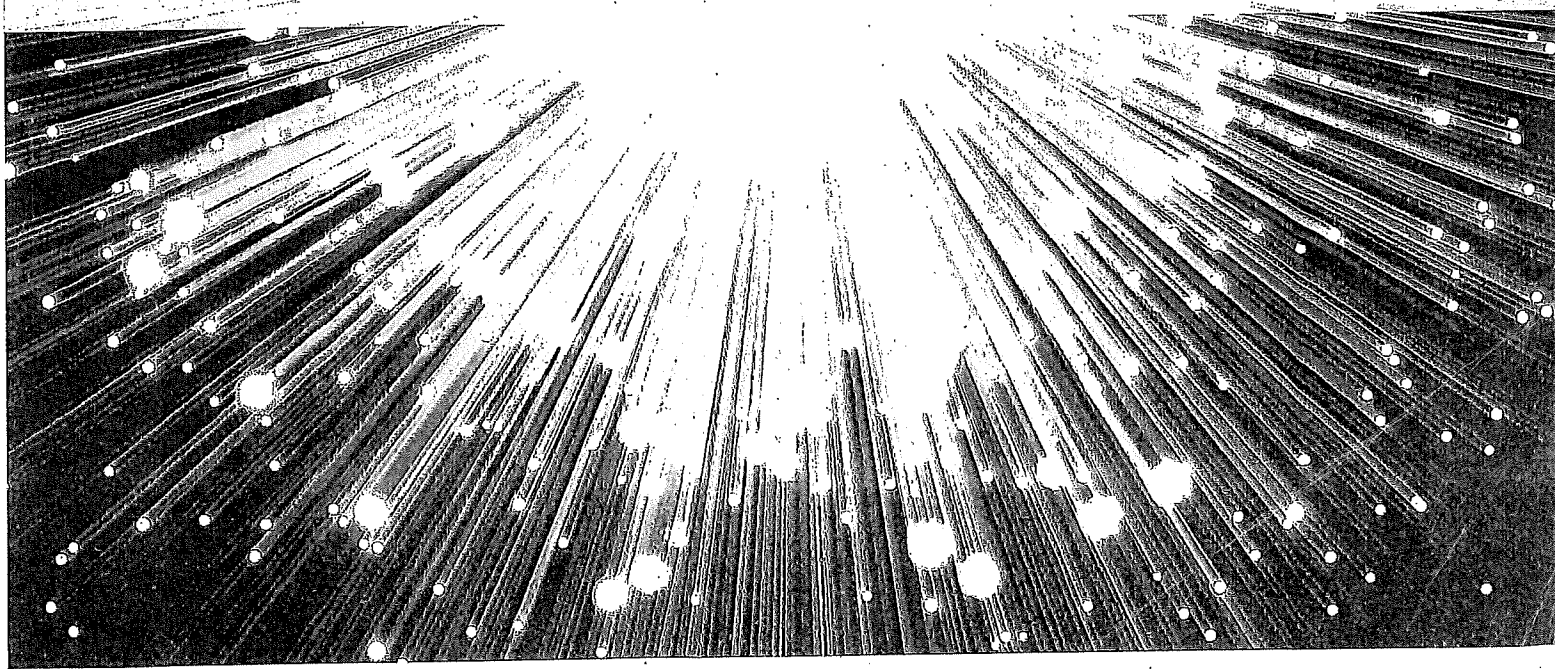


THE CITIES OF LIGHT.  
THE CITIES OF INNOVATION.  
THE CONVERGENCE POINT.



BUFFALO-ROCHESTER METRO CORRIDOR: A JOINT AMAZON HQ2 SUBMISSION



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

**ANDREW M. CUOMO**  
GOVERNOR

October 16, 2017

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

Dear Jeff and Team:

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

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

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

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

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

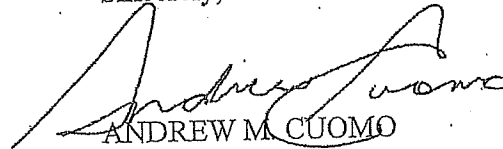
Our record of accomplishment in New York speaks for itself; over 1 million new jobs in recent years, the best bond rating in over fifty years, lower taxes for every New Yorker, unprecedented infrastructure investments, the country's most robust array of colleges and universities focused on education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

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

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

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

Sincerely,



ANDREW M. CUOMO



## DAY ONE IN THE BUFFALO-ROCHESTER METRO CORRIDOR:

A Joint Amazon HQ2 Submission  
Confidential Proposal

The nature of a story is that it moves forward.

And in Buffalo and Rochester—the anchors of Western New York—a narrative that's flowed and changed and converged and evolved has made us who we are and what we want to share.

A place where sky-high aspirations meet down-to-earth action.

An unshakeable work ethic grows in the light of a nurturing spirit.

It's where grit meets grace.

The affordable meets the avant-garde.

Deep roots meet unmatched room to grow.

And perhaps most important of all...our metro area is where a legacy of innovation stands alongside a future of possibility for us, and for the partners in progress who join the story.

Edison. Tesla. Eastman. Westinghouse. Wilson. Larkin. Bausch+Lomb. Amazon - come join us.



CONFIDENTIAL PROPOSAL

EXECUTIVE SUMMARY

The Buffalo-Rochester Metro Corridor is in the midst of an economic revitalization and we are excited to welcome Amazon into our evolving success story.

Our Region has spent the last decade preparing for Amazon HQ2. We have assembled a comprehensive proposal addressing all of Amazon's needs allowing for a buildout to meet its multi-year goals in a place whose infrastructure is both efficient and welcoming. We are confident in our ability to retain and attract top-tier talent based on a strong track record and quality of life.

SUBMISSION CONTACT

R. Ball | Director of Industry Development  
Strategic Business Division  
Empire State Development

Email: Richard.Ball@esd.ny.gov  
Office: (716) 846-8248  
Mobile: (716) 982-6004

A. A World-Class Ecosystem in a Low Cost Environment

- Immediate occupancy available to meet Phase 1 requirements.
- A clear path to ownership and occupancy of an 8 million square foot campus through forward thinking public private partnerships.
- Urban campuses that are well integrated into existing and thriving ecosystems.
- More than \$19 billion recently invested in the revitalization of our region representing great market confidence in our future.

B. Access to Top-Tier Talent

- Our region develops talent at more than 67 degree-granting institutions creating the foundation of a highly educated workforce. 19% of degree completions are in the fields of Computer and Information Sciences and Support Services and related business fields compared to a 9% national average.
- 32.6% of the population holds college degrees; 2.8% above the national average.
- In the last seven years, the millennial population has grown by more than 8.5%, approximately 3% higher than the national average.
- Through the TN visa program, Canadian engineers and several other specialty degrees have the ability to obtain a work visa with ease.

In addition to tremendous support from New York State, our regional support the almost \$2.5 billion capital investment needed to build HQ2, with more than \$500 million in local incentives.

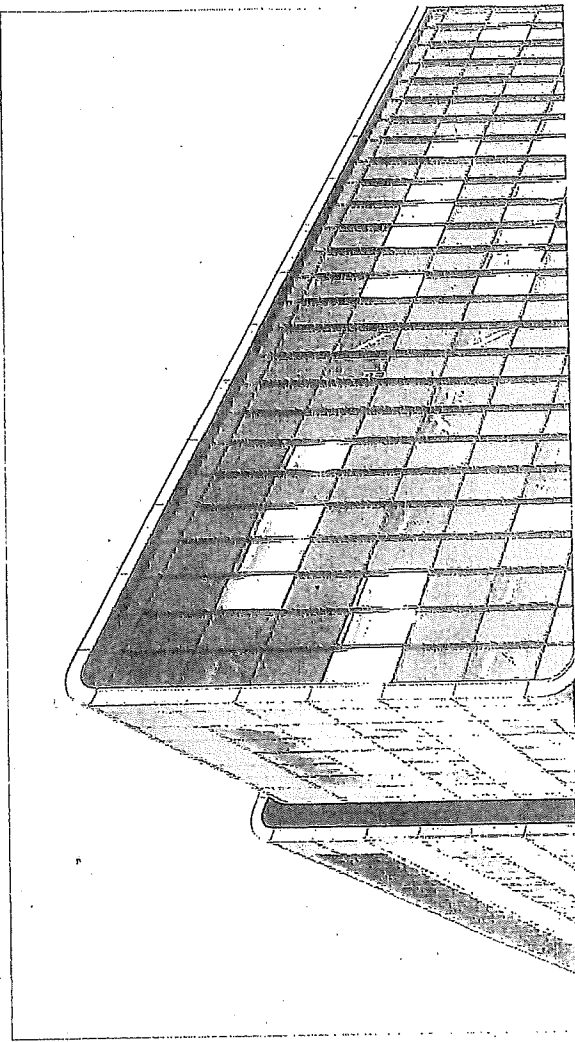
C. Regional Infrastructure: Connects the Buffalo-Rochester Metro Corridor

- Average commute time of 20 minutes, well below the national average.
- Light rail, metro rail, bus service, bike lanes, and walkways make cities more accessible.
- Connectivity between Buffalo and Rochester is strong with only a one-hour commute (downtown-to-downtown) on Interstate-90 and Amtrak Rail that links the two cities.
- Served by three local airports with direct service to major metro areas, cross-continental flights being added with more in development, and access to Toronto Pearson Airport for direct international flights.

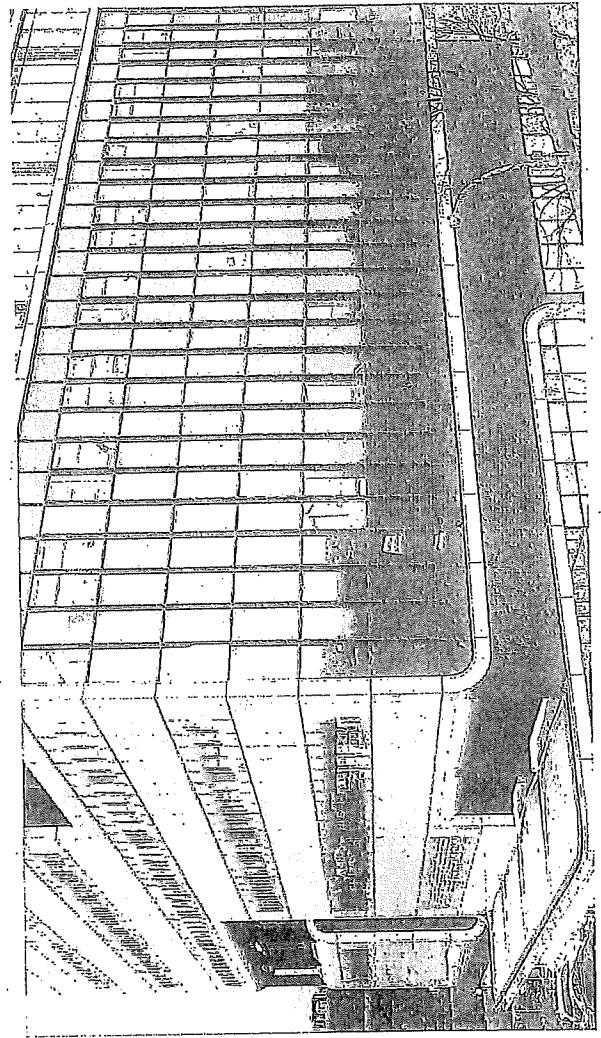
- The region is historically free of disrupting natural disasters with a regional natural disaster risk ranking of 73.5 out of 1000, putting it in the bottom quartile.

