considering south central Wisconsin for a potential headquarters expansion. The Dane County Regional Airport in Madison, Wisconsin a top 100 airport in the United States, has been among the fastest growing airports in the Upper Midwest U.S. over the past few years.

Beginning in 2003, more than \$300 million has been invested in facility improvements, and a \$73-million, 5-year capital improvement program is in progress. Overall, since 2010, the total net position has grown by 18% and the Airport is well positioned financially to implement rapid expansion projects as necessary.

The Airport supports growing headquartered entities in the region, such as Epic, the University of Wisconsin, Covance, American Family Insurance, and Cuna Mutual. Our airport provides a comprehensive gateway when it comes to building a globally competitive technology economy. We routinely support significant, 10,000+ attendee annual conferences and events such as the Epic User Group Meeting, the Reebok CrossFit Games, the Ironman Triathlon, and UW Madison football games. Please also consider the following:

- Airline travel revenue from Madison has grown from \$123 million in 2010 to \$210 million in 2016. This equates to a compounded annual growth rate of almost 10%.
- The Airport has nonstop service to fourteen (14) markets on American Airlines, Delta Air Lines, Frontier, and United Airlines, providing network airline service across the world on a connecting basis. (see addendum)
 - Nonstop service to the business centers of Atlanta, Charlotte, Chicago, Dallas-Fort Worth, Denver, Detroit, Minneapolis, New York City, Philadelphia, Salt Lake City, and Washington, D.C. - including seventy-six (76) daily connecting flights to the west coast cities of Seattle, Los Angeles, and San Francisco (in aggregate).
 - Twenty-five (25) daily single connecting flights to Asia, seventy-nine (79) to Europe and sixteen (16) to South America.

Our Airport leadership team routinely engages airline planners to encourage and promote new non-stop cities including: Phoenix, San Francisco, Boston, Houston, Seattle, and Los Angeles.

Dane County Regional Airport set its sights high – aiming to transform air travel from a stressful hassle into a gracious and memorable experience to be savored. To meet that goal, every consideration was taken into account – accessibility, ambiance, beauty, comfort and taste. Simultaneously, we strived to create a venue reflective of the bounty and heritage of our city and state as reflected in our dining and retail offerings.

In addition, FedEx World-wide distribution services are located on-airport and easily accessible for any of your shipping requirements large or small.

I hope this information will assist as you select future expansion cities.

Regards:

Bradley Livingston, AAE
Airport Director

Madison (MSN) Non-stop Destinations

- Atlanta
- Charlotte
- Chicago
- Dallas-Fort Worth
- Denver
- Detroit
- Las Vegas
- Minneapolis
- New York
- Newark
- Orlando
- Philadelphia
- Salt Lake City
- Washington DC

Madison (MSN) Primary Connecting US Destinations

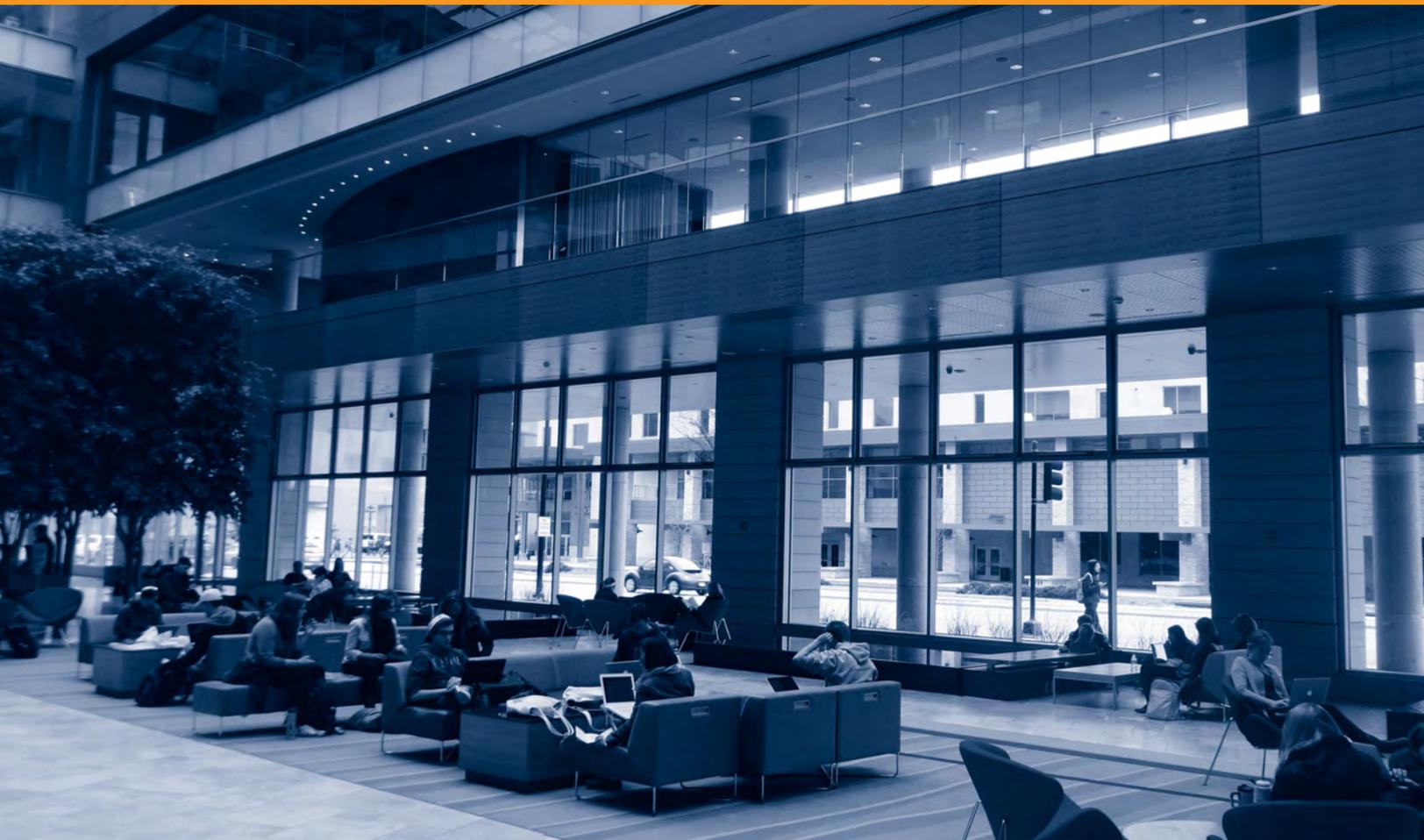
- Albuquerque
- Austin
- Baltimore
- Boston
- Cleveland
- Cincinnati
- Columbus
- Fort Lauderdale
- Fort Meyers
- Houston
- Indianapolis
- Jacksonville
- Kansas City
- Los Angeles
- Miami
- Nashville
- New Orleans
- Northwest Arkansas
- Oakland
- Omaha
- Phoenix
- Pittsburg
- Portland
- Raleigh-Durham
- Sacramento
- San Antonio
- San Diego
- San Francisco
- San Jose
- Seattle

Madison (MSN) Primary Connecting World-wide One-Stop Destinations

- Amsterdam
- Barcelona
- Beijing
- Belize
- Brisbane
- Cancun
- Copenhagen
- Dubai
- Fiumicino
- Frankfurt
- Hamburg
- Helsinki
- Istanbul
- London
- Madrid
- Mexico City
- Mumbai
- Munich
- Narita
- Paris
- Rio de Janeiro
- San Jose
- Sao Paulo
- Shanghai
- Singapore
- Sydney
- Tokyo
- Toronto
- Vancouver
- Warsaw

HQ2 MADISON

EDUCATION





WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

October 13, 2017

Dear Amazon Representatives:

As Chancellor of the University of Wisconsin-Madison (UW-Madison), one of the world's most comprehensive and productive research universities, I am proud to submit this letter in support of Amazon locating HQ2 in Madison, Wisconsin.

Prior to becoming Chancellor of UW-Madison, I served as Deputy Secretary at the U.S. Department of Commerce. In that role, I spent a lot of time traveling to regions that have been successful in attracting inbound investment, growing exports, building supply chains and generating regional growth. In every one of these successful regions, there was also a large research university that played a crucial role in attracting and retaining globally competitive, high-tech businesses. Without Stanford, UC-Santa Cruz, San Jose State and a conflux of other major universities not very far away, Silicon Valley would still be simply the Santa Clara Valley. Without MIT, Boston University and Harvard – Route 128, the Massachusetts Miracle, would be just another loop of highway. Look at any regional innovation hub – Atlanta, Chicago, Austin – even Burlington, Vermont – and you will find a major research university.

As you consider the location of Amazon's HQ2, know that here in Madison, UW-Madison is a magnet of talent and innovation. Every year, approximately 10,000 highly skilled and qualified students earn diplomas from UW-Madison. Our campus also has a global appeal; approximately 5,000 international students are enrolled at UW-Madison each academic year. The unique mix of undergraduate, graduate and professional students here at UW-Madison provides an extremely rich pool of talent that is eager to make positive contributions to the business community. For example, we have record numbers of students in both the entrepreneurship major and the certificate program. Just last year we started a new Undergraduate Commercialization Award to help student entrepreneurs move their ideas forward. UW-Madison is also now one of the top 10 producers of Fortune 500 CEOs.

A 2015 economic impact study concluded that UW-Madison, UW Hospital and Clinics and the university's affiliated organizations and startup companies support 193,310 Wisconsin jobs and generate more than \$847.5 million in state and local tax revenue. UW-Madison is the fourth largest research institution in the nation, with research awards topping \$1 billion annually.

UW-Madison research has fostered the formation of at least 311 startup companies in Wisconsin. The startup companies support more than 24,972 jobs and contribute approximately \$2.3 billion to the Wisconsin economy, bringing the total estimated economic impact to \$15 billion.

I hope you will give Madison every consideration as you consider a location for HQ2. I believe our region has significant attributes that would allow Amazon to prosper.

Sincerely,

Rebecca M. Blank
Chancellor

Chancellor Rebecca M. Blank

Morgridge Friends Distinguished Chair of Leadership



Jack E. Daniels, III, Ph.D., President

October 11, 2017

Jeff Bezos
Chairman and CEO
Amazon
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

Re: Support for HQ2 in Madison, Wisconsin Region

Dear Mr. Bezos,

Amazon's most recent decision to have a second headquarters (HQ2) outside of Seattle represents a bold move that will bolster a region's economic development and have a substantial impact on its community development. I strongly support the Madison, Wisconsin region in its proposal to be the site for Amazon's second North American headquarters.

Understanding that Amazon has established certain criteria to be met in their selection process, I believe that the following 3 key elements strengthens this proposal and should be strongly considered:

Development and retention of a quality workforce: The Madison area has 3 major post-secondary institutions serving over 80,000 students. Our institution, Madison Area Technical College (Madison College) serves over 36,000 students and has been training students through a variety of programs for over 105 years. Madison College trains individuals in high demand areas who are employed subsequent to receiving a credential at a rate exceeding 94%. That translates into over 3000 students annually coupled with over 3000 students transitioning to universities and colleges to complete their professional degrees. Students are in fields ranging from health careers to advanced manufacturing to informational technology. Over 80% of our students who complete a credential remain in the area to contribute to the region's economic and community development. In addition to a strong entrepreneurial program focusing on small business creation and enhancement, Madison College provides customized training to local employers as well as provide electronic and in-person learning opportunities for their employees.

Social Responsibility: Madison College is strongly committed to providing avenues for success for all of its communities – urban, rural and underserved. Madison College is engaged with community associations and leaders implementing programs and initiatives that are sustainable that focus on equity and inclusion. Madison College recently announced the development of a new campus that will serve many who are underemployed and unemployed to gain requisite skills to meet workforce needs. Additionally, this campus will establish an *Early College STEM Academy* for juniors and seniors in the Madison Metropolitan School District. We are building sustainable career pathways for our

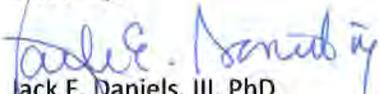
Mr. Jeff Bezos
October 11, 2017
Page 2

residents and the talent that comes into our region. Madison College is a leader in sustainability as we have built our new buildings to LEED standards, employed various renewable energy projects, serve as a training ground for students and instructors in renewable energy across educational segments. Madison College is the home of the NSF-funded Center for Renewable Energy Advanced Technology Education (CREATE), and most recently has entered into a contract to create the largest rooftop PV system in Wisconsin.