D. A Great Place to Work, Live, and Play

- Rochester and Buffalo are the top two most affordable housing markets among 53 U.S. metro areas with populations of more than 1 million.
- Median purchase price of a two-bedroom home (\$87,950) is a staggering 50% below the national average (\$180,000).
- The Buffalo-Rochester Metro Corridor has the lowest healthcare cost for Medicare and private insurance of 306 Hospital Referral Regions in the United States. For private insurance, Rochester and Buffalo rank 3rd and 4th for low-spending. Rochester ranks 8th in lowest spending for Medicare.
- Abundant indoor and outdoor entertainment contributes to the high quality of life here. Whether it's skiing on the water or downhill, toasting in a vineyard or a local brewery, or strolling through a museum, the Buffalo-Rochester Metro Corridor has it all.



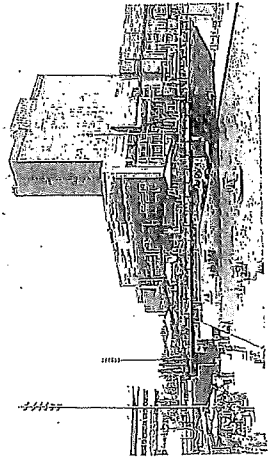
A WORLD-CLASS ECOSYSTEM  
IN A LOW-COST ENVIRONMENT



ur region is anchored by two great cities that each offer creative options for a contiguous, central core HQ2 campus. These options contribute to the ongoing economic revitalization of the region and enable Amazon to become a part of our rich cultural fabric and vibrant neighborhoods.

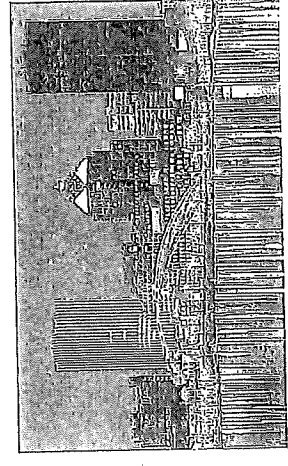
**BUFFALO**  
**Think Big in Buffalo**

a decade of unprecedented revitalization in a city fueled by investment in innovation.



**ROCHESTER**  
**Right in Rochester**

a decade of reclaiming the birthplace of modern technology through an unparalleled resurgence.

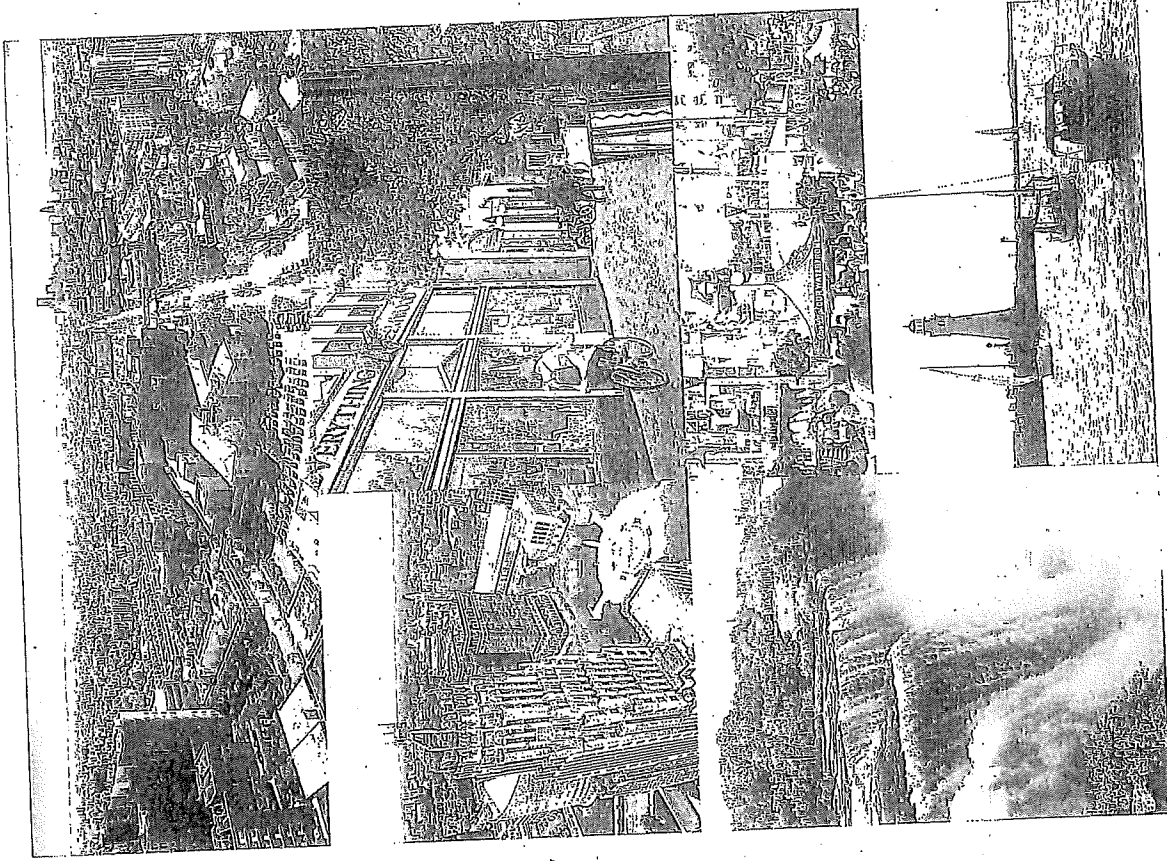


Real estate options are paramount in the search for HQ2 and the Buffalo-Rochester Metro Corridor offers Amazon key assets enabling the company to attract world-class talent. Options exist in both Buffalo and Rochester that can provide Amazon with immediate occupancy to meet its Phase 1 requirements and, through public and private partnerships, a path forward for Phases 2 and 3 inclusive of 100% site control.



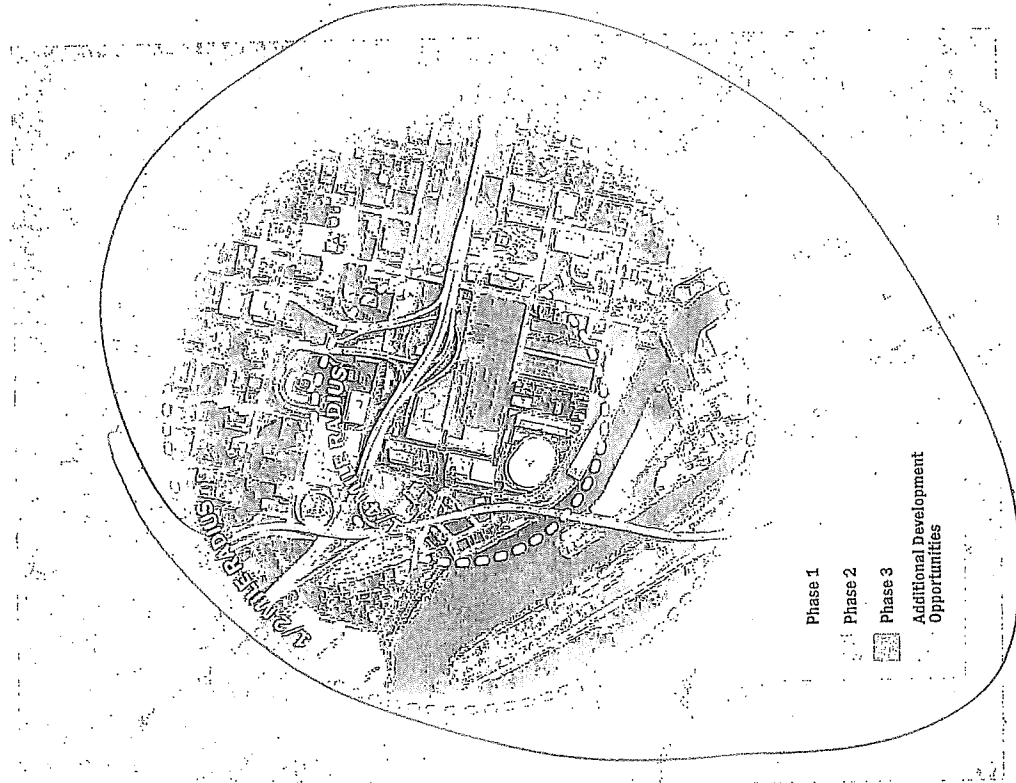
## Think Big in Buffalo

In Buffalo, collaboration emanates from a shared vision with strategic goals for business and community development. Our city is fueled by wind, water, and an unprecedented influx of investment over the last seven years. The new Buffalo Niagara is rapidly taking shape, a region enjoying success today and positioned for long-term growth tomorrow in technology, advanced manufacturing, life sciences, biotechnology, finance, education, and advanced agriculture, all within one of the most affordable and enjoyable regions in the country. Buffalo Niagara offers everything that forward-thinking companies need to succeed: a skilled and dedicated workforce, highly competitive real estate costs, low-cost energy, and research and development partnerships. Additionally, a revitalized central business district, a world-class waterfront highlighted by Niagara Falls and accessible amenities, provide a high quality of life that is attracting talent from across the country.



## Buffalo site overview

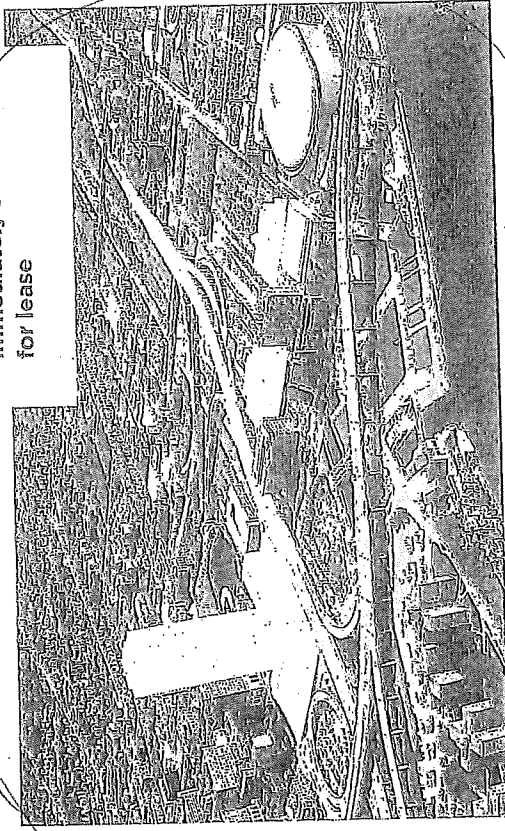
A walkable downtown campus connected by intermodal transit



## Phase 1

In the heart of the city, we have created an urban campus that is centered on the city's tallest structure and most iconic piece of its skyline known as One Seneca Tower. One Seneca Tower is a privately owned 38-story Class A office space consisting of 896,000 square feet. One Seneca will be coupled with an existing building known as the HSBC Atrium which boasts 220,000 square feet, as well as the Buffalo News Building boasting 170,000 square feet; all are immediately available for lease. This collection of existing properties totals 1,286,000 total square feet ready to accommodate Phase 1 of Amazon HQ2.

Phase 1:  
1.3 million square feet  
immediately available  
for lease

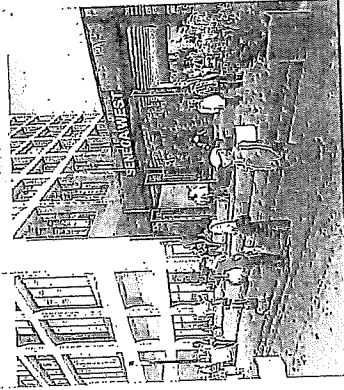


## Phase 2

Phase 2 of the Canalside District HQ2 Campus brings the expansion of the One Seneca property with the construction of 2 additional buildings on pre-engineered sites totaling 920,000 square feet. In addition, to the expansion of One Seneca, two new buildings will be erected on existing parcels adding 1.2 million square feet, bringing the total of Phase 1 and 2 to 3,406,000 square feet of Class A office space.

In an effort to strengthen the One Seneca node, the developer has begun investing in the build out of ground level amenities that will serve both Amazon and the surrounding urban core. The ground level redevelopment will integrate into the Canalside District, which will ultimately host the complete HQ2 campus.

**Phase 2:**  
2.1 million square feet  
of Class A office space

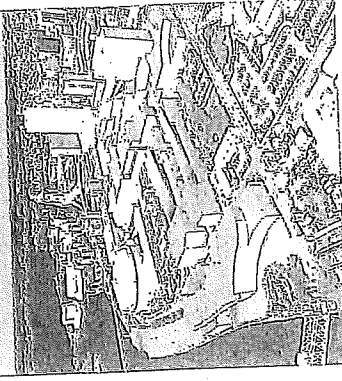


## Phase 3

Phase 3 of our plan fills out the remainder of the required 8 million square feet of the Canalside District HQ2 campus. This phase of the plan is dominated by publicly owned property which will be transferred to Amazon at a cost of one dollar. Additionally, Phase 3 follows the edge of the Buffalo River, adding another natural amenity to the daily working experience at Amazon HQ2.

The thoughtful design behind the new HQ2 campus weaves new construction into old, and maintains the integrity of the Canalside district which was built to walk. Rounding out the fully integrated campus is light rail, which is built to service four stops alongside HQ2, leaving short walks to Amazon destinations. Of the ease of less than ideal weather conditions, the campus is course in prime weather conditions, the campus is fashioned with multiple bike lanes, an existing bike share program and perfect walkability.

**Phase 3:**  
4.5 million square feet



## Phase 1

1.3 million square feet

## Phase 2

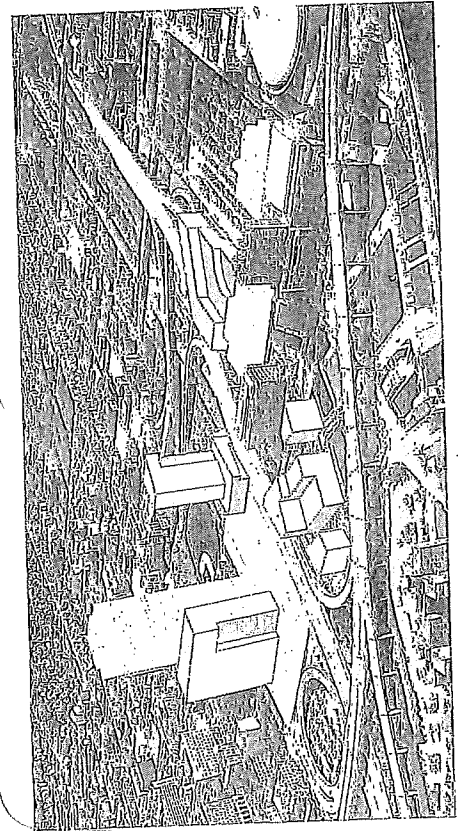
2.1 million square feet

## Phase 3

4.5 million square feet

**8 million**  
total square feet

Supported by more than \$500 million in local incentives.





In an effort to provide an expeditious path to development, the City of Buffalo has completed a baseline utility assessment of all of the parcels designated to HQ2, and has certified that the current electrical, gas, water, sewer, telecom and broadband fiber is present at each site and has the capacity to support the proposed development. The bandwidth has been mapped out by the County and shows high available capacity with existing infrastructure.

The logistics of the new HQ2 campus are first rate with fast and easy intermodal connectivity of every type within a one mile radius.

- Metro Rail/Light Rail** - Connects the northern urban and suburban neighborhoods with direct stops concluding at the southern tip of the new HQ2 campus.

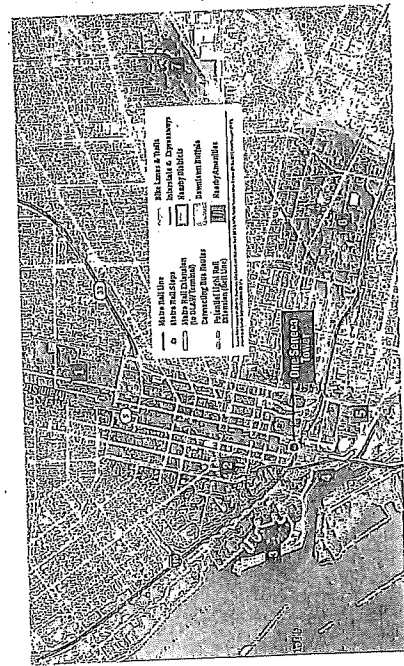
- Metro Bus** - The proposed Amazon HQ2 Campus is located at the center point of the Metro Bus system map, with multiple bus lines stopping directly at or within 1/4 mile of the campus, going in all directions through the Buffalo region.

- Multiple Bike Lanes and Bike Share Districts** - The City of Buffalo has added 90 contiguous miles of bike lanes over the past 4 years and will achieve 150 contiguous miles by 2018.

- Interstate 190** - Runs both North/South along the Niagara River and East/West to the I-90. It provides direct access to the campus with full parking ramps underneath and adjacent to One Seneca Tower that will be used exclusively for Amazon. The Interstate 190 is less than 1/10 of a mile from the new HQ2 campus.

- 33 Expressway** - The North highway corridor into and out of downtown Buffalo, with access one mile from HQ2.

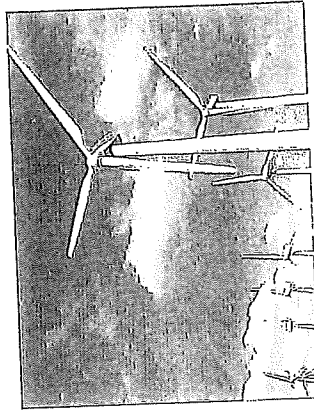
For those that do drive, traffic congestion is well below the national average. Western New York has only 21% lane congestion and a 20 minute average commute time to the downtown corridor, over four minutes faster than the national average.



## The Buffalo Niagara Region is Committed to Sustainable and Streamlined Development

A thriving region is not simply one where economic vitality supersedes all else, but one that supports its people, its profit, and its planet. For decades, we have been a leading producer of clean, renewable hydroelectricity produced by Niagara Falls. With the help of the New York State Energy Research and Development Authority (NYSERDA), we are advancing innovative energy solutions in ways that improve both our economy and our environment. As part of our partnership with NYSERDA, we have increased solar PV installations by 945% since 2011, and we have built out the nation's first urban wind farm. Additionally, advanced energy generation technologies including Combined Heat and Power (CHP), advanced battery storage technologies, and smart grid modernization projects are all underway.

In addition to reducing our carbon footprint, our Region places high priority on smart growth through adaptive re-use and eliminating urban sprawl. Since the implementation of our adaptive reuse program in 2008, our Region has seen old vacant industrial buildings burst back into life as modern urban mixed-use facilities. To date, the program has induced the re-use of more than 50 downtown projects creating millions of square feet of new commercial, residential, and office space, lending itself to a new vibrant dynamic. In addition, the City recently implemented a revolutionary, form-based zoning ordinance, the "Buffalo Green Code," ensuring future urban development will create vibrant, walkable neighborhoods in an environmentally sustainable manner. This brings economic development to the streets of Downtown Buffalo and sets the context for how the new HQ2 site will integrate into the fabric of the city.



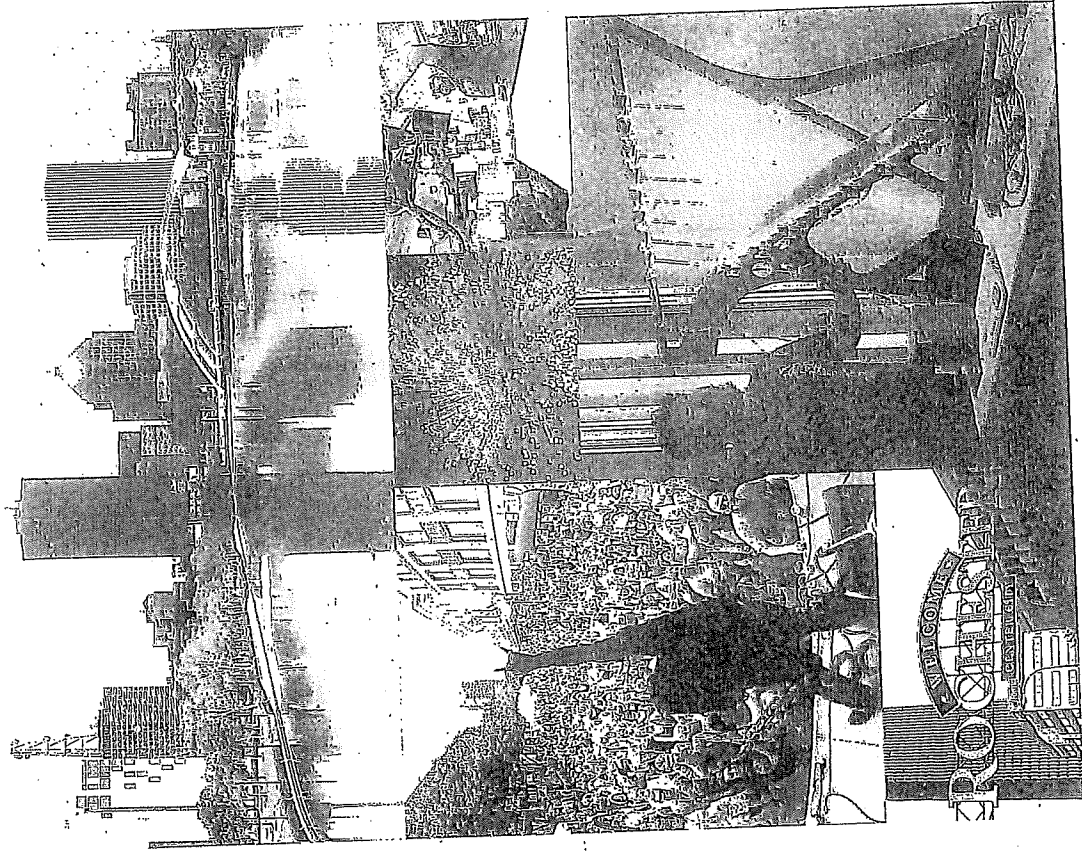
Niagara Falls powers almost 20% of all New York State

## Right in Rochester

Small town affordability and big city amenities are just part of the reason the City of Rochester is a community that has shown inspiring resiliency as it shifted from an industrial to a knowledge-based economy. Innovation, creativity, sustainability, and adaptability are in our DNA. Investment in our downtown is on the rise and Amazon's presence in Rochester would build on our spirit of innovation.