Creativity: Madison College is a partner working with the Madison startup ecosystem. The focus of this ecosystem is on technology and is quickly advancing to all STEM areas. Madison College also partners with WiSys Technology Foundation of the University of Wisconsin system in supporting varied product development.

I strongly believe that the Madison region is positioned well to meet the needs of HQ2 and provide a highly livable community that is conducive to the needs of Amazon employees. I appreciate your consideration of our region for HQ2 and look forward to our future conversations and collaborations.

Sincerely,


Jack E. Daniels, III, PhD
President

2016 PROGRAM GRADUATES						
Institution	Associates degree	Bachelors degree	Masters degree	All Certificates	All Degrees	All Completions
University of Wisconsin-Madison	0	320	138	0	458	458
Madison Area Technical College	170	0	0	16	170	186
Blackhawk Technical College	39	0	0	4	39	43
University of Wisconsin-Milwaukee	0	306	307	0	613	613
Cardinal Stritch University	0	217	309	0	526	526
University of Wisconsin-Whitewater	0	357	77	0	434	434
Marquette University	0	215	152	3	367	370
Milwaukee Area Technical College	219	0	0	123	219	342
Concordia University-Wisconsin	11	138	169	0	318	318
University of Wisconsin-Parkside	0	176	30	0	206	206
Gateway Technical College	157	0	0	16	157	173
Carroll University	0	96	21	0	117	117
Waukesha County Technical College	104	0	0	12	104	116
Carthage College	0	114	0	0	114	114
Wisconsin Lutheran College	0	92	0	0	92	92
Alverno College	0	70	21	0	91	91
Total	700	2101	1224	174	4025	4199
Programs						
Code	Description					
52.02	Business Administration, Management and Operations					
22.99	Legal Professions and Studies, Other					
52.04	Business Operations Support and Assistant Services					
52.03	Accounting and Related Services					
11.07	Computer Science					
<i>Source: Emsi Q3 2017 Data Set</i>						

Institution	Award of less than 1 academic year	Award of at least 1 but less than 2 academic years	Associates degree	Award of at least 2 but less than 4 academic years	Bachelors degree	Postbaccalaureate certificate	Masters degree	Post-masters certificate	Doctors degree	All Certificates	All Degrees	All Completions
DeVry University-Illinois	0	0	118	0	1,678	162	1,628	0	0	162	3,424	3,586
American InterContinental University-Online	0	0	611	0	971	0	544	0	0	0	2,126	2,126
University of Illinois at Urbana-Champaign	0	0	0	0	917	0	826	0	221	0	1,964	1,964
University of Chicago	0	0	0	0	61	0	1,333	0	213	0	1,607	1,607
University of Minnesota-Twin Cities	11	10	0	0	677	0	665	0	308	21	1,550	1,571
DePaul University	0	0	0	0	486	0	649	0	237	0	1,372	1,372
Walden University	0	0	0	0	245	111	671	3	266	114	1,182	1,266
Capella University	0	1	0	0	483	86	384	0	111	87	978	1,065
Northern Illinois University	0	0	0	0	419	0	542	0	98	0	1,049	1,049
Northwestern University	0	0	0	0	65	0	679	30	269	30	1,003	1,033
University of Illinois at Springfield	0	0	0	0	263	0	522	0	0	0	785	785
University of St Thomas	0	0	0	0	299	0	351	0	106	0	796	796
Robert Morris University Illinois	0	0	193	0	364	0	140	0	0	0	697	697
University of Illinois at Chicago	0	0	0	0	283	0	399	0	14	0	696	696
University of Wisconsin-Madison	0	0	0	0	520	0	138	0	184	0	642	642
Metropolitan State University	0	0	0	0	529	7	92	5	7	7	626	642
Loyola University Chicago	0	0	0	0	154	0	263	0	210	0	633	633
University of Wisconsin-Milwaukee	0	0	0	0	306	0	307	0	0	0	613	627
Illinois Institute of Technology	0	0	0	0	80	0	273	0	249	0	602	602
Marquette University	0	0	0	0	215	0	152	0	191	3	558	561
Lakeland University	0	0	0	0	374	0	174	0	0	0	548	548
College of DuPage	286	138	95	0	0	0	0	0	0	434	95	529
Cardinal Stritch University	0	0	0	0	217	0	309	0	0	0	526	526
Benedictine University	0	0	30	0	99	4	370	0	0	4	499	503
University of Wisconsin-Whitewater	0	0	0	0	357	0	77	0	0	0	434	434
Illinois State University	0	0	0	0	329	0	98	0	0	0	427	427
Southern Illinois University-Edwardsville	0	0	0	0	342	0	82	0	0	0	424	424
Southern Illinois University-Carbondale	0	0	0	0	115	0	169	0	129	0	413	413
Governors State University	0	0	0	0	168	0	229	0	15	0	412	412
Lewis University	0	0	0	0	215	0	193	0	0	0	408	408
North Hennepin Community College	209	0	160	0	0	0	0	0	0	209	369	369
Milwaukee Area Technical College	26	97	219	0	0	0	0	0	0	123	342	342
Rasmussen College-Minnesota	12	3	131	0	180	0	0	0	0	15	311	326
William Rainey Harper College	271	9	44	0	0	0	0	0	0	280	44	324
Northwestern Illinois University	0	0	0	0	243	0	76	0	0	0	319	319
Concordia University-Wisconsin	0	0	11	0	138	0	169	0	0	0	318	318
University of Wisconsin-Stout	0	0	0	0	316	0	20	0	0	0	316	316
Winona State University	0	0	0	0	294	0	56	0	0	0	314	314
University of Wisconsin-Eau Claire	0	0	0	0	255	0	204	0	0	0	311	311
Roosevelt University	0	0	0	0	104	0	119	0	0	0	308	308
Bethel University	0	0	0	0	187	0	0	0	0	0	306	306
Western Technical College	111	41	148	0	0	0	0	0	0	162	148	300
The John Marshall Law School	0	0	0	0	0	0	0	0	296	0	296	296
University of Wisconsin-Green Bay	0	0	0	0	281	0	11	0	0	0	292	292
Mitchell Hamline School of Law	0	0	0	0	0	0	0	0	290	0	290	290
Saint Mary's University of Minnesota	0	0	0	0	96	0	187	0	0	5	283	288
Bradley University	0	0	0	0	121	0	161	0	0	0	282	282
Saint Cloud State University	0	0	0	0	219	0	61	0	0	0	280	280
Northwest Wisconsin Technical College	0	0	0	0	0	0	0	0	0	0	279	279
University of Wisconsin-Stevens Point	0	60	219	0	176	0	101	0	0	0	278	278
University of Wisconsin-Platteville	0	0	0	0	278	0	0	0	0	0	277	277
Northcentral Technical College	158	18	98	0	0	0	0	0	0	0	274	274
Minnesota State University-Saint Paul	51	30	0	0	125	0	93	0	0	51	218	269
Concordia University-Saint Paul	30	0	0	0	194	11	30	0	0	0	224	265
McHenry County College	88	86	82	0	0	0	174	0	0	174	82	256
Aurora University	0	0	0	0	154	0	101	0	0	0	255	255
McKendree University	0	0	15	0	149	0	89	0	0	0	253	253
Bemidji State University	0	0	0	0	234	0	13	0	0	0	247	247
Lake Forest Graduate School of Management	0	0	0	0	0	0	247	0	0	0	247	247
Century College	108	45	93	0	0	0	0	0	0	153	93	246
Western Illinois University	0	0	0	0	190	10	44	0	0	10	234	244
University of Minnesota-Duluth	0	0	0	0	213	0	19	0	0	8	232	240
Lake Land College	193	23	16	0	0	0	0	0	0	216	16	232
Hamline University	0	0	0	0	47	0	159	0	18	0	224	224
University of Wisconsin-River Falls	0	0	0	0	177	0	35	0	0	0	212	212
Fox Valley Technical College	0	0	177	0	0	0	0	0	0	35	177	212
University of Wisconsin-Parkside	0	0	0	0	176	0	30	0	0	0	206	206
University of Wisconsin-Madison	0	0	22	0	172	0	87	0	0	24	181	205
Herzing University-Madison	0	24	0	0	116	0	83	0	0	0	199	199
University of Wisconsin-Oshkosh	0	0	0	0	16	0	16	0	0	0	198	198
University of Wisconsin-La Crosse	0	0	0	0	162	0	0	0	0	0	0	162

Inspire Madison Region: **Cultivating Our Local Workforce Business-Education Partnerships**

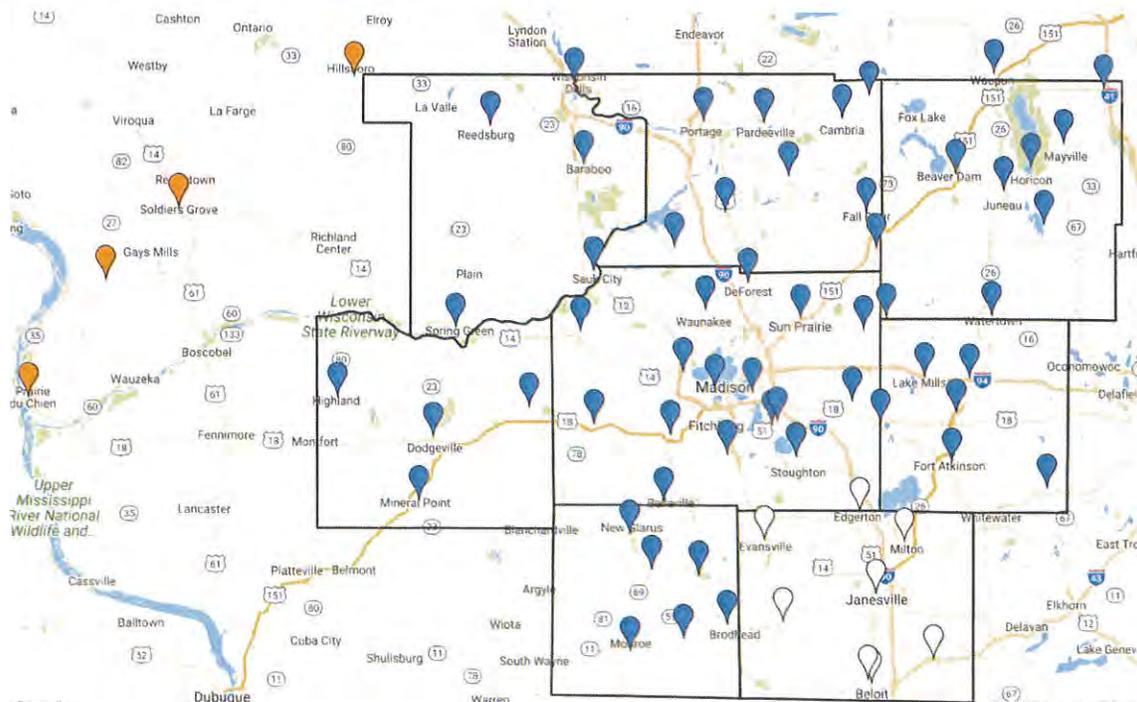
Unemployment in the Madison Region ended 2016 at 3.5 percent, below both the state and U.S. averages. As the job market in the region heats up and older workers near retirement, the region's business community is increasingly looking to local education providers to partner with in cultivating and retaining the workforce that's growing up in their backyards. To help make these school-to-career connections possible, the Madison Region Economic Partnership (MadREP) has taken the lead role in promoting and administering a program called *Inspire Madison Region*.

Inspire Madison Region is a software supplement to the web-based program Career Cruising, which the Wisconsin Department of Public Instruction has made available to all public-school districts in Wisconsin. The state-wide distribution of Career Cruising is a response to a statute passed by the Wisconsin state legislature that mandates that school districts provide academic and career planning services to students in grades 6-12, beginning with the 2017-2018 school year.

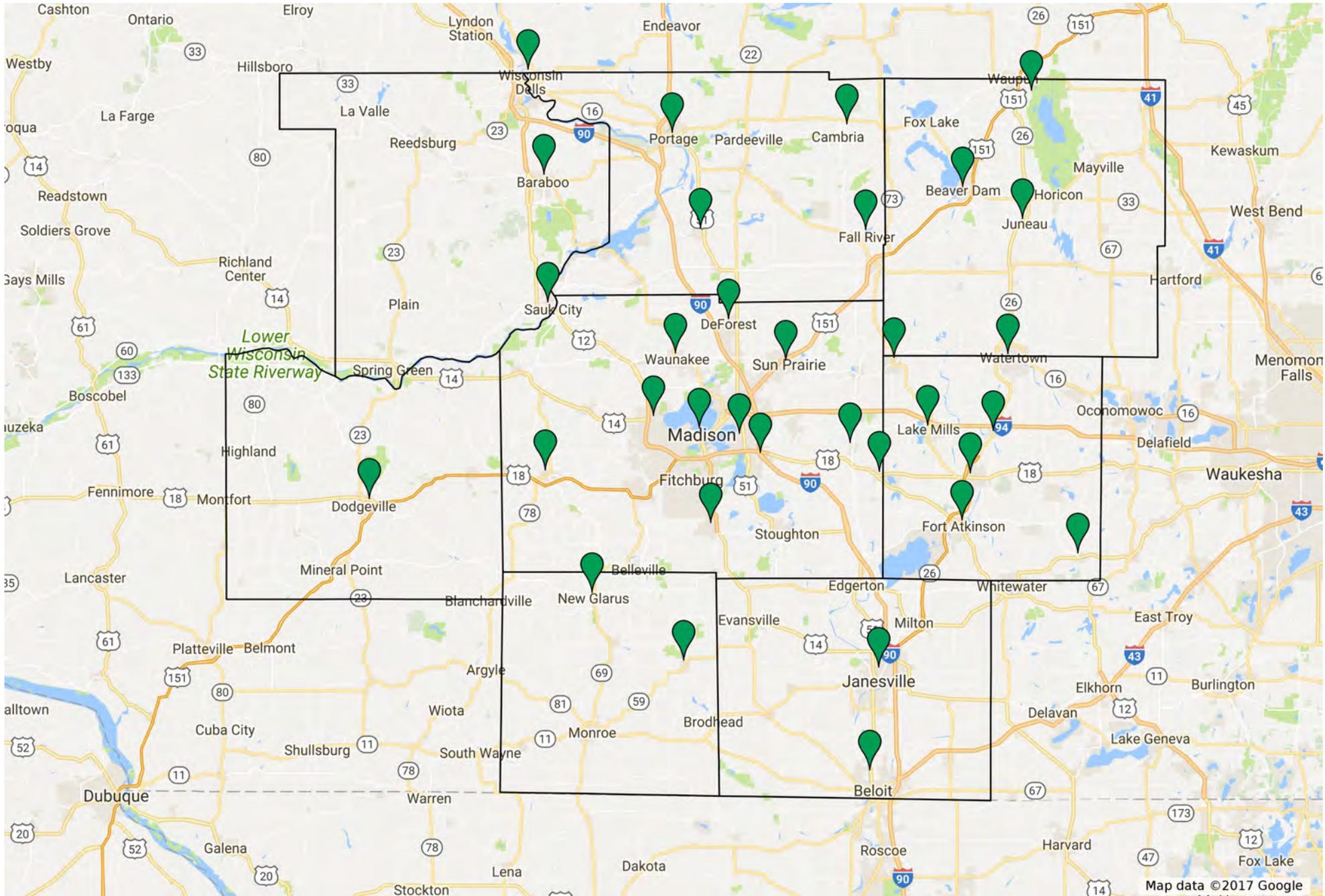
Career Cruising allows students to learn valuable information about specific occupations and how they may or may not be a good fit based on a student's interests and abilities. The *Inspire Madison Region* add-on takes the program one step further, making it possible for students to connect via the interactive platform to career coaches and experiential learning activities at local employers such as job shadowing, internships, and youth apprenticeships.

Participation in *Inspire Madison Region* continues to grow. Students in all 63 public school districts in the Madison Region now have the opportunity to connect to over 540 career coaches as well as nearly 490 companies which combined are offering approximately 2470 experiential learning activities for students and educators. Through the connections *Inspire* provides, MadREP is facilitating student awareness of local career opportunities and growing the future workforce in the Madison Region.

School Districts with access to *Inspire Madison Region*

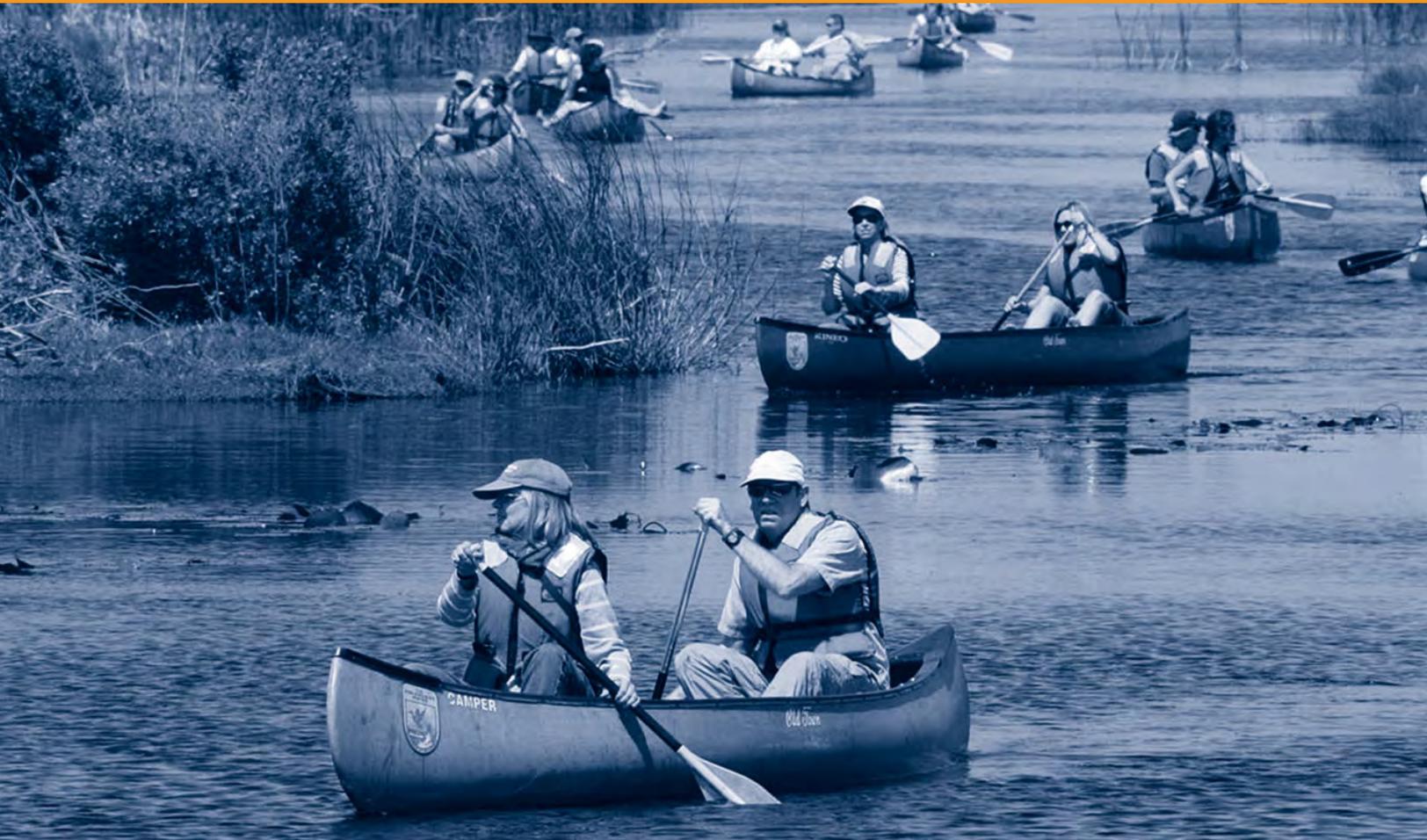


Madison Region School Districts with Computer Science Curricula



HQ2 MADISON

QUALITY OF LIFE



October 2017

Mr. Jeff Bezos
Chairman and CEO
AMAZON
Office of Economic Development
2121 7th Avenue
Seattle, WA 98121

RE: HQ2 Opportunity in Madison Wisconsin

Dear Mr. Bezos,

As Amazon continues its extraordinary trajectory of success economy, your company's need and choice to establish a second headquarter outside of Seattle is an exciting opportunity and signals a new chapter in your brilliant future.

From your site requirements, it's clear that recruiting quality talent that reflects your entrepreneurial spirit, enthusiasm and innovation is essential – and - critical to Amazon's plans.

The quintessential success in workforce development is the retention of the quality talent that you invest it. Retaining talent requires many elements – including a workplace location that offers the quality of life attributes that most aspiring workers are seeking.

As the entity that is charged with positioning greater Madison as a fresh and extraordinary place to visit, we are happy to share a taste of the attributes that our population cherishes and nurtures – and will assist you and your team in securing and retaining a quality workforce. They include:

Natural Beauty. Like Seattle, Madison is situated on an isthmus between two, pristine glacial lakes and surrounded by stunning topography including rolling hills, river-carved outcroppings and pastoral farm areas. Frank Lloyd Wright grew up here and started his renowned Taliesin School. His sense of marrying design and nature began here.

Location. Madison is located in the middle of three robust metropolises: Chicago, Milwaukee and Minneapolis. This positioning offers opportunities for anyone living here to enjoy all our great nation has to offer.

Recreation. This region is consistently noted and ranked for its access to and support for watersports, cycling, hiking, fishing, camping, cross country and ice fishing, ice boating, downhill skiing, golf and more. Corporate icons Trek and Pacific Cycle are based here; we are the site of Ironman Wisconsin, CrossFit National Games and American Family PGA Champions. Individual athletes including Eric & Beth Heiden, Bonnie Carpenter, Andy North, Steve Stricker and others, have or do make this there home and have excelled in various sports that they learned here.

Collegiate Athletics. The University of Wisconsin-Madison is a Big Ten university with extensive NCAA D1 athletic teams. In fact, UW Madison boasts more collegiate champion's teams than any other university in the country. Every year, the Badgers field excellent teams in Men's and Women's Hockey, Cross Country, Volleyball, Swimming and Soccer. Our Men's Football and Basketball teams are leaders in their sports and Women's Softball is a juggernaut.

Arts & Culture. Our location between great cities, provides Madison with the unique access to touring performance acts and shows and our city boasts one of the strongest local music and performing arts scenes in country. The Overture Center for the Performing Arts is an exceptional center and houses ten resident companies, including Children's Theatre of Madison, Madison Ballet, Madison Opera, Madison Chamber Orchestra and Madison Symphony and Li Chiao Ping Dance. The Madison Museum of Contemporary Art

welcomes award winning exhibits throughout the year and the University of Wisconsin Union Theatre hosts global speakers and more year-round.

Festivals and Events. Madison and the area boasts a year-round array of interesting and exciting events. From our quirky Paddle & Portage festival to the annual Madison Arts Festival, Taste of Madison, Fighting Bob LaFollete Fest, William Tell Festival in nearby New Glarus and Syttende Mai in Stoughton, people can enjoy events that will pique their interest in music, food, ethnic culture or politics.

Attractions. The Wisconsin State Capitol is the second largest state capitol in the US. Designed after the US Capitol, it is in the center of our city and features extensive frescoes, exquisite architecture and offers stunning views of the city and surrounding lakes. And, much like Washington DC, Madison boasts extensive free attractions, including Olbrich Botanical Gardens, the Henry Vilas Zoo, Wisconsin Historical Society, Wisconsin Veteran's Museum and many more.

Culinary Scene: Situated in the heart of one of the world's finest agricultural centers, the Madison area boasts a plethora of interesting and individual restaurants, coffee shops, bars, breweries and distilleries. From the largest producer-only Farmers Market in the US and the internationally award winning cheese that is made in our region to the finest cattle and other livestock that is raised here, to the vast array of craft beers and distilled spirits created here, anyone visiting or living here will be amazed and satiated with fantastic tastes and experiences.

Seeing is believing. We hope you and your team will come to visit and experience all this extraordinary place has to offer you and your future team. Groups like Ironman and CrossFit were considering other locations when they visited Madison, but after visiting, they quickly determined this place was like-no-other and have had amazing success following their decision to make this one of their homes.

Respectfully submitted and with enthusiastic regards,



Deb Archer, CDME
President & CEO



© Cassius J. Calender

HAPPIEST CITY. HAPPY RESIDENTS. HAPPY VISITORS.