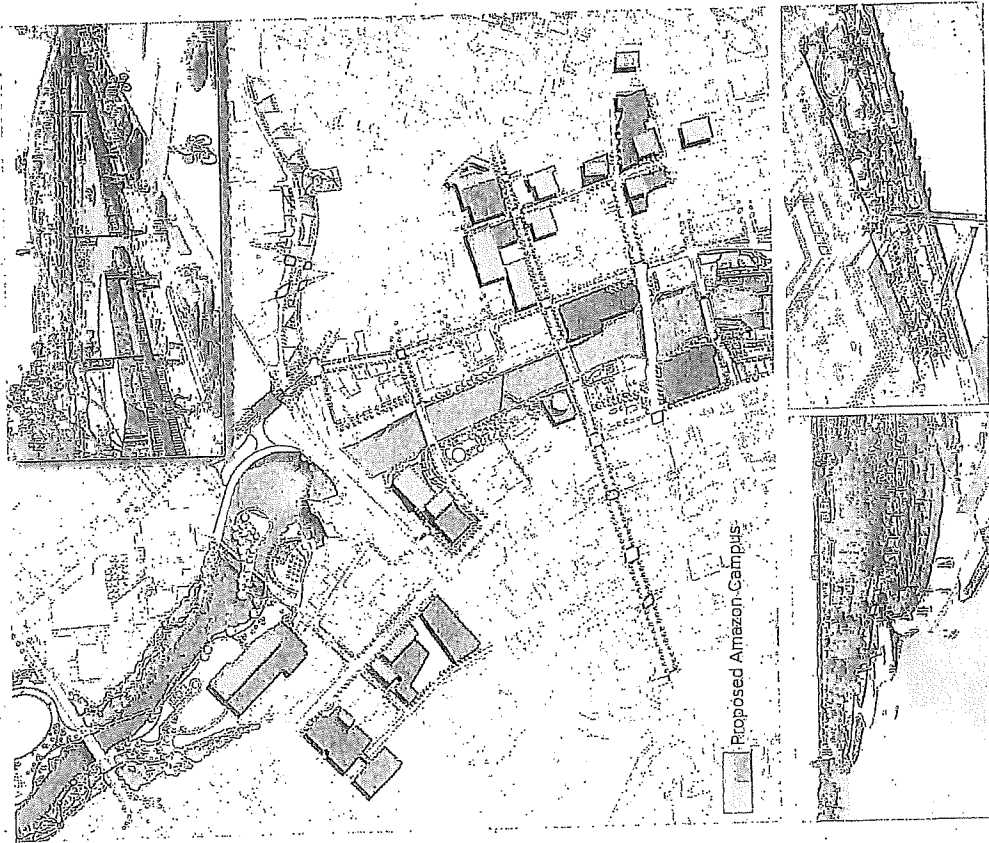
To meet Amazon's aggressive 15-year phased growth plan, the Greater Rochester region submits to you an urban downtown campus composed of shovel-ready sites, redevelopment properties, and existing iconic headquarter buildings that provide office space immediately available in the heart of Rochester's Center City District (CCD). Together, the urban campus will provide Amazon with over 9.3 million square feet of move-in-ready and developable office space.

The new Amazon HQ2 will also enjoy nearby housing, parking, and interconnected transit. Amazon HQ2 corresponds with the City of Rochester's master plan, which takes a liberal approach to regulating land use in the Center City District (CCD).



## Rochester site overview

An iconic urban campus soaring over the city's skyline

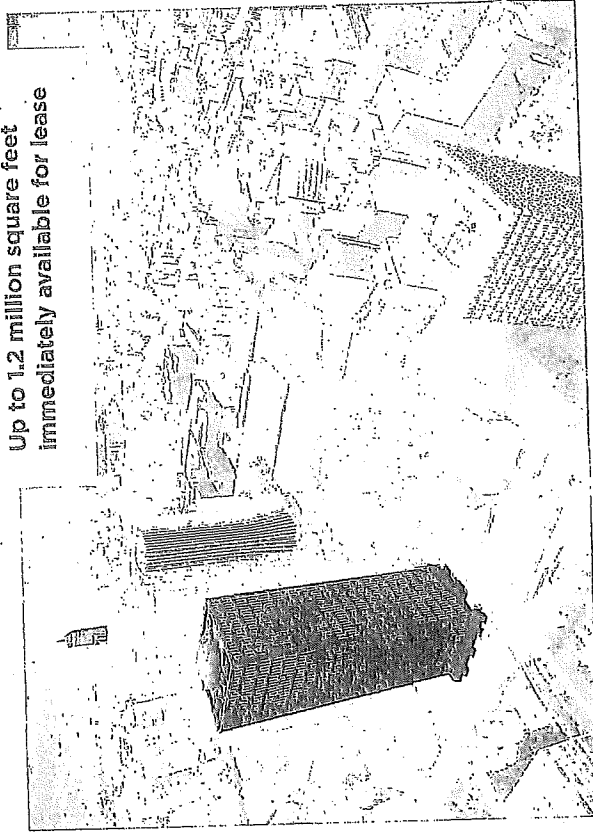


## Phase 1

The City of Rochester has two downtown icons that are not only immediately available, but will serve as the two nodes that define this urban campus. With readily available space at each site bookending this urban campus, Amazon will enjoy great flexibility in its build-out strategy.

- **Xerox Tower** - The Xerox Tower provides Amazon with 586,000 square feet of lease space in a 30-story iconic building overlooking the heart of downtown Rochester.
- **Historic Kodak Tower Commons** - The Commons will give Amazon 750,000 square feet of lease space located within the historic High Falls District on the northern edge of Center City. Monroe Community College's (MCC) new LEED Gold Certified downtown campus is next door to Kodak Tower Commons and offers unique workforce development opportunities.

**Phase 1:**  
Up to 1.2 million square feet  
immediately available for lease





## Phase 2

Depending on where Amazon begins, both the Xerox Tower and the Kodak Tower Commons are zoned for onsite expansion and will be the basis for additional square footage in Phase 2. The expansion of the Xerox Tower site will provide Amazon the ability to build-out the existing site to over 1 million square feet of new office space. In this phase, the adjacent Legacy Tower will connect to the Xerox Tower, providing Amazon with an additional 500,000 square feet of office space.

If the Kodak Tower Commons becomes the starting point of the urban campus, Amazon can build-out this site to accommodate 2.4 million square feet of office space within Greentopia's newly established EcoDistrict, which is aligned with Amazon's stated sustainability goals.



**Phase 2:**  
Up to 2.4 million square feet  
of Class A office space

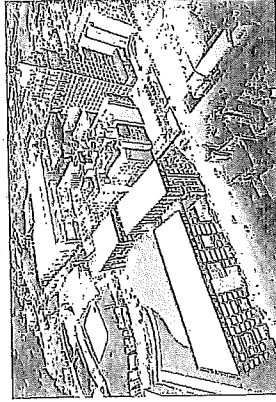
## Phase 3

The third phase of the urban campus evolves from the path of development commenced at the iconic towers. The City of Rochester has identified a plan for development including: revitalization of existing buildings, development of surface lots, and availability of market space.

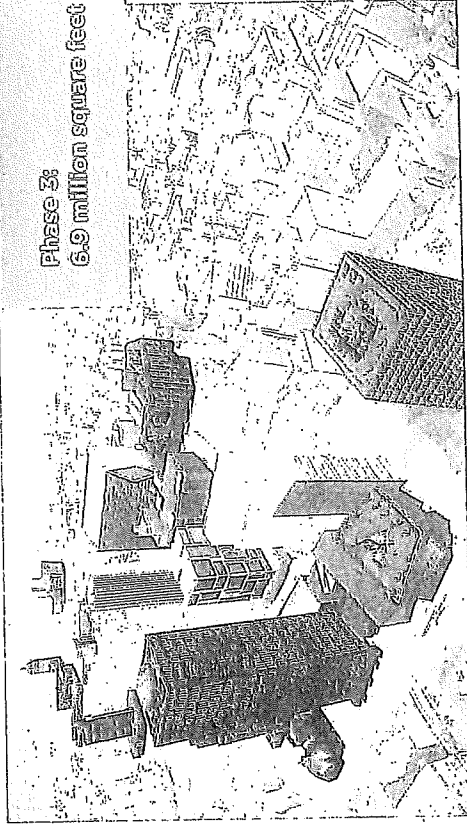
The Xerox Tower offers the opportunity to expand the urban campus into the downtown core. Through a combination of existing and new construction, the build-out of the urban core will provide Amazon with an additional 3.4 million square feet of office space.

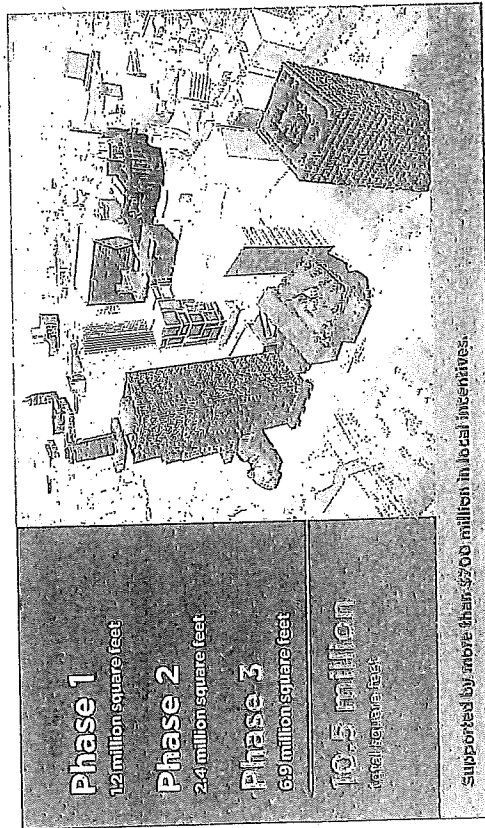
The final build-out of the urban campus will be the development of State and Andrews Street sites and will serve as the link between the Genesee River. The final development will provide Amazon with approximately 2 million square feet of office space.

Further development of the Kodak Towers will begin with the development of the BeeBee Station and will accommodate a five-story 1.5 million square foot office building. The location builds on the exciting culture and scenic qualities of High Falls, a 96-foot high waterfall on the mighty Genesee River that forms a spectacular gorge, winding its way north to Lake Ontario.



**Phase 3:**  
6.9 million square feet



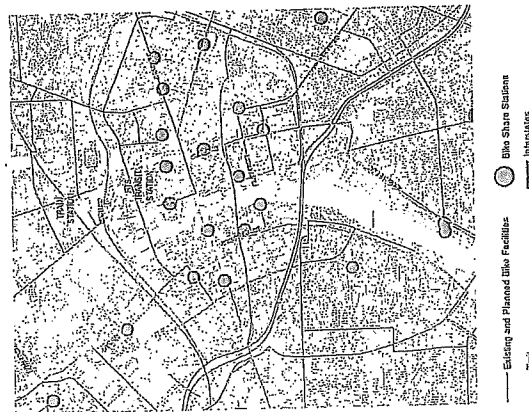


The logistics of the new HQ2 campus are first rate with fast and easy intermodal connectivity of every type within a one-mile radius.

- **Multiple Bike Lanes and Bike Share Districts** - The City has well-planned bike and pedestrian lanes that will allow for both the interconnectivity of the urban campus as well as to surrounding urban neighborhoods. To date, 64 miles of bike lane facilities have been installed and an additional 140 miles have been planned. Most recently, Zagster, the leading provider of bike share programs for cities, entered the Rochester market with more than 40 docking stations and 300 bicycles available for residents and visitors.

- **Interstate 490** - Amazon's urban campus will have direct connection via Interstate 490 within a mile of the campus. The I-490 Loop will provide a connection to the I-90 interstate highway which provides direct access to the Buffalo area and the East Coast.

- **RTS Bus System** - An active business system that provides inter and intra transportation within the City out to the suburban areas of Rochester.



## ACCESS TO TOP-TIER TALENT



## Abundant educational resources & workforce pipeline



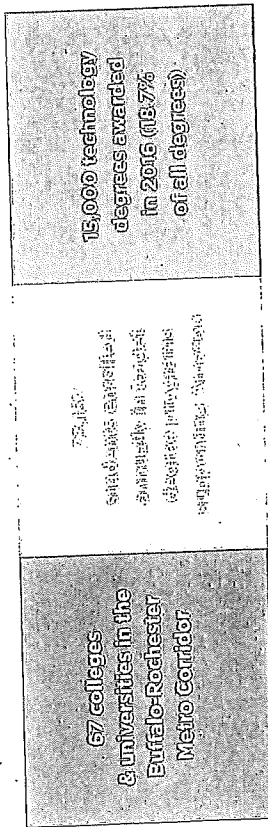
Rochester Institute of Technology (RIT) fundamentally changed the way I thought about my software career. I didn't know it at the time, but my RIT experience was shaping what I wanted from my professional career. I learned that I wanted to be the jack-of-all-trades; to seek opportunities that allowed me to learn a little about a lot. Being that eclectic generalist guy that tries new things without fear of embarrassment. Those lessons and experiences stayed with me after RIT, as I moved to California, and eventually on to Amazon.