It's no wonder National Geographic rated Madison, Wisconsin as one of the **Top 10 Happiest Cities in the World**: Our city boasts five sparkling lakes, and our state capitol and UW-Madison campus are connected by a single, walkable street lined with retail, restaurants and museums.

Besides earning national recognition for our amenities, we've also earned the praise of event planners and attendees: **100% of exit surveys show Madison met or exceeded expectations as an event destination.**

Discover more about why we're ranked repeatedly and booked eagerly at visitmadison.com/happy.

MADISON
GOING > BEYOND > VISIT™
GREATER MADISON CONVENTION & VISITORS BUREAU



© Focal Flame Photography



© Monona Terrace

ATTRACTIONS

SAVOR EVERY MOMENT IN MADISON—ESPECIALLY WHEN THERE’S FREE TIME TO ENJOY AREA ATTRACTIONS! DON’T MISS YOUR CHANCE TO DISCOVER “ONLY IN MADISON” EXPERIENCES SUCH AS:

Experience the beauty and grandeur of the **Wisconsin State Capitol** building, with free tours offered daily. The interior contains 43 varieties of stone from around the world, decorative murals, glass mosaics and hand-carved furniture.



Walk the **University of Wisconsin-Madison campus**, which includes scenic Lake Mendota, Observatory Drive, Bascom Hill and the renowned Memorial Union Terrace.



Bring home fresh flowers, fruits vegetables and more from the **Dane County Farmers’ Market**, located on the Capitol Square every Saturday morning, April-November.



Visit Frank Lloyd Wright sites, including the **Monona Terrace® Community & Convention Center** in Madison or tour **Taliesin** in nearby Spring Green.



Stroll through **Olbrich Botanical Gardens**, featuring the tropical Bolz Conservancy and 16 acres of outdoor display gardens, featuring the elaborate Thai Pavilion.



Add some arts and culture into your visit at **Overture Center for the Arts**, a stunning architectural landmark in the heart of Madison’s thriving cultural arts district.



DINING

MADISON IS THE PERFECT PLACE TO LIVE IF YOU LOVE TO DINE! WE'RE PROUD OF THE HERITAGE AND CITY CULTURE THAT DRIVES MANY OF OUR LOCAL OFFERINGS, INCLUDING:

FARM-TO-TABLE FARE

One of Madison's many claims to fame is that it plays host to the nation's largest producers-only farmers' market. Farm-to-table fare continues to be a top trend so you'll often see local chefs shopping for seasonal and sustainable offerings that are prepared and served that same day at local restaurants, from fine dining destinations to corner food carts.



CREATIVE COLLECTIVES

Food Fight's roster of restaurants includes nearly 20 eateries dedicated to local ownership, great food, outstanding presentation, and a sense of fun.

Madison also has its own not-for-profit association of independently-owned restaurants and affiliated businesses called **Madison Originals**. Approximately 50 restaurants are part of this association, which promotes unique local dining establishments.



CRAFT CULTURE

Wisconsin is becoming microbrew country, and the Madison area allows ample opportunities to experience it all, from award-winning ales to savory seasonals.

But our craft culture doesn't stop with beers. The greater Madison area may not seem like a grape-growing region, but we are home to award-winning wineries as well as distilleries where spirits and liqueurs are handcrafted in small batches using Wisconsin-grown ingredients. These spirits can be sipped at an on-site gallery or found in fine restaurants and stores around the country and online.



DISCOVER OUR DATABASE OF DON'T-MISS PLACES TO DINE ONLINE:
[VISITMADISON.COM/RESTAURANTS](https://www.visitmadison.com/restaurants)

FAMILY FUN

MADISON IS FILLED WITH FAMILY ATTRACTIONS DESIGNED WITH KIDS IN MIND, BUT MOST ARE ENGAGING FOR TEENS AND ADULTS, TOO. DISCOVER A MEMORABLE EXPERIENCE FOR THE WHOLE FAMILY TO ENJOY WITH ATTRACTIONS SUCH AS:

Explore one of the nation's only free zoos, **Henry Vilas Zoo** has over 800 animals and 200 species. Make a day of it and spend some time at the nearby beach and park, located next to Lake Wingra.



Play, learn and create at the award-winning **Madison Children's Museum**, located right in the heart of downtown Madison. It offers extraordinary exhibits for kids of all ages.



Visit the stunning **Wisconsin State Capitol**, just three-feet shy of the Nation's Capitol building. Tours available daily. In the summer months, a stop at the observatory deck is a must—it has some of the best views of the city.



Find a spot to play at one of the many **Madison Parks and Beaches**. Water fun can be found at 13 area beaches, public pools and splash pads. Or explore dry land at one of the 260 parks, providing sports and activities during every season.



Have fun playing the most interactive, educational and fun mini golf course around at **Vitense Golfland**. And there's more than mini golf in store, Vitense has batting cages, a climbing wall, arcade, golf range and a par 3 golf course.



Stop by **Union South**, located on the south side of the UW-Madison campus. It boasts a variety of dining options, movies, bowling, billiards and a climbing wall.



RANKINGS

MADISON CONSISTENTLY RANKS AS A TOP COMMUNITY TO LIVE, WORK, PLAY,
AND RAISE A FAMILY.

#1 **Madison**
Ranked

"Best City for Young Adults"

Kiplinger, July 2012

TOP 7

Cities for Last-Minute Meetings

Smart Meetings, May 2013

STATE STREET
in **Top 8**
SHOPPING
districts in
AMERICA

MSN, January 2012

Foodie Cities:
Real Estate for the
Restaurant Set

Wall Street Journal

BEST
Place to Retire

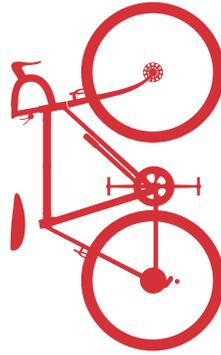
Huffington Post, April 2013

MADISON

Named 3rd
Best-Run City

24/7 Wall St., January 2012

PROUD OF OUR PRESS



MADISON in
TOP
TEN
for Greatest
Cycling Cities

USA Today, 2011

MOST
Livable
CITIES
in America

Forbes, April 20, 2015

#3
in **TOP 100**
PLACES
to live

Livability.com, September 2016

TOP
10

Most
Innovative
Cities

Forbes, May 2010

DISCOVER ALL OF OUR ACCOLADES ONLINE:

VISITMADISON.COM/RANKINGS

SHOPPING

SHOPPING IS THE SECOND MOST POPULAR ACTIVITY FOR PEOPLE WHO LIVE IN MADISON! FROM STATE STREET'S PEDESTRIAN MALL TO MONROE STREET SPECIALTY STORES, THERE ARE TREASURES FOR EVERY TASTE.

Visit the Sample Itineraries section of our web site to discover more about the best-kept shopping secrets in Madison, including:

UNIQUELY MADISON—Discover destinations that include locally owned, universally loved shops that offer everything from cheese to fine chocolates

MALLS—Find your way to one of Madison's three malls designed with concentrated shopping in mind.

NEIGHBORHOODS—From State Street to Willy Street to Monroe Street and more, head to our neighborhoods if unique food and gifts are what you're looking for.

**MADISON
IS TOPS IN
PLACES
TO SHOP**

**STATE
STREET
in Top 8
SHOPPING
districts in
AMERICA**

MSN, January 2012



DISCOVER OUR DATABASE OF SHOPPING HOT SPOTS:

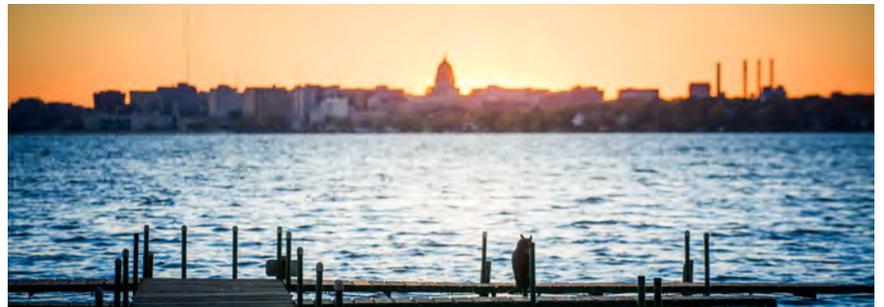
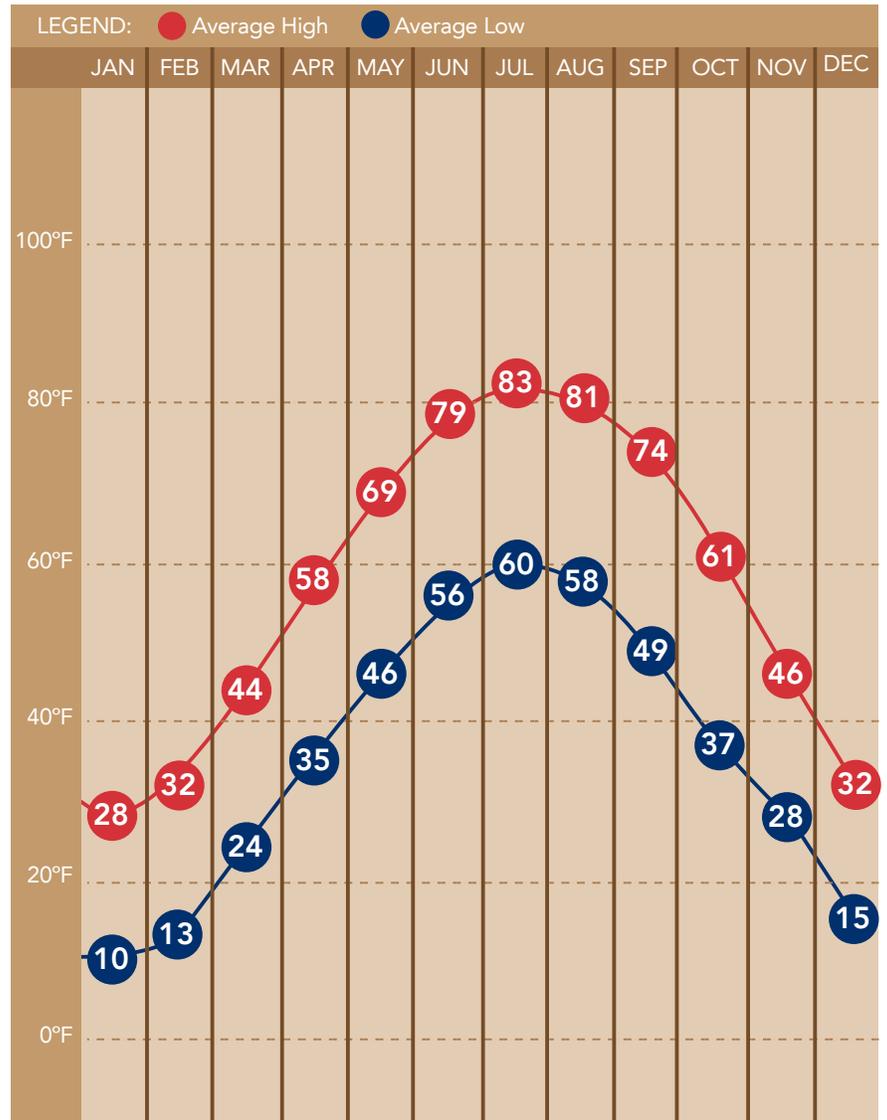
VISITMADISON.COM/SHOP

WEATHER

WONDERING ABOUT OUR WEATHER?

In Madison, Wisconsin, we love our four seasons of fun. See below for a few fun facts about our temps and the type of weather you can expect.

- Madison, Wisconsin has a humid, continental climate with hot summers and no dry season.
- January is the coolest month; July is the warmest month
- January is the driest month; June is the wettest month
- The area within 25 miles of this station is covered by grasslands (49%), croplands (45%), and lakes and rivers (3%).



FOR UP-TO-THE-MINUTE INFORMATION, CHECK OUR WEATHER WIDGET AT

VISITMADISON.COM

HQ2 MADISON

THE EPIC FACTOR





MADISON REGION ECONOMIC PARTNERSHIP

The fact that the Madison Region has had experience in accommodating a major employer and its billion dollar campus is another reason that you can expect to have HQ2 developed here with reasonably few hurdles. We introduce the Epic Systems story not only to demonstrate that fact but to show how this locally-owned company has been able to be a leader in sustainability practices while developing a showcase work environment that is every bit as awesome as any of the major high tech companies in the world.