**Sean Janis,** *Senior Software Engineer, Amazon*





We boast a well-educated workforce with 32.6% of the population holding college degrees—which is 2.8% above the national average. Of note is the high concentration of these college graduates with STEM degrees, thanks in part to the region's nationally recognized research, medical, and computer science programs.



### Ranked in the Top 100 Colleges/Universities by U.S. News & World Report

#14 <b>Cornell University</b>	#34 <b>University of Rochester</b>	#61 <b>Syracuse University</b>	#97 <b>University at Buffalo; and Rochester Institute of Technology</b>
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### Amazon recruits with success in the Buffalo-Rochester Metro Corridor

- Rochester Institute of Technology, Syracuse University, and the University at Buffalo are among the top 50 alumni schools of Amazonians
- Upwards of 1,200 current Amazon employees are alumni of the region's higher education ecosystem
- Amazon is the #1 recruiter of MBAs at Cornell University

In addition to the strength of its domestic higher educational system, the Buffalo-Rochester Metro Corridor offers easy access to nearby Canadian colleges and universities such as McMaster and Brock that produce an additional 3,300 graduates with target degrees (computer & information systems and business & management) annually.

Our educational institutions are poised for further expansion, and have proven track records in working together to develop customized degree and training programs. We are committed to supporting Amazon's workforce needs as illustrated by the program below.

The **State University of New York (SUNY)** has unparalleled capacity for a large-scale partnership with Amazon tailored to specific employee needs. SUNY can support the successful establishment and operations of the Amazon HQ2 through:


- Applied Learning Centers delivered at Amazon sites to provide "Just-In-Time" learning to employees.
- Unique modes of education delivery that utilize stackable, modularized courses and certifications making it easier for student entry and completion.

### Examples of Public Private Partnership Programs

- Goergen Institute for Data Science** at the University of Rochester: Support from New York State and IBM enabled the University of Rochester to become one of the most powerful university-based supercomputing sites in North America.
- University at Buffalo Center for Computational Research (CCR)** provides researchers and affiliated partners, including industry, access to high-performance computing and visualization resources, including staff with expertise in computational science, parallel computing, software development, advanced database engineering, graphical user interfaces, portal design, bioinformatics, advanced data analytics, and data driven science.
- Rochester Institute of Technology** recently launched **MAGIC Spell Studios**, with funding from the State of New York, Cisco Systems, The Wegmans Family Foundation, and Dell Computers. MAGIC Spell Studios is designed to capitalize on the convergence of digital media, film, and animation. The new facility will provide additional facilities for commercialization of digital media technologies and industry collaboration as well as a state-of-the-art sound stage.



## Robust existing labor force across regions & borders

Our Rochester office is one of our best-kept secrets. Today, we build 100% of our software and employ 100% of our technical workforce here. If you're looking for a region with great people who know how to do cutting-edge work and advance at the speed of technology—if you're looking for business people who are ready to be customer-centric in their attitudes as Amazon is known to be—I would encourage you to give a good hard look at the Western NY region. 

Steve Felt, CEO, Band Networks

While regional colleges and universities provide the raw talent that will continue to help fuel the region moving forward, they are building on an existing labor force anchored by 100,000 people in engineering (software development engineers), executive/management, legal, accounting, and administrative jobs. The existing workforce is expected to continue to strengthen based on a number of factors:

### Millennial Growth

The story of our regional resurgence is attracting attention from those who will drive our future success: millennials. Between 2010 and 2015, the region's millennial population grew by approximately 8.5% according to U.S. Census data as compared to a national average of 6.1% during that period.

### Canadian Recruits

Through the TNVIA program, Canadian engineers and several other specialty degrees have the ability to obtain a work visa with ease. Our strong bi-national business ties and proximity to Canada's largest city benefit our region.

## BUFFALO ROCHESTER REGIONAL PIPELINE: Workforce pipeline

The Buffalo-Rochester Metro Corridor region will be able to provide a solid, foundational supply of talent over the next ten years.

4,700 engineering produced annually

20,000 technology professionals expected to grow to 33,000 in the next ten years

31,000 people employed in corporate functions that expect to grow with demand

The Buffalo-Rochester Metro Corridor understands that the workforce pipeline is critical to the long-term success in our region. We are confident that the Region can grow a workforce to meet Amazon's needs while providing a cost competitive position for Amazon.

#### Regional workforce pipeline strategy:

- **Student Supply** - Building upon the base of the current technology graduate rates and the commitments from the local universities to support Amazon's hiring needs, the ability to hire new graduates will be a key strategy.
- **Existing Workforce** - The current and projected tech and non-tech workforce in the region will provide a solid base for Amazon to draw from.
- **Recruit From Other Cities** - Culturally, environmentally, and qualitatively, the Buffalo-Rochester Metro Corridor is similar to Detroit, Toronto, Cleveland, Pittsburgh, Columbus, and New York-New Jersey, but is much more affordable. Therefore, it will be able to attract talent from these cities if there is demand. Being on the border with Canada, much like the Seattle-Vancouver dynamic, provides the opportunity to take advantage of talent on the other side of the border.
- **Regional Talent Attraction Initiative** - In 2016, the University of Buffalo Regional Institute (UBRI) was engaged to conduct an in-depth study of the regional labor market. Out of this study, a regional taskforce developed four key strategies for talent development in the region:
  - Retain local graduating students in the region
  - Attract 25-35 year-olds with an emphasis on expatriates
  - Increase diversity of high-skilled labor in the region
  - Increase the diversity of talent in key occupations

The regional partners are poised to directly incorporate Amazon's national and international recruitment strategy into this existing regional talent attraction initiative.



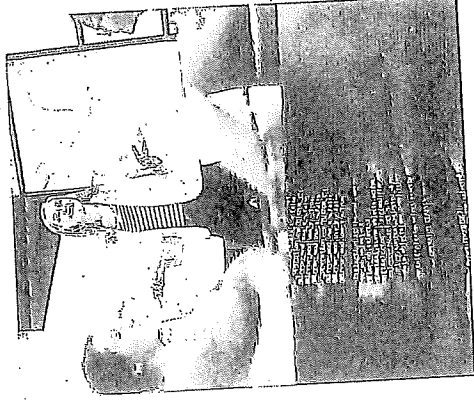
19,896 alumni of regional colleges live within an targeted technology degrees live within an eight-hour drive of the region - a key target group for talent recruitment efforts.

From drone research to advanced communications, optics and image sciences, this region is defining the cutting-edge future technologies that will power the economic engine that Amazon is looking to harness. Our company continues to thrive due to access to these valuable resources.”

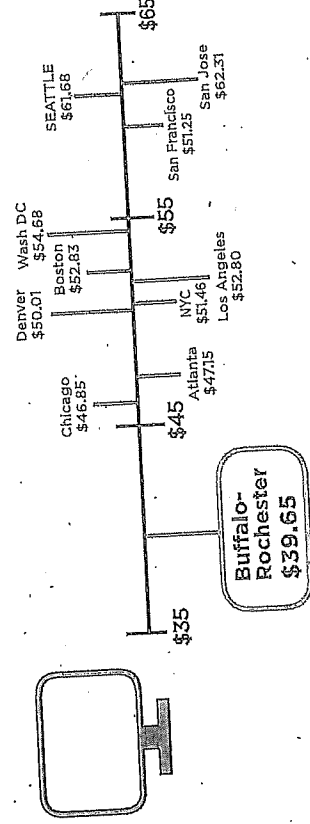
Dana McIntyre, Senior Vice President, Global Business Development Officer, Harris

## Wage and salary analysis


When compared to other competing metropolitans, the Buffalo-Rochester Metro Corridor has the lowest wages for the target tech occupations. Moreover, when specifically compared to Seattle, the Buffalo-Rochester region can have a labor cost savings of over 35%. The graphic below illustrates the drastic swing in hourly labor cost for Application Software Developers.



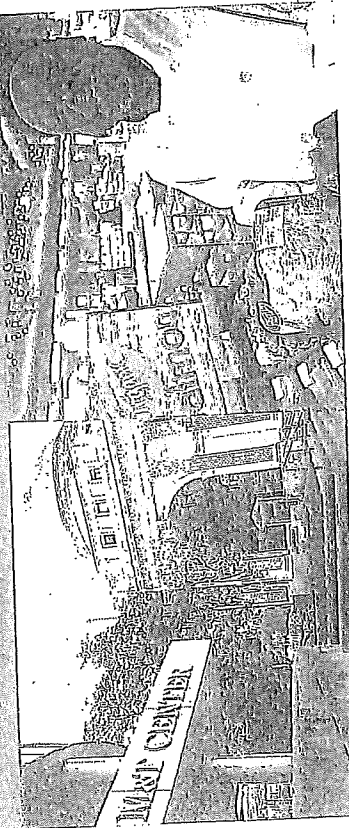
### Application Software Developer - Hourly Wage



## Home to world-class businesses

Since GEICO decided to build our Buffalo office in 2004, the location has proved to be even better than we imagined it would be. There are numerous colleges and universities in the area, and the workforce we've attracted is talented, productive and career-minded; most of our associates are college-educated and we promote from within. It is one of our most successful regions in terms of career opportunity and development, and supporting our efficiency and our ability to grow. 

Bill Roberts, President and CEO, GEICO



Powerhouse companies are not new to the region. Western New York has made its mark by creating and assisting in the growth of large, innovative corporations that became household names, giving people products and services that are integral to their everyday lives. We possess the right physical and political infrastructure and a willingness to provide flexible growth for new companies and their burgeoning workforces.

Notable Amazon Neighbors in the Buffalo/Rochester Metro Corridor	Key Industry Sectors Transforming our regional economy:
<ul style="list-style-type: none"> <li>Airbus</li> <li>Bak USA</li> <li>Bausch+Lomb</li> <li>Bureau Veritas</li> <li>Constellation Brands</li> <li>Delaware North</li> <li>Fleeter-Rite</li> <li>Harris RFE</li> <li>IBM</li> <li>Kraft Heinz</li> <li>Kodak</li> <li>M&amp;T Bank</li> <li>Panasonic</li> <li>Paychex</li> <li>Rich Products</li> <li>Tesla</li> <li>Wegmans</li> <li>Willis Towers Watson</li> <li>Xerox</li> </ul>	<ul style="list-style-type: none"> <li>From optics and photonics, advanced manufacturing, data science, agriculture and food processing to life science, materials science and information technology.</li> <li>More than 500 companies engaged in technology fields and employ a total of 22,799 people.</li> <li>Strong regional competency in the areas of radio-frequency identification (RFID), sustainable packaging, drone technology, high performance computing, software development, and data analytics provides regional intelligence in markets currently dominated by Amazon.</li> </ul>

Local companies engaged in technology fields report competitive advantages around cost of doing business and access to local talent.

- Bausch+Lomb, Carestream Health, Delphi Technologies, Greatbatch (Integr), Harris, Honeywell, Kodak, Mattel, MOOG, Praxair and Xerox all operate significant R&D centers in the region and are among the top patent-receiving companies in NYS.
- Rochester ranked #1 in the U.S. for patents issued per capita in 2015, according to the U.S. Patent and Trademark Office and first at face value for patents issued for Optics, Photonics, and Imaging technologies in the same year.
- Buffalo Niagara's university-based R&D expenditures have grown over 20% in the last ten years - now accounting for over 15% of Upstate NY R&D spending - led by the University at Buffalo. All told, the five research universities in the region took in \$11 billion in outside funds for sponsored research in FY 2016.



## Welcoming to new tech business

Buffalo was recently labeled the #2 startup ecosystem in the country by Entrepreneur.com

CBRE study ranks Rochester as 10th among Small Tech Talent Markets across the U.S. and Canada for recent growth in millennial population

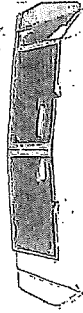
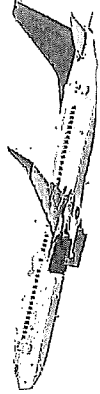
The Buffalo-Rochester Metro Corridor is home to a total of 691 technology headquarters employing more than 17,000 people. Fifty-one new businesses have moved to the Rochester region since 2013 with total private investments of \$1.8 billion; the largest investments being in Advanced Manufacturing (\$1 billion). Concurrently, 76 new companies relocated or expanded in Buffalo Niagara, creating nearly 6,800 jobs and generating capital investment of more than \$3 billion with the largest investments in Life Sciences \$1.78 billion; Advanced Manufacturing \$728 billion; and Advanced Business Services \$170 million. Recently the Tesla's Gigafactory began ramping up for its phased-in move to Buffalo, which is predicted to register big results for local business growth and opportunity.

### Building an Entrepreneurial Ecosystem

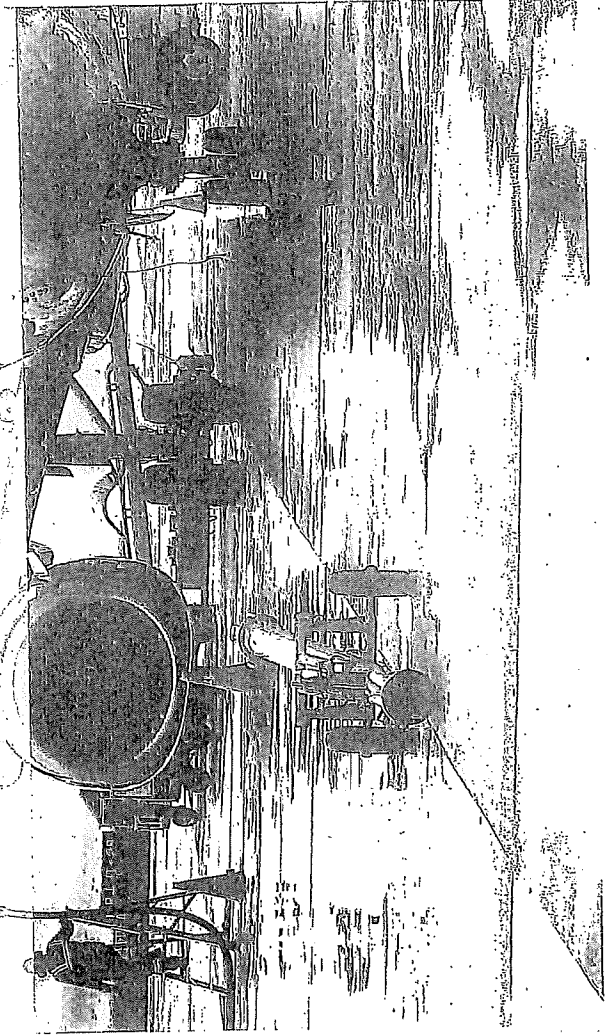
The formidable innovative spirit and booming entrepreneurial culture of Western New York will provide a direct line of talent to Amazon. The area is rich with incubators, accelerators and business competitions developing new business models using local talent from an ever-expanding pipeline.

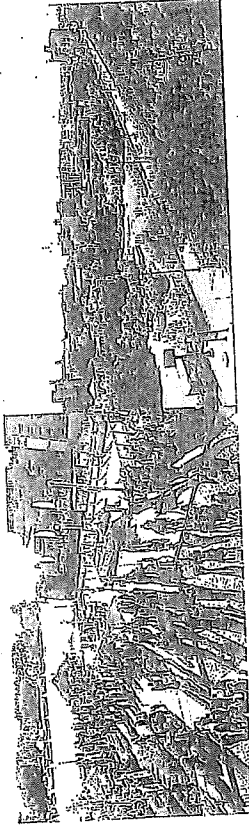
- Buffalo is home to the largest business plan competition in the world, 43North, which prizes winning startup businesses with \$5 million of funds annually.
- Luminate, located in Rochester, is the world's largest business accelerator for startup firms in the optics, photonics, and imaging industries. The \$10 million program is administered by the University of Rochester and High Tech Rochester (HTR).

Rochester ranked #1 in the U.S. for patents issued per 1,000 workers in 2015



## REGIONAL INFRASTRUCTURE: CONNECTS THE CORRIDOR





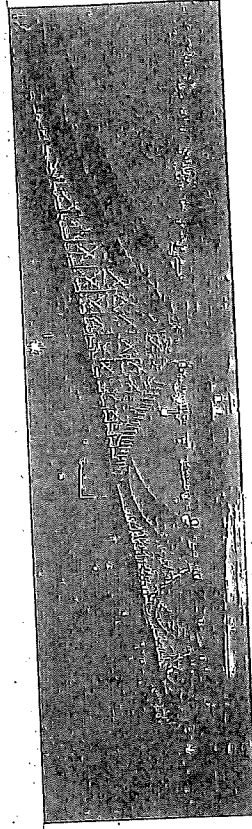
We are placemaking, improving public spaces and enhancing downtown streetscapes that highlight the unique flavor of our urban cores and make Buffalo and Rochester accessible; pedestrian friendly environments for residents, tourists, and employees.

## Regional Connectivity

### Light Rail & Bus Systems

Buffalo offers an existing downtown light rail system connecting the northern urban and suburban neighborhoods with direct metro rail stops at One Seneca and the KeyBank Center. In Buffalo's downtown core (including all of the proposed Amazon campus), Metro Rail is free to ride, meaning Amazonians can quickly hop on and hop off as they please to maneuver through downtown. Plans to expand the Metro Rail deep into Buffalo's Northern suburbs are underway as a key piece of Governor Cuomo's Buffalo Billion initiative.

Like Buffalo's interior rail system, Rochester has an extensive downtown bus system. The Rochester Genesee Regional Transportation Authority (RGRTA) received \$9.9 million in 2017 as part of a State program directed at improving regional transit systems throughout New York. The RGRTA/RTS are receiving \$3.3 million from the Federal Highway Administration for a mobile ticketing system and \$5 million for the purchase of five new electric buses. In 2014, RGRTA opened the new, award-winning RTS Transit Center in downtown Rochester and transformed public transportation for the community with more than 21 million customers passing through the facility in its three years of operation.



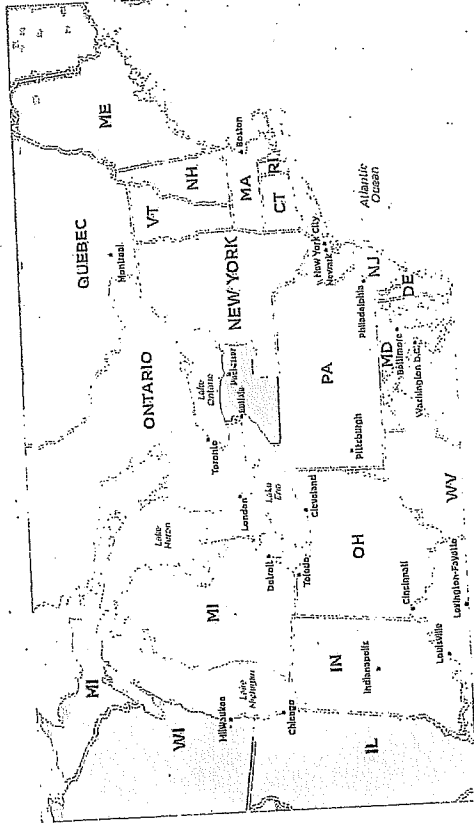
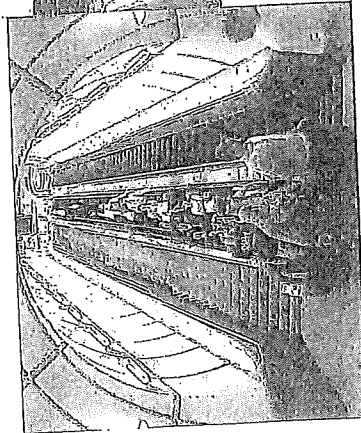
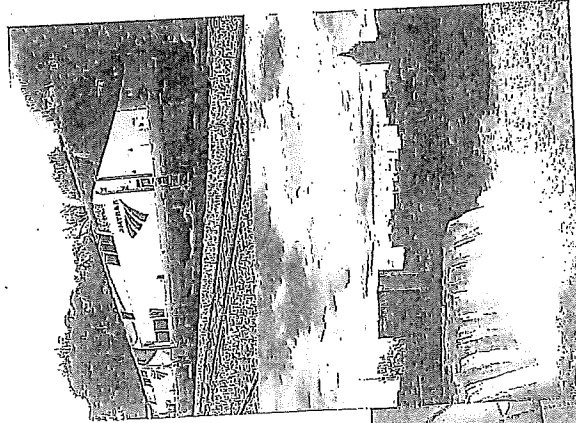
## Amtrak Rail Systems

Buffalo and Rochester are also connected to each other—and New York City and Canada—via the Amtrak Rail System which accommodates both passenger and freight rail travel.

### Amtrak Intermodal Stations:

- The new 9,500 square foot Amtrak Rochester Intermodal Station opened in October 2017 in downtown Rochester, at a total cost of \$44.3 million. The new facility speeds up travel with expanded track services, streamlines operations with a modern concourse and baggage handling system, and improves the overall passenger experience with enhanced accessibility and retail amenities.

- In 2016, Amtrak also opened a new station in Niagara Falls, the \$44 million station connects directly to Canada and downtown Buffalo. The downtown Buffalo Amtrak station, located immediately adjacent to the proposed Amazon campus, is in line for a significant renovation as well, with plans in development and construction expected to begin in 2018.

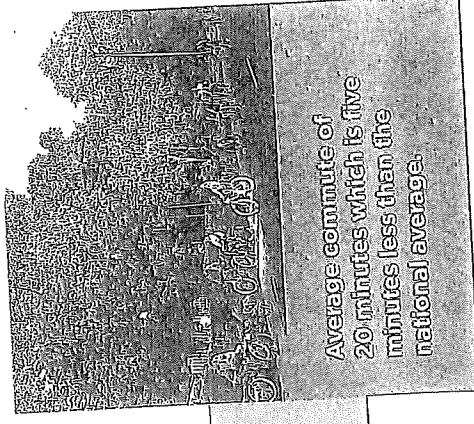


### Computing & Connectivity

Driving is easy in the Buffalo-Rochester Metro Corridor and connectivity is strong. The region is linked via Interstate 90 (I-90), or the New York State Thruway, which provides east (Boston) and west (Chicago) access. Connecting Interstate 87 provides direct access to Montreal while connecting I-90 provides direct access into the Eastern Ontario Province of Canada. Our cities are connected via I-90 and people in the region routinely commute throughout the area. The I-90 loop provides direct access to the proposed Buffalo site and I-490/I-390 loop provides direct access to the proposed Rochester site. Notably, the region is conveniently located within a 10-hour drive of 128 million customers in North America.

### Bike Lanes & Bike Share

To further the interconnectivity, Buffalo and Rochester have committed to extending their existing bike lanes and Bike Share, and providing covered walkways, all of which are popular among residents and local employees. We enjoy ample and inexpensive on- and off-street parking.