Epic Systems was founded in 1979 by Judith Faulkner with an original investment of \$70,000 and today the company employs nearly 10,000 people with revenue a year ago of \$2.5 billion. Its electronic health records cover over 200 million people in the United States and, overall, it boasts over 50% of the medical records market in the US.

The following pages outline the unique physical plant at Epic and reinforce the sustainability statements made by County Executive Parisi in his letter of support which is attached. Pictures scattered throughout also demonstrate the beauty and creativity of a campus that includes a moat and medieval drawbridge, a treehouse, a Harry Potter themed building, a farm, Grand Central Station, underground tunnels, skyways and Indiana Jones Hallway, along with the solar panels, green roofs and wind turbines that serve as an example of what Amazon can accomplish with HQ2.



DANE COUNTY

Joe Parisi
County Executive

October 17, 2017

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

Dear Ms. Sullivan

Amazon has harnessed the power of modern technology to enhance the availability and distribution of products and services in a way that has transformed the economy and changed the way people think about business. There are products and innovations that have left a mark on our lives and changed what we do and how we do it. From the electrification of America to the assembly line to the proliferation of vaccines to the computer and robotic revolutions and Amazon's emergence as a consumer hub, some advancements are truly transformative.

Not only has Amazon changed the overall marketplace, but it has a positive impact on the local economy of those areas fortunate to be home to an Amazon distribution center or headquarters. The influx of professional employment, transportation improvements and technology spark further business investments and an entrepreneurial renaissance. We have seen the impact of that electronic medical record leader EPIC has had on our landscape and know that Amazon can further build upon that experience. The greater Dane County community has tremendous capacity and an ability to respond to the needs of any business, no matter how large.

How can a "second tier" city be so confident in its ability to service your needs? We are an attractive location that possesses the sort of educational, recreational and professional opportunities that are in high demand. We take great pride in being home to the University of Wisconsin, Edgewood College and Madison College – our impressive and growing two year technical college. We are also home to several training centers for the trades which help prepare the next generation of construction and STEM employees who will build the infrastructure for tomorrow's economy. If Amazon wants to build here, people will eagerly flock to the area, attain the appropriate skills and be ready for work.

Large, multinational businesses are proud to call Dane County their home. The aforementioned EPIC along with American Family Insurance and Spectrum Brands have established their headquarters in Dane County. We are also blessed with several major employers who are working at the forefront of medical research including Covance, Exact Sciences, Promega and PPD. All are growing and prospering in the Dane County environment.

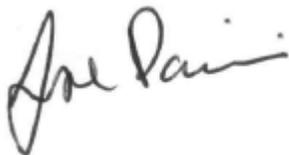
Many of these companies share the Dane County community's commitment to sustainability and racial equity. The area has embraced sustainable energy with the development of landfill biogas extraction systems, large solar arrays, wind farms, geothermal heating and cooling systems and innovative manure digesters that turn farm waste into power and helps reduce the discharge of phosphorous into our lake system. We are also a leader in promoting racial equity. Despite our low unemployment rate and high standard of living it is clear that a rising tide does not lift all boats. We have advanced policies to ensure that everyone – regardless of race, religion or gender – has an opportunity to thrive in this economy. We will not allow discrimination and bias to tamp down the capacity of our citizens and we prove that everyday through our actions and our policies. It is part of who we are what we do.

Beyond work, employees and employers will find Dane County is home to a vast array of recreational and entertainment opportunities. Our wonderful chain of lakes provide recreation and beauty unmatched in most urban areas. We are also home to the world class Overture Center for the Performing Arts and vibrant music and festival scene. Our promotion of healthy lifestyles has spurred the development of hundreds of miles of walking and biking trails and attracted the attention of Ironman Triathlon and the CrossFit Games – both of which hold major events in the area. Due in part to our state, county and municipal parks, livable neighborhoods, high quality schools and stable economy, we have become one of the Midwest's fastest growing and most prosperous areas. I encourage you to be part of it.

We are an in-demand commodity that will continue to expand its amenities to suit the needs of our workforce and employers. We take great pride in being home to Wisconsin's seat of government, its flagship university, a diverse population and a high standard of living. The presence of Amazon in our community will only enhance what we have been able to accomplish.

You will find our community to be open and accommodating to your needs. I ask that you give serious consideration to the five sites which have been forwarded to you. By working together we can help your business thrive and further expand opportunities for our citizens.

Sincerely,

A handwritten signature in black ink that reads "Joe Parisi". The signature is written in a cursive, flowing style.

Joe Parisi
Dane County Executive

As Epic Systems has soared, Madison has become a center for health information technology

Excerpts from: Guy Boulton, Milwaukee Journal Sentinel Published 11:36 a.m. CT Oct. 6, 2017

Supporters of the incentives promised to Foxconn can only hope that the billions of dollars have the same effect on the state's economy as Epic Systems in Verona has had.

The company, which writes software for electronic health records, has hired about 3,200 people in the past three years alone. It now employs 9,700 people companywide, including 9,300 in Verona, and had revenue of \$2.5 billion last year — up from 396 people and revenue of \$47 million in 2000.



And it has made Madison a center for health information technology, with an array of established companies and startups, among them Nordic, Forward Health, Propeller Health, Wellbe, Redox, Datica, healthfinch, Bluetree Network, Moxe Health and Forte Research Systems.

“You don’t see the health technology companies leaving Madison — you see companies moving to Madison,” said Dan Blake, a partner at HealthX Ventures, a venture capital firm that invests in health IT companies.

No one company has had a comparable effect on the state’s economy in the past two decades.

Today, more than 200 million people in the United States have at least one medical record in an Epic system. Epic has almost a quarter of the U.S. hospital market for electronic health records. Epic also continues to gain market share. New contracts for health systems are about evenly split between Epic and Cerner Corp., based in North Kansas City, Mo., said Dan Czech, an analyst with KLAS Research, whose reports on the industry are widely followed. In January, Epic was named the No. 1 overall software suite for the seventh consecutive year by KLAS Research.



Welcome to Epic



Epic Culture

- ▣ Create the Best Software Possible
- ▣ Focus on Customer Success
- ▣ Do Good by Helping People
- ▣ Create Buildings with a Focus On:
 - Comfort
 - Creativity
 - Productivity
 - Collaboration
- ▣ Campus Planning with a Focus On:
 - Creation of a Great Work Environment
 - Creation of High Quality, Long Lasting Buildings
 - The Environment and Sustainability
 - Being a Good Neighbor

How Big is our Footprint?

- ▣ Over 1100 acres
- ▣ 7 million sq. ft. occupied space
- ▣ 7501 underground parking stalls
- ▣ Buildings connected with sky bridges or underground tunnels
- ▣ Approximately 9,800 employees to keep happy and productive
- ▣ Nearly 15,000 tons of geothermal cooling/heating capacity
- ▣ 11.75 MW capacity via wind and solar generation
- ▣ Campus Expansion:
 - Campus 5 (5 buildings + 3,000 car underground parking ramp)
 - Roadwork improvements

Verona Campus



Epic - Our Sustainable Story



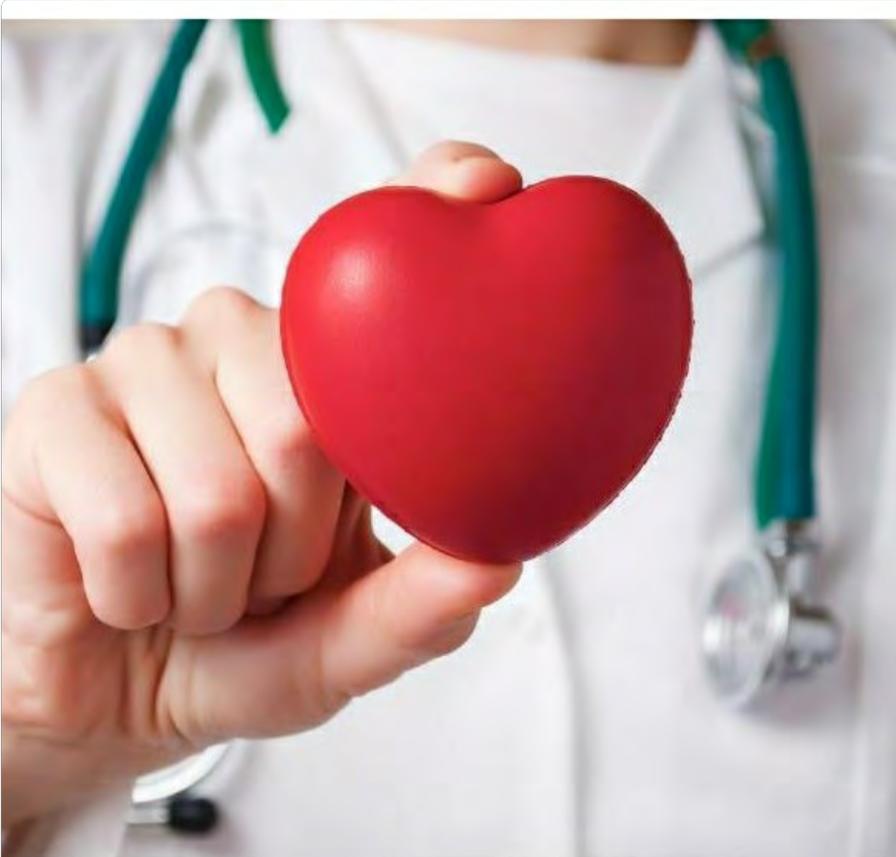
Why We Do What We Do

Epic is committed to reducing the environmental impact of our company and helping our clients improve their environmental sustainability.



How We Do What We Do

Epic's Environment Management System is driven by a company-wide sustainability initiative that includes investing in renewable energy technologies such as solar panels, wind turbines, and geothermal wells. As part of the initiative, we focus on effective environmental protection and prudent use of natural resources to reduce our company's environmental impact. We proactively monitor our consumption of electricity and energy so we can better understand how to reduce it.



With the Patient at Heart

Our integrated software and environmentally responsible implementation approach help our clients minimize their environmental impact and achieve their environmental goals. For example, Epic's software solution can help reduce the numbers of trips, tests, and products required to deliver patient care. With our integrated EHR and web-based access for healthcare professionals and patients, our clients have dramatically reduced procurement of paper based products as well as the carbon emissions associated with transporting charts between locations and mailing out correspondence.

Epic has put great care into our land use with a strong commitment to preservation and restoration.



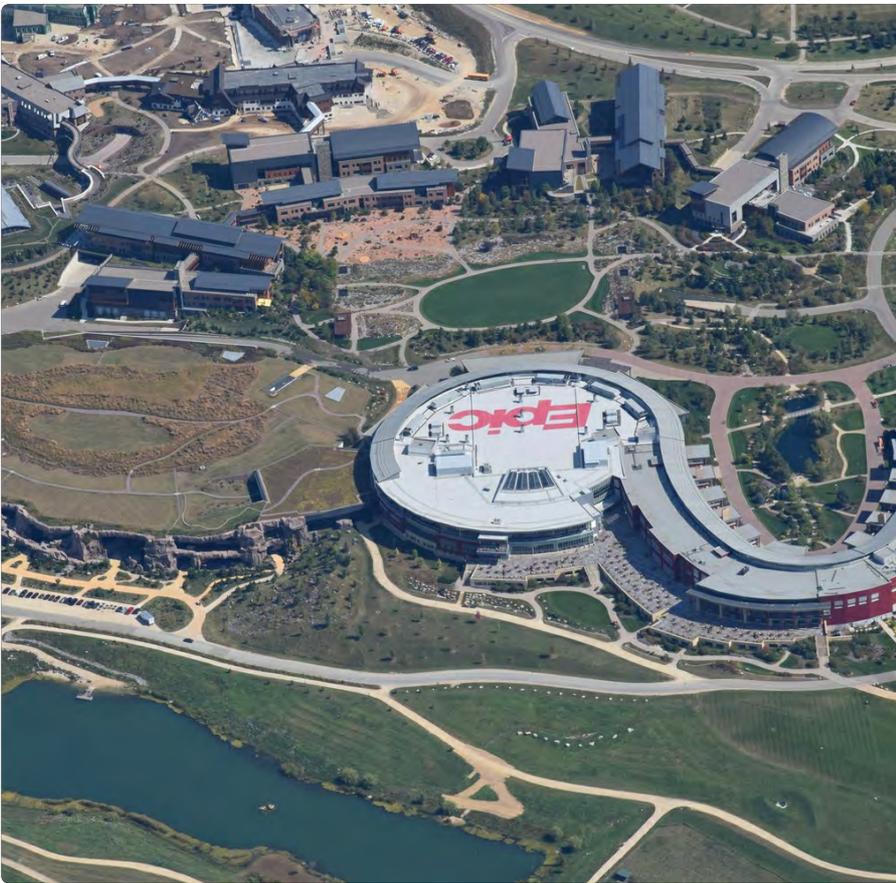
Land Use & Conservation

Epic uses many strategies on campus to preserve and utilize the native geography.