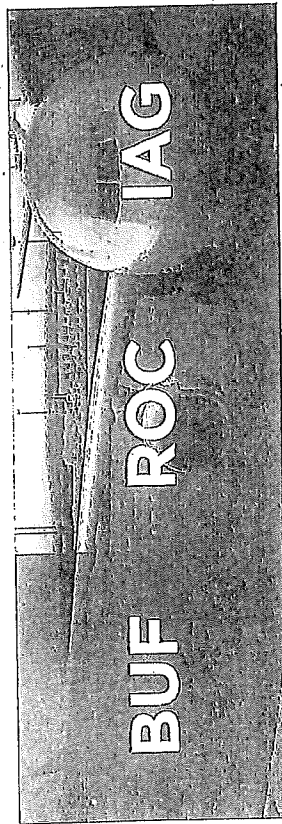
Least-congested cities in the U.S. with only 20% of lane miles congested (2014)

Average commute of 20 minutes which is five minutes less than the national average.

# Travel Made Easy

## Western New York has High Quality Air Service

Access to quality air service is an essential ingredient for market access and business success. The Buffalo-Rochester Metro Corridor is the beneficiary of quality air service from three air carrier airports: Buffalo Niagara International (BUF), Airport, Rochester International Airport (ROC), and Niagara Falls International Airport (IAG). The first two airports (BUF and ROC) have extensive services to major destinations and connecting hubs; the latter (IAG) provides "ultra low-cost carrier" services to leisure destinations.



### Connecting Services

Non-stop services to hub airports enable connectivity to many cities not served on a non-stop basis. Western New York has excellent single-connection services from BUF, ROC, and IAG, via numerous airline hub airports, to 553 unduplicated cities worldwide. Most of these connections are via airline hubs in the eastern half of the United States. This connectivity enables air travelers access to cities on all populated continents with only one change of plane.

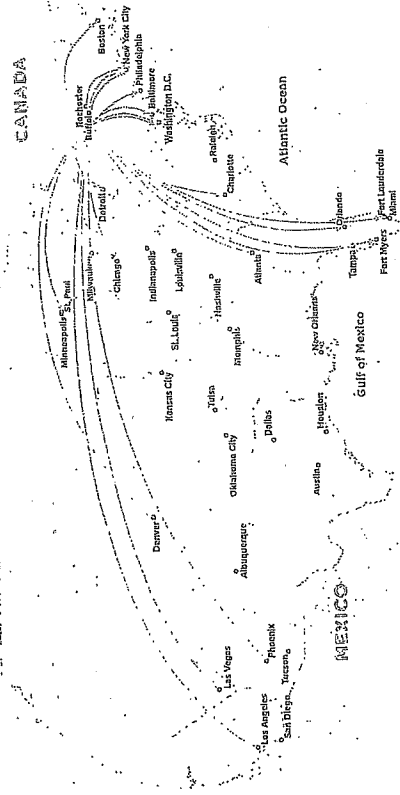
### Air Service Development

The operators of the three Western New York airports are aggressively pursuing improvements to air services in the region. The expansion of trans-continental services to cities in the western United States is a priority. The successful introduction of non-stop service between Buffalo and Los Angeles by JetBlue (initiated in 2016) has demonstrated the opportunity for new long-haul services from Western New York. Non-stop services to Seattle and San Francisco are top priorities, and there are ongoing discussions with suitable airlines regarding such services.

### Non-Stop U.S. Direct Flight Services

- Non-stop service from its three airports to 21 unduplicated cities.
- 135 daily flights with 12,742 daily outbound seats.

Notable non-stop services from Western New York airports are the major population and business centers in the eastern half of the United States. These include Boston, New York City, Philadelphia, Baltimore, Washington, Charlotte, Atlanta, Chicago, Detroit, Minneapolis, Phoenix, Las Vegas, and Los Angeles.



### Direct International Service

Toronto Pearson International Airport (YYZ), a 90-minute drive from Western New York communities, is a major hub serving Canada's largest city, and is the largest hub airport for Air Canada and WestJet. Pearson also has extensive services by non-Canadian airlines to destinations worldwide, and has non-stop service to 197 unduplicated cities.



# Commitment to Renewable Energy and Sustainability

Currently over 25% of New York State's energy is generated from renewable resources.



## Hydropower

The region is known for one of the largest renewable energy sources in the world: Niagara Falls. At the Robert Moses Niagara Power Plant in Lewiston, NY, we harness the power of Niagara Falls to generate clean, renewable power. It generates 2.5 GW of hydroelectricity. Greater than 25 GW of clean, renewable power is generated at the facility, a total of 18% of the State's and is powered by hydroelectric energy.

## Wind & Solar

Our region is home to the Tesla Corporation & the largest solar installation in the world for the Western Hemisphere. "Solar Winds" is a massive first urban wind farm, as well as numerous solar PV installations. The utility-scale and distributed generation are found throughout the region. In 2016, for the first time, New York obtained more than 1 million megawatt hours of electricity from solar generation, and 10% of that as rooftop solar panels. This is thanks to large scale policies promoting renewable energy generation at the state level.

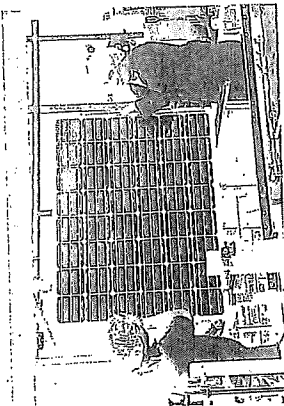
## Sustainability

The City of Buffalo has implemented a revolutionary, form-based zoning ordinance, the Buffalo Green Code, ensuring urban development fosters vibrant, walkable neighborhoods. The City of Rochester has developed a Green Infrastructure Retrofit Manual and the Rochester District Heating Cooperative provides economical steam heating to customers located in downtown Rochester.



The State's newly adopted Clean Energy Standard sets forth goals to require that 50% of New York's energy generation come from renewable sources by 2030 and emissions reduced 80% by 2050.

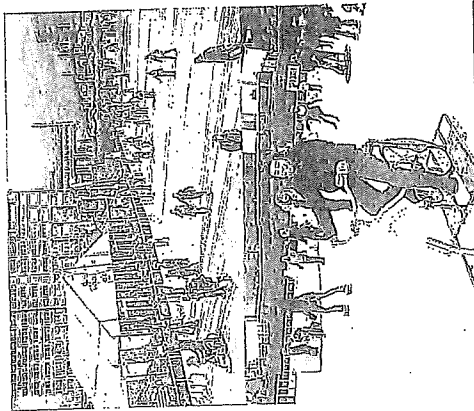
"We work collaboratively with our community partners at the local, regional, and state level, to help attract new businesses, grow existing businesses, and provide safe and reliable electricity and natural gas service. We look forward to working on the Amazon HQ2 project in support of this exciting project."



Joseph M. Rizzo, New York State Electric & Gas (NYSEG) and Rochester Gas and Electric Corporation (RG&E), Manager, Economic Development

## Weather doesn't stop us

The old adage that getting there is half the battle doesn't apply here. It's easy to get around at any time of the year because it's not congested on the roads and local municipalities are adept at handling all weather conditions.



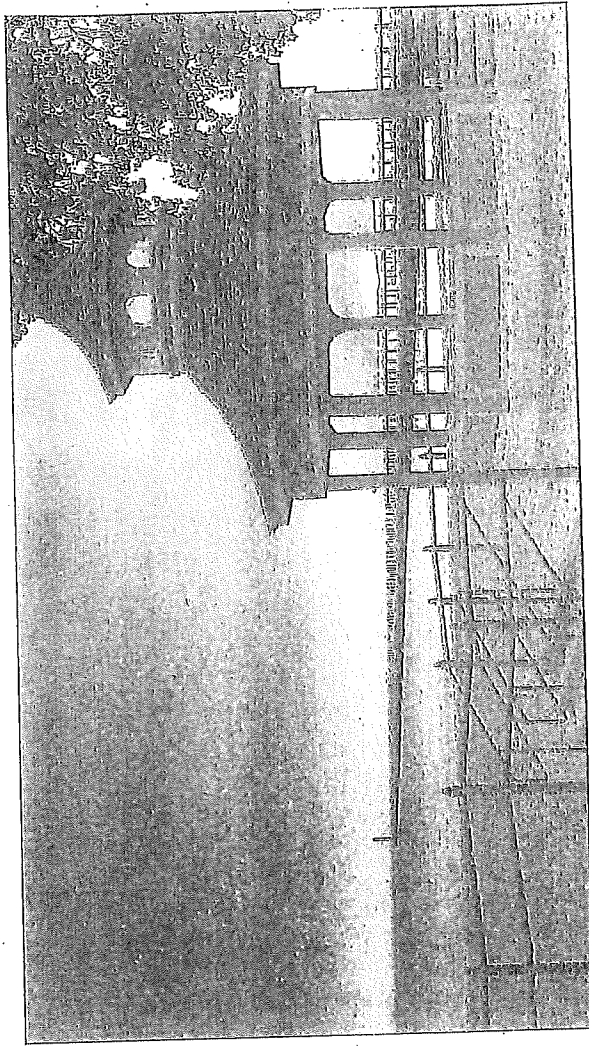
While the area does experience snow, the average number of total road shut-down days due to inclement weather is just 1-2 days per year which compares favorably to cities like Portland, Oregon and Philadelphia, Pennsylvania where roads can be shut down for multiple day periods because public works crews do not possess adequate equipment.

Weather-related activity is only an issue if cities aren't prepared and skilled at preventative measures and speedy response.

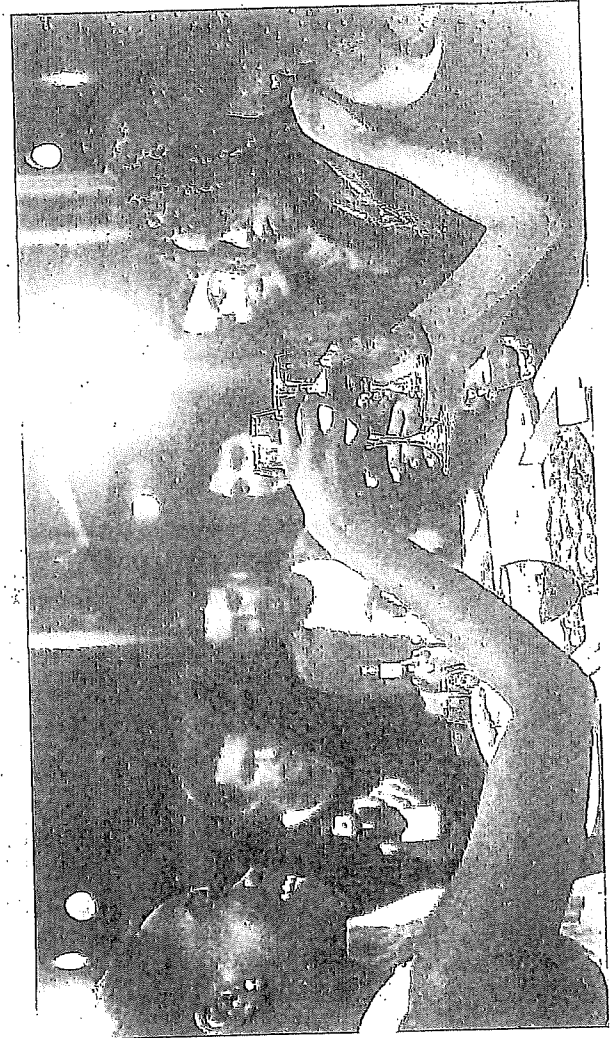
Since the 2009-10 school year, Buffalo Public Schools have been closed a total of 10 days due to emergency school closures.