Undisturbed Native Prairie Remnant - A portion of campus has been identified as undisturbed native prairie. It has remained undisturbed throughout all campus construction activities.

Preservation of Native American Burial Site - An area northwest of the Fortress building is a documented Native American burial site that has been preserved and protected from all past and future campus activities.

Community Gardens - Over 500 gardens are offered to staff for personal use.



Green Roofs

Our campus has over 38 acres of green roofs. The largest green roof is the 6 acre roof above the Deep Space Auditorium. One of our green roofs also doubles as a soccer field.



Solar Panels Designed for Triple Land Use

The large solar panel installation in the northwest portion of campus was designed to allow for three uses of the land:

1. Solar power production
2. Geothermal Well Field - The solar panels are installed above one of Epic's geothermal well fields.
3. Crop Cultivation - The solar panels are elevated and installed to allow for agricultural equipment to pass beneath.



Underground Parking & Limiting Impervious Surfaces

Nearly all parking on campus is within underground parking structures. Underground parking, green roofs, and minimal paved areas are all ways Epic limits the use of impervious surface.

These design features allow the campus to more closely mimic the native hydrology of the land and allow for better storm water management.



Mass Transit

Epic subsidizes two bus routes to ensure our employees can travel to work using a more sustainable method. More than 11,000 rides are taken per month.

Natural Resource Management

In addition to these energy reduction projects and strategies, Epic also strives to conserve natural resources through responsible purchasing choices and resource use policies, including:

- The installation of dual-flush, low-flow toilets to conserve water
- Use of low-emitting materials (adhesives, sealants, paints, carpets)
- Use of leaf mulch for landscaping in lieu of fertilizer, with excess mulch donated to the City of Verona
- Landscaping that makes use of low-input native plants that, once established, require minimal fertilization and watering
- Measures to support responsible storm water management, including onsite retention pond and the use of bioswales to capture contaminants in runoff left on pavement by autos



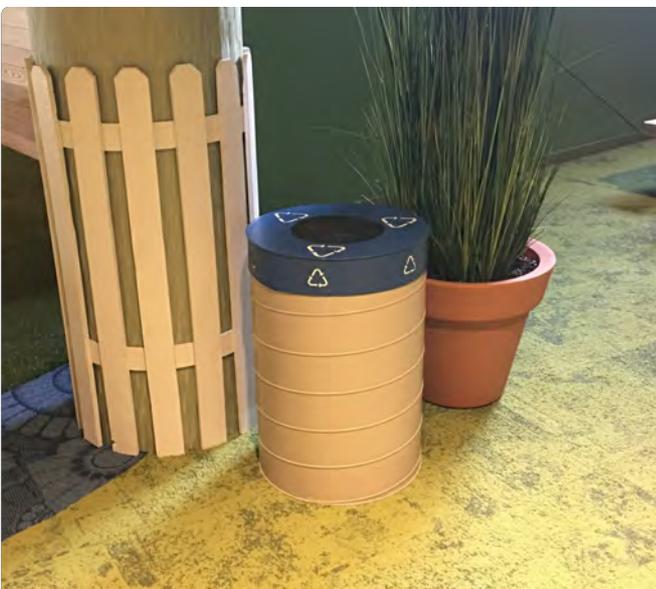
Renewable Energy

Solar photovoltaic (PV) panels and wind turbines provide renewable energy and reduce the need for fossil fuel-based energy.



Landscaping & Irrigation

The landscaping is designed with native and adaptive plants to minimize the need for irrigation.



Recycling

Co-mingled recycling receptacles are located throughout campus to collect paper, aluminum, cardboard, and plastics.

Epic keeps an average of approximately 30 tons per month from going to landfills through our recycling program.



Bicycle Facilities

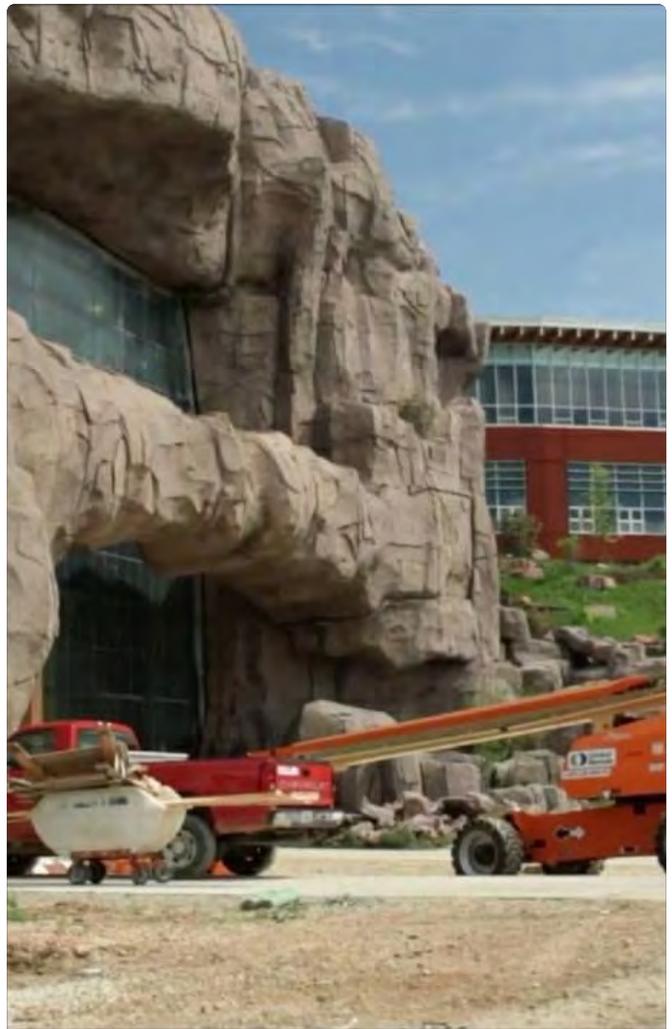
Bike racks and showers are provided for staff who bike to Epic.

Community Cow-Bikes are available to staff and visitors to move freely around campus.

Energy Use Reduction

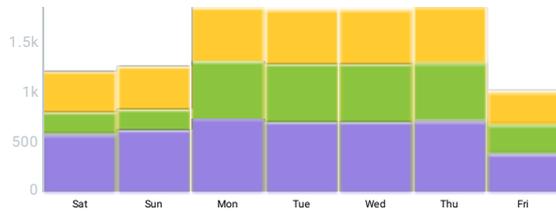
Another key part of meeting Epic's sustainability goal is reducing energy consumption. This is pursued through design and construction of energy efficient campus buildings and mechanical systems such as energy recovery systems, light harvesting, and light management systems. Epic also utilizes the following strategies to reduce energy consumption:

- Active metering and response (refer to graph below for data on one building)
- Low energy use lighting
- Occupancy-controlled lighting and HVAC
- Operable monitored windows in office buildings, which provide natural ventilation and prevent heating and cooling system operation when open
- Variable frequency drives on motors to deliver only what is required for ventilation and water requirements



Great Hall Electricity Breakdown / Last 7 days

Receptacle Use Lighting Use HVAC Use



Total	Min	Max
10,791 kWh	1,000 kWh (Fri)	1,852 kWh (Thu)

Minimizing the Environmental Impact of Construction

Construction materials containing recycled content were used, which reduces the need for virgin materials. Regional materials were used as much as possible to reduce transporting environmental impacts.

Epic also follows DNR Best Practices for site & erosion control, conducts well water testing for our neighbors, crushed unearthed rock and re-used on site and for Nine Mound Road, used excess soil for fill in East Quarry (owned by City of Verona), and re-used surplus materials from previous construction projects.

Across two locations on campus, Epic has a total 1.75-Megawatt solar generation capacity.

These 5,566 fixed-mount solar panels produce enough electricity to power 175 homes, or 88 hospital beds for an entire year.

The large photovoltaic (PV) array is elevated so that crops may be cultivated underneath. Despite housing





Epic's wind turbines are generating power into the local grid and helping displace non-renewable energy sources.

Epic's 6 wind turbines are located 12 miles north of the Verona campus, with a total 10 Megawatts of generating capacity. These turbines boast a 262' tall steel tower, 269' rotor diameter, and 397' maximum tip height.

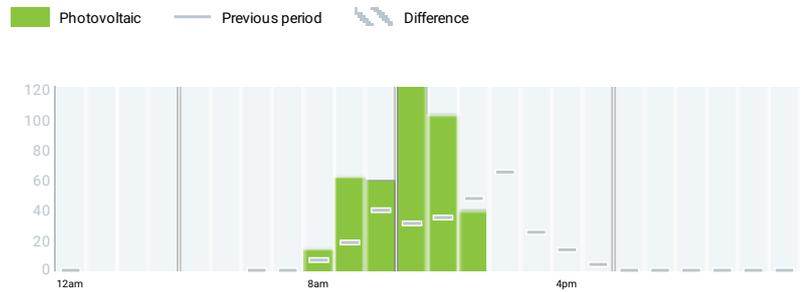
Connected to 39,400 ft. of



Parking Garage Mounted Solar Panels

Photovoltaic (PV) panels covering our parking structure transform our parking lot into a 0.25MW power plant.

Parking Garage Mounted Solar Panels - Production / Today



Oct 13, 2017, 12am-3pm
404 kWh

Oct 12, 2017, 12am-3pm
260 kWh

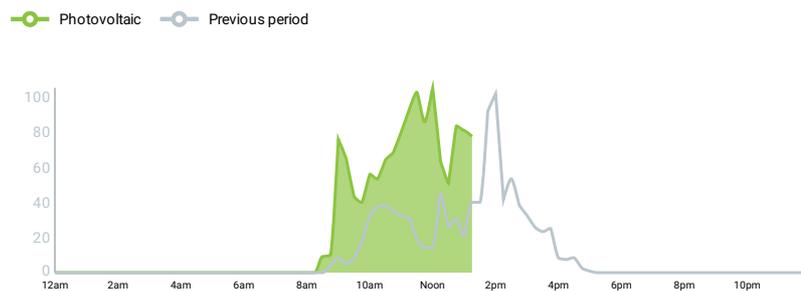
Difference
↑ 56%



Ground Mounted Farm Solar Panels

1.5MW of Photovoltaic (PV) capacity are made available for our use by more than 5,000 solar panels.

Ground Mounted Farm Solar Panels - Production / Today

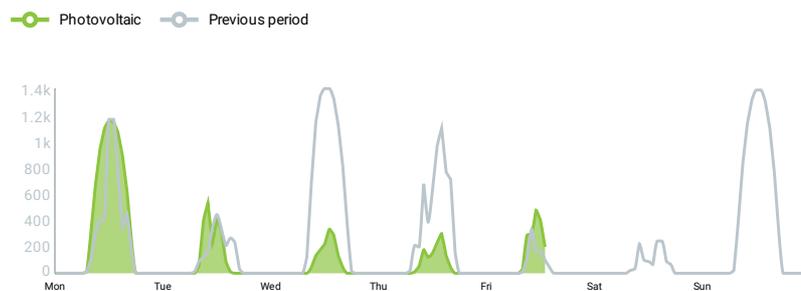


Oct 13, 2017, 12am-3pm
1,310 kWh

Oct 12, 2017, 12am-3pm
887 kWh

Difference
↑ 48%

Total Campus Solar Production / This week



Oct 9, 12am-Oct 13, 3pm 2017
14,701 kWh

Oct 2, 12am-Oct 6, 3pm 2017
24,332 kWh

Difference
↓ 40%

What explains the peaks & troughs in the graph?

On a sunny day, solar electricity will be produced relatively continuously, resulting in smooth curves for each day represented in the graph. On a partly cloudy day, when sunlight is intermittently reduced by cloud cover, electricity will be produced in a discontinuous fashion, resulting in broken, spiky-looking curves in the graph. At night, notice the graph produces a flat line.

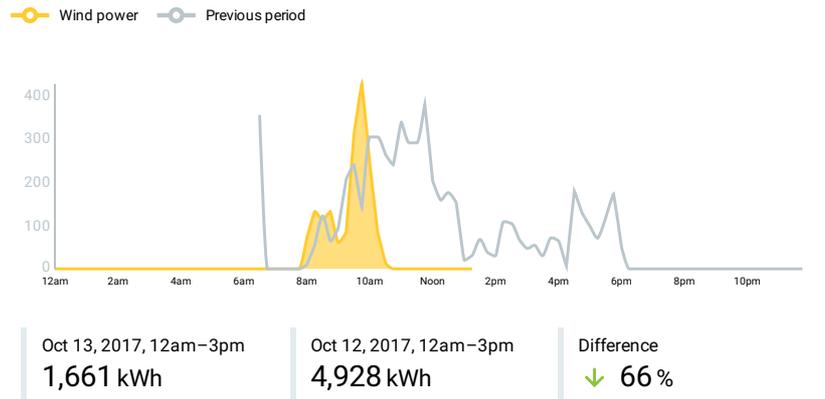
Known as the "edge of cloud" effect, this phenomenon happens when the sun passes over the outer edge of a cloud,



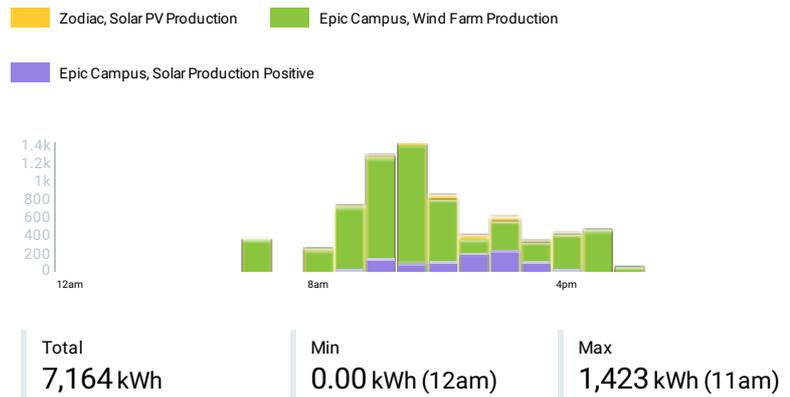
Wind Farm

10 MW of wind capacity are made available by Epic's 6 wind turbines located approximately 12 miles north of campus.

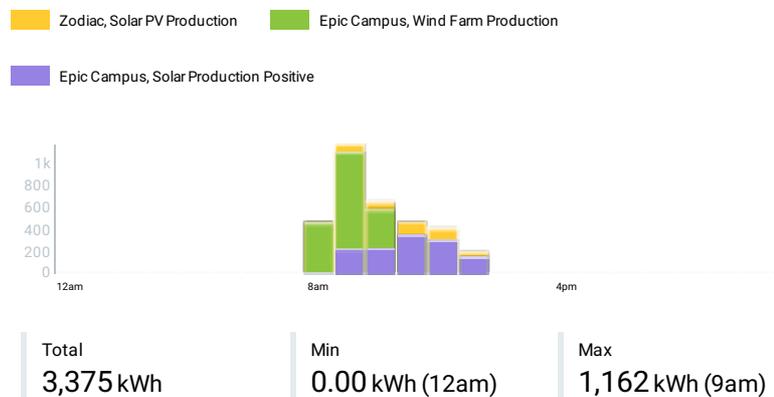
Wind Farm Generation / Today



Solar vs Wind Generation (Yesterday) / Yesterday



Solar vs Wind Generation (Today) / Today





Solar vs Wind?

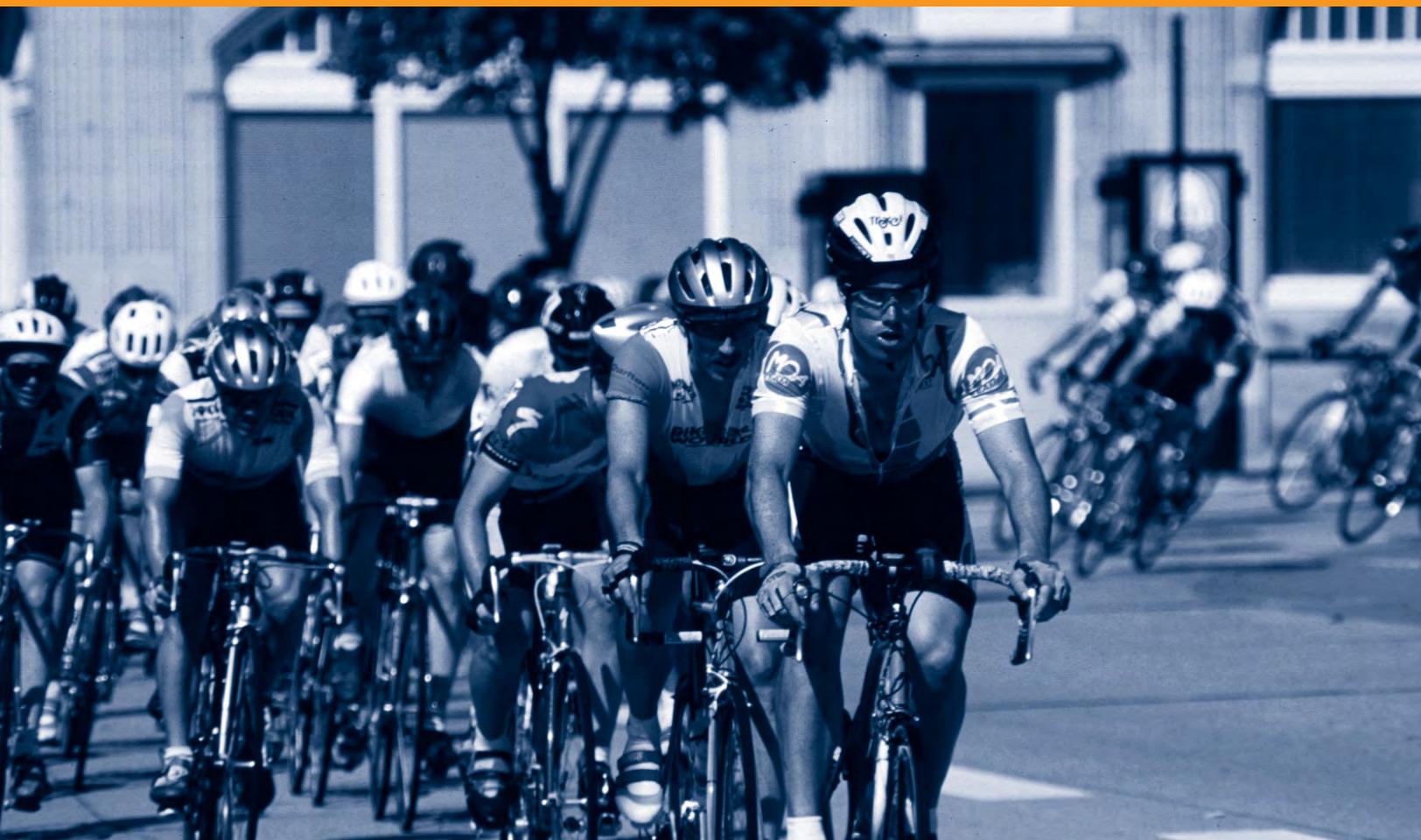
While our wind turbines generate a significant amount of power, the wind tends to blow during the night, when our campus energy use is generally low. PV generation plays a critical role in providing electricity when we need it the most to run heating and cooling systems during the day when our offices are occupied.

The two charts on the right show wind generation (green) happening in the early morning hours and late into the evening. Solar PV generation, on the other hand, provides power during the day when heating and cooling energy demand is highest, helping offset the variability of wind power production.

Since one of the biggest challenges of renewable power generation is its intermittency, having multiple types of generation assets helps address the problem.

HQ2 MADISON

STATE INCENTIVES



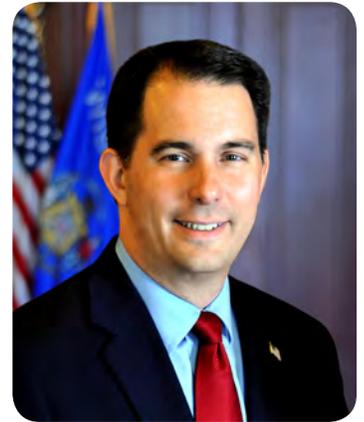


SCOTT WALKER
OFFICE OF THE GOVERNOR
STATE OF WISCONSIN

P.O. Box 7863
MADISON, WI 53707

October 10, 2017

Holly Sullivan
Head of WW Economic Development
Amazon.com
2121 7th Avenue
Seattle, WA 98121



Ms. Sullivan,

For the past 23 years, Amazon has had a transformative impact on the world's business model. From web hosting services, to online shopping, to groceries, Amazon's innovative execution of its vision to serve positively impacts every facet of our lives. The State of Wisconsin is a prime location for the Amazon HQ2 campus, providing you with the workforce and business environment needed to continue to innovate.

We worked hard over the past seven years to transform Wisconsin's business environment to help our companies compete globally. We cut taxes by \$8 billion, streamlined regulations, and implemented tort reform to make Wisconsin a better place for business. These reforms have yielded results: in 2017, Wisconsin was ranked in the top 10 states for doing business in annual rankings from Chief Executive magazine. Wisconsin improved by 31 places on this metric since 2010.

Wisconsin is a top destination for companies that pride themselves on innovation, design, and creativity, thanks to our implementation of pro-growth policies. In 2013, Amazon located a 1-million-square foot fulfillment center in Kenosha County, investing \$141 million and creating more than 1,100 jobs. Our administration worked with Amazon on plans to expand that facility. Its development will be supported by more than \$10 million in enterprise zone tax credits overall. Last week, Foxconn Technology Group announced it will locate a 20-million-square-foot advanced manufacturing facility in Mount Pleasant. These investments represent transformative moments in our history as we welcome high-tech industries to our state's economy.

Wisconsin is established as a force for business in the most critical area: workforce development. Wisconsin's education system, including the University of Wisconsin System and Wisconsin Technical College System, which partner directly with businesses to meet workforce training needs, is developing a talent pool to successfully meet the needs of other high-tech firms like Google, Fiserv, Rockwell Automation, and Epic Systems. In addition, the state's metropolitan areas (Madison, Milwaukee, and Green Bay) have redeveloped and reimagined their downtown communities, becoming more attractive to the next generation of employees. This combination ensures our state will attract and train the workforce required to satisfy Amazon's employment expectations.

Wisconsin is also a leader in research. There are two top-tier "R1" research institutions in our state, UW-Madison and UW-Milwaukee. UW-Madison alone attracts \$1 billion a year in research and development spending.

My administration, along with the Wisconsin Economic Development Corporation and other cabinet agencies, stand ready to work with Amazon as it continues its site selection process and we look forward to welcoming you and your project team to Wisconsin soon.

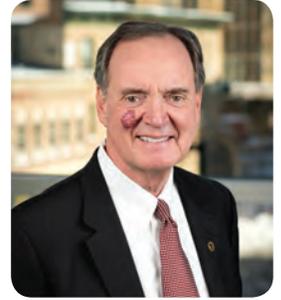
Sincerely,

A handwritten signature in black ink, appearing to be "S. Walker", written over a faint circular watermark.

Scott Walker
Governor

October 19, 2017

Ms. Holly Sullivan
Head of WW Economic Development
Amazon.com
2121 7th Avenue
Seattle, WA 98121



Ms. Sullivan,

On behalf of the State of Wisconsin and the Wisconsin Economic Development Corporation (WEDC), thank you for the opportunity to submit a response to your recent request for proposal for Amazon's next headquarters center.

The State of Wisconsin has worked hard to become known as a business-friendly state. Wisconsin has cut \$4.7 billion in business taxes since 2011 and by the end of 2018, this number is expected to rise to \$8 billion. A Right to Work state, Wisconsin has invested \$213 million in workforce development over the last four years and continues to cut key taxes like worker's compensation and unemployment insurance for businesses. Wisconsin's 100% funded pension system is also ranked #1 in pension fund liability by U.S. News and World Report.

Wisconsin's pro-business environment is evidenced by the state's pro-business policy decisions, investment in our workforce, and a reduction in business taxes makes Wisconsin an attractive option for Amazon's next headquarters location. These business-friendly policy implementations earned Wisconsin a top 10 ranking in CEO Magazine's 2017 "Best States to do Business" survey.