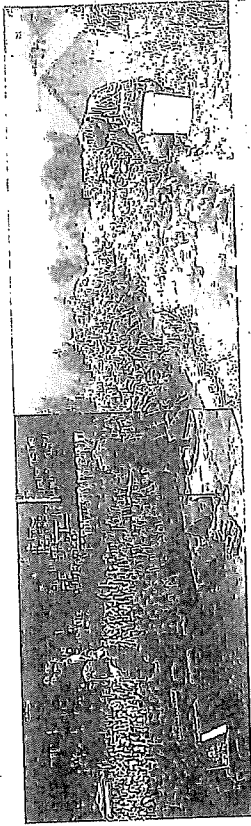
Buffalo Niagara International Airport and Greater Rochester International Airport runways have only been shut down an average of 3.5 hours/year since 2004. Most closures only last 30-40 minutes and have minor impact on air carrier service. The ROC runway maintenance crew has been granted the Balchen/Post Award, presented annually by the American Association of Airport Executives (AAAE) to airports in the Snow Belt region for efforts in maintaining safe and operational conditions during the winter season, a total of four times.

The region is historically free of disruptive natural disasters with a regional natural disaster risk ranking of 72.15 out of 100.00 index, putting it in the bottom quartile. The average index score is 23.0 elsewhere. Businesses and residents of the Buffalo-Rochester Metro Corridor can enjoy the region's stunning beauty with calm and confidence.

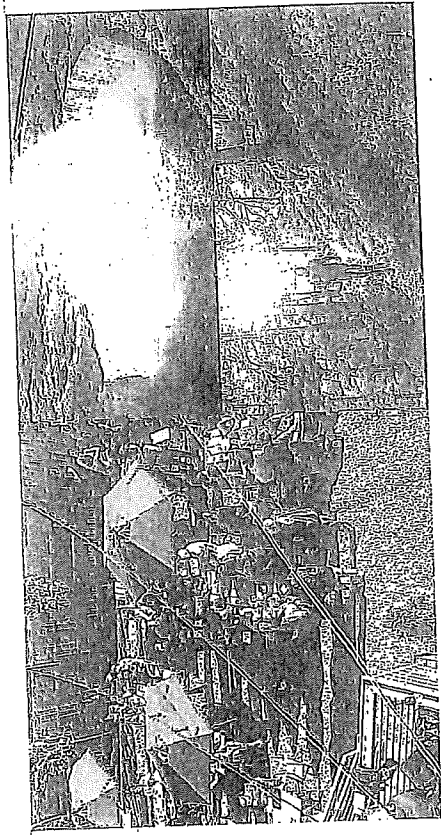


A GREAT PLACE TO WORK, LIVE, AND PLAY





The creative heartbeat of a smaller city beats stronger when surrounded by world-renowned natural elements that contribute to an excellent quality of life for its residents. Here in the **Buffalo-Rochester Metro Corridor**, farm-to-table restaurants, cool craft breweries, award-winning vineyards, distilleries, lakes and trails—and even a natural wonder of the world—abound.





## Unparalleled Residential Affordability & Housing Options

We offer an abundance of available living options within vibrant, walkable urban settings — all at an extremely low cost compared to other North American cities. Thanks to the region's slow-but-steady growth over the last decade, as well as a stable employment rate, the Buffalo-Rochester housing market has gradually gained strength while other areas have experienced major boom-and-bust cycles.

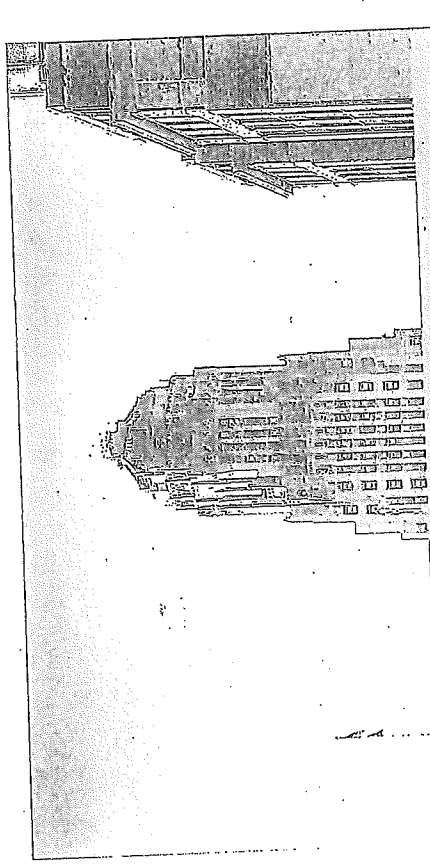
### New Housing

Rochester and Buffalo are ranked as the top two most affordable housing markets among the largest 55 U.S. cities with populations of more than 1 million (U.S. Census Bureau statistics 2017). The median home purchase price of one- and two-bedroom homes (\$57,950) is staggering 50% below the national average (\$160,000).



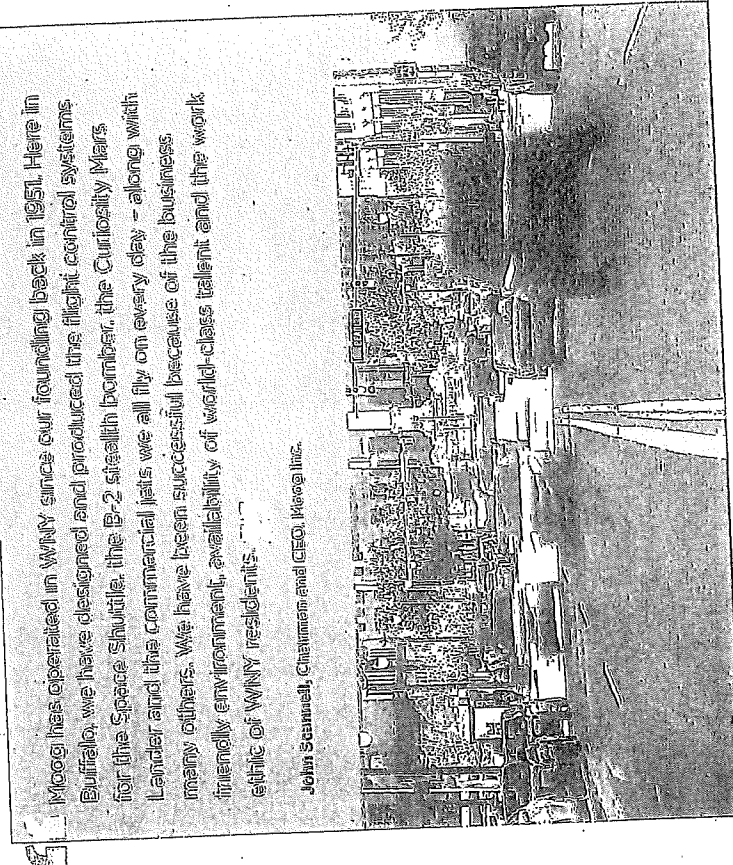
### Rental options

- Since 2012, the City of Buffalo has added 6,168 new units of housing, representing capital investment of over \$10 billion in new housing developments (see appendix, Buffalo Master List of Residential Development 2012-2017).
- Developers have invested \$914.2 million in 2017 in downtown Rochester, building 22 residential projects ranging from condos and affordable residence options to high-rise and luxury apartments. An estimated 7,000 people are currently living in the Rochester Inner Loop district and another 3,000 are expected to relocate to the area within the next 3-4 years.
- The rental market is presently balanced with 147,600 rental households and an overall vacancy rate of 7.3%, a number that has increased this past year due to the completion of nearly 900 new market-rate apartment units. Rental properties in the Greater Rochester area continue to gain popularity and current projected demand calls for the creation of an additional 2,250 rental units by 2020.



Moog has operated in WNY since our founding back in 1951. Here in Buffalo, we have designed and produced the flight control systems for the Space Shuttle, the B-2 stealth bomber, the Curiosity Mars Lander and the commercial jets we all fly on every day — along with many others. We have been successful because of the business friendly environment, availability of world-class talent and the work ethic of WNY residents.

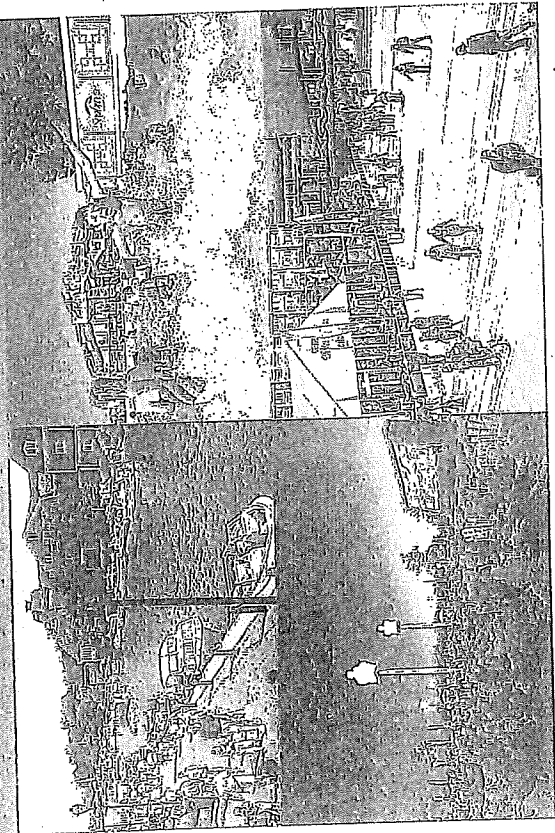
John Scamuel, Chairman and CEO, Moog Inc.





## Year-Round Outdoor Activities

Just outside of our dynamic downtown neighborhoods is a treasure of natural treasures. Although the region is best known for Niagara Falls, just a 30-minute drive from downtown Buffalo, there are many accessible waterways including the Niagara and Genesee Rivers, the historic Erie Canal, the picturesque Finger Lakes and two Great Lakes — Lake Erie and Lake Ontario. There are elite ski resorts such as Holiday Valley and Bristol Mountain, and hiking trails including the "Grand Canyon of the East," Letchworth State Park. The Finger Lakes and Niagara regions are celebrated for their wines and residents enjoy the beauty and abundance of the vineyards all year long with a plethora of wineries offering tours and events. Buffalo's vibrant downtown waterfront offers summer-long outdoor concerts and Rochester lays claim to being a celebrated festival town with the Xerox Rochester International Jazz Festival and the KeyBank Fringe Festival.



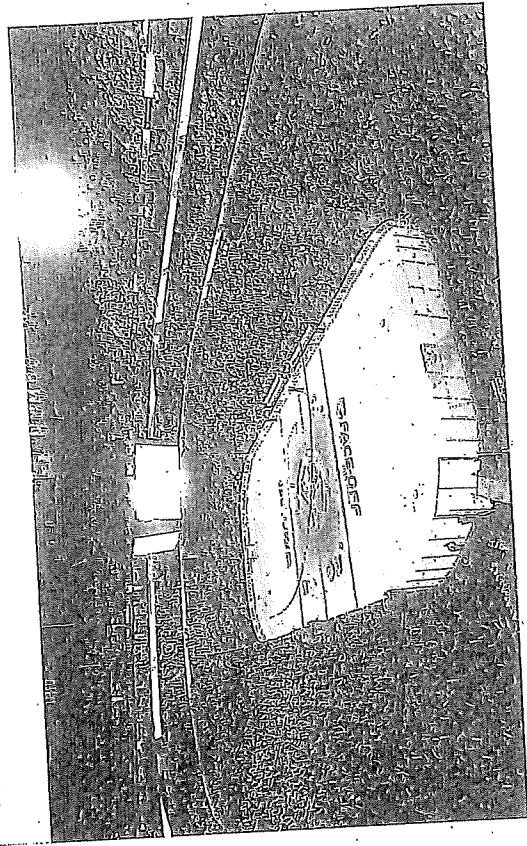
## A Cultural & Sports Hub

Western New Yorkers love their sports teams