Wisconsin has a strong reputation of being creative and aggressive in our efforts to assist projects that provide great employment opportunities to our citizens and change the economic environment of our communities. The creation of over 50,000 positions with an average annual salary exceeding \$100,000 and a capital investment of over \$5 billion would have a significant impact on Wisconsin.

The size and scope of the Amazon HQ2 project will require special legislation. The total incentive amount, timeframe, eligibility requirements and potential claw backs require additional conversations with the Amazon economic development team and will be developed during the decision-making process. WEDC is prepared to work with your economic development team throughout this process to help create an incentive package that is mutually beneficial for Amazon and the citizens of Wisconsin.

Amazon already has first-hand experience with WEDC and our commitment to assisting significant projects. In 2014, the state awarded \$10,300,000 in refundable tax credits for your 1.5 million square foot distribution center in Kenosha County. As a valued business and economic development partner, WEDC will continue to support your current operation and looks forward to working with your team as you consider expanding your footprint in Wisconsin.

Your primary contact for this project will be Coleman Peiffer, business and investment attraction director, 608-210-6714. Please contact Coleman directly should you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Mark R. Hogan". The signature is fluid and cursive.

Mark R. Hogan
Secretary and CEO
Wisconsin Economic Development Corporation



STRONG BUSINESS GROWS IN WISCONSIN[®]

Companies looking to start, relocate or expand their operations in Wisconsin benefit from the state's central location, reliable infrastructure, industry leadership, talented workforce and business-friendly policies—all of which create competitive advantages that help businesses capitalize upon regional, national and global market opportunities.

Wisconsin's long history of innovation continues to fuel new solutions to challenges facing people, companies, nations and our very planet, with some of the most respected companies in the world drawing upon Wisconsin's plentiful natural resources, renowned research capabilities and the can-do spirit of its citizens to grow and succeed.

Generations of business leaders have recognized the advantages our major ports provide, giving them quick access to markets throughout the country and around the world. Our transportation infrastructure was literally built to connect businesses with their suppliers and customers. Milwaukee's General Mitchell International Airport offers international flights, and Chicago's O'Hare International Airport is 40 miles away from the Wisconsin border. Goods and services produced in our state reach many markets within one day.

Talent development has always played a crucial role in developing and sustaining Wisconsin's industry leadership. To ensure that Wisconsin maintains its manufacturing industry leadership, we have recently dedicated \$110 million to worker training.

I invite you to join the ranks of global industry leaders such as GE Healthcare, Harley-Davidson, MillerCoors, Kohler, Oshkosh Corporation, Johnson Controls, Briggs & Stratton, S.C. Johnson, Kerry Ingredients, Sargento, Kikkoman, Johnsonville and Organic Valley in tapping the economic resources that Wisconsin offers companies looking to maximize their productivity.

The Wisconsin Economic Development Corporation stands ready to provide financial assistance for your client's project to help them take advantage of our unique business environment. We offer a range of tax credits and grants to help with environmental assessments, site preparation and remodeling, equipment purchases and worker training. You will also benefit from the strong working relationships that exist within Wisconsin's economic development network, which ensure that the state's full slate of business development tools will be made available to you.

Thank you for your interest in Wisconsin. We look forward to working with you.

WISCONSIN



A LOCATION THAT ACCELERATES COMMERCE

INFRASTRUCTURE IN WISCONSIN

09 **HIGHWAY SYSTEMS**
State commerce and industry relies on nine major highways covering more than 11,800 miles (18,990 km) to move our goods to market. Our interstate system connects us to major industrial cities across the U.S.

13 **RAILROAD LINES**
Rail traffic throughout the state continues to grow and move more than \$122 billion in freight each year, creating a seamless link in the nationwide intermodal system. Amtrak travels between Chicago and Milwaukee multiple times daily.

08 **COMMERCIAL AIRPORTS**
Eight commercial airport locations serving major industrial and metropolitan areas statewide. These airports are served by all major carriers, linking to every point in the nation within one business day. In addition, these larger airports are within driving distance:
CHICAGO: O'Hare is American's second largest hub, with 963 domestic flights daily to 155 U.S. cities and more than 100 direct flights daily to 58 international destinations.
MINNEAPOLIS: 135 nonstop flights including 115 domestic and 20 international markets.

13 **COMMERCIAL PORTS**
Uniquely situated on the nation's greatest waterways, Wisconsin ships 39 million tons of product from 7 commercial cargo ports and 6 limited cargo ports located along Lake Michigan, Lake Superior and the Mississippi River.

03 **FOREIGN TRADE ZONES (FTZ)**
Companies located in one of our three Foreign Trade Zones (FTZs) can import merchandise (by truck, rail, air or boat) without going through formal customs entry procedures or paying import duties. These companies have the option to pay tariffs after their product inventory is sold, improving cash flow and saving money. Other benefits include, but are not limited to: global market competitiveness, minimized bureaucratic regulations, and improved supply chain efficiencies.

Wisconsin's central location provides access to markets throughout the country. In addition to Appleton, Green Bay and Milwaukee's international airports, Chicago's O'Hare airport is just 40 miles from Wisconsin's border, offering 109 daily direct flights to 58 international destinations. Our marine freight system moves an average of 30 million tons of freight per year, worth more than \$2.4 billion. And, with major ports along two of the greatest waterways in the country—plus 3,000 miles of railway and a highway system that joins east and west—products reach the right markets at the right time.

THE CLIMATE IS RIGHT FOR BUSINESS SUCCESS IN WISCONSIN.®

WISCONSIN
ranks as the 10th best state for



business in the annual rankings by
CHIEF EXECUTIVE magazine

#1



PENSION FUND
LIABILITY RANKING

(U.S. News and World Report)

\$
4.7 BILLION
IN TAX CUTS UNDER GOVERNOR WALKER



\$
214 MILLION
DEDICATED TO WORKFORCE DEVELOPMENT
over the last four years



To learn more about the ways Wisconsin can support your business goals
call Coleman Peiffer, WEDC's Business and Investment Attraction Director,

608.210.6714 or email Coleman@InWisconsin.com

WISCONSIN STATE INCENTIVE

To assist with Amazon's headquarter location, Wisconsin Economic Development Corporation stands ready to work aggressively and creatively to meet this project's specific needs. The complexity of this project will require additional information to assist in drafting special legislation.

- Type of program: special legislation
- Type of incentive: Refundable Tax Credits
- Amount to be determined pending additional information
- Timeline for special legislation: 4 to 6 months
- Eligibility requirements to be determined with special legislation
- Claw back provision to be determined with special legislation

This is not an offer. It is only a preliminary estimate contingent on the receipt of a completed application, WEDC's underwriting and review, the availability of funds, and approval by WEDC executive management.



**WISCONSIN ECONOMIC
DEVELOPMENT CORPORATION**

The Wisconsin Economic Development Corporation is confident that Wisconsin the best location for Amazon's Headquarters given our business climate and direct access to our world class workforce. We appreciate you taking the time to consider Wisconsin for your new headquarter location and look forward to working with you in the future.

Coleman Peiffer, AICP

608.210.6714

Business and Investment Attraction Director

Wisconsin Economic Development Corporation

201 W. Washington Avenue

Madison, WI 53703

coleman.peiffer@wedc.org

FOXCONN IN WISCONSIN

WISCONN VALLEY

FACTS AND FIGURES

OVERVIEW

With 13,000 jobs and a capital investment of **\$10 billion**, Foxconn's investment in **Wisconsin** is by far the state's largest economic development project and is the largest corporate attraction project in U.S. history as measured by jobs.

The project will be the **largest greenfield investments** by a foreign-based company in U.S. history as measured by jobs.

With a floor area of **20 million sq. feet**, the Foxconn campus will be large enough to hold **11 Lambeau Fields**. It will become one of the **largest manufacturing campuses in the world** — eclipsing the New Century Global Center in Chengdu, China, the Tesla Gigafactory in Sparks, Nevada, and the Boeing facility in Everett, Washington.

Foxconn's investment will create the first liquid crystal display (LCD) manufacturing facility in North America and the only one globally that is not located in Asia.

EMPLOYMENT

Once the Foxconn complex is fully operational, it will employ **13,000 workers**. That means if Foxconn were a municipality, its population would be larger than 96% of the cities, towns and villages in the state.

The jobs will have an average **salary of \$53,875**, plus benefits.

The number of Foxconn employees will equal the population of each of these communities: Glendale, Fort Atkinson, Stoughton, Waunakee, Hudson and Chippewa Falls.

SIZE OF FACILITY

The entire Foxconn complex will be located on at least **1,000 acres** of land — or about **1.56 sq. miles** — the same geographic size as Sauk City; Junction City; the Town of Madison; Cambridge; Minong; Winneconne; Weyauwega; Belleville; Crivitz; and Shorewood.

At **20 million sq. feet**, the campus will also will be:

- Three times the size of the Pentagon.
- Four times the size of the Chrysler Headquarters and Tech Center in Detroit.
- Five times the size of the Boeing plant in Everett, Washington
- Bigger than the world's largest airport, the Dubai International Airport

ECONOMIC IMPACT OF FOXCONN IN WISCONSIN CONSTRUCTION PHASE IMPACT

The project will require an estimated **\$10 billion** of capital investment to construct and equip the facility. Of this, an estimated **\$5.7 billion** will be for construction and equipment sourced from **Wisconsin** businesses.

The project will support **10,000 construction jobs** over each of the next four years as well as **6,000 indirect jobs** from the construction.

The capital investment during construction is expected to generate **\$348 million** in state and local tax revenues.

ONGOING ECONOMIC IMPACT

In addition to the **13,000 jobs** directly created by Foxconn, the project is expected to create at least **22,000 indirect and induced jobs** throughout the state.

Foxconn is to make **\$4.26 billion** in supplier purchases annually, about one-third of which will be sourced within **Wisconsin**.

The project is expected to have at least a **\$7 billion** annual economic impact on the state.

The project will generate an estimated **\$181 million** in state and local tax revenues annually, including **\$60 million** in local property taxes.

FOXCONN IN WISCONSIN

WISCONN VALLEY

FAQs

Who is Foxconn and what kind of jobs are they bringing to Wisconsin?

- Foxconn is locating in Wisconsin and will create 13,000 new jobs and invest \$10 billion.
- Foxconn specializes in design, manufacturing and assembly of global computer and high-tech consumer electronics products. The company is well known as the assembler of iPhones.
- Foxconn has chosen Wisconsin to build a new high-tech manufacturing and technology campus to build Liquid Crystal Displays (LCD). This will be the first LCD facility of any kind in North America and will manufacture LCD screens that will be used in everything from self-driving cars to aircraft systems and in the fields of education, entertainment, health care, safety and surveillance.
- The campus will employ thousands of engineers and skilled workers.
- The average wage will be **\$53,875** per year plus benefits.

Where will this be located?

- Foxconn is evaluating multiple sites in southeast Wisconsin to build the plant.
- Businesses all over Wisconsin will benefit from the supply chain needs of Foxconn.

When will this happen?

- Hiring, permitting, planning and construction are set to begin immediately.
- Foxconn plans to be operational in 2020.

What will the legislation look like?

- A special session of the legislature will be called to pass an incentive package necessary for Foxconn to locate in Wisconsin over several other states.
- The tax credit incentives are tied to actual performance. No credits will be given if Foxconn fails to invest capital or create jobs.
- Foxconn will be eligible to earn incentives based on their actual job creation and capital investment. Similar to the construction of the Milwaukee Bucks arena, Foxconn will be eligible for a sales tax holiday for the purchase of construction materials.
- The incentives are projected to cost between \$200 million and \$250 million a year. Once the company is fully staffed, Foxconn's payroll will be an estimated **\$700 million** a year.
- The maximum amount of credits Foxconn will be eligible to earn is \$3 billion over 15 years:
 - Up to \$1.5 billion in state income tax credits for job creation
 - Up to \$1.35 billion in state income tax credits for capital investment
 - Estimated \$150 million for the sales and use tax exemption (sales tax holiday)

How is this transformational?

- Foxconn is bringing the future of manufacturing to the U.S., and Wisconsin will be the leader. The technology of the future will be discovered and built in Wisconsin.
- This project will have an impact not just on southeastern Wisconsin but on the entire state. Foxconn will have significant supply-chain needs that will create new opportunities and open new markets to companies in numerous industries throughout the state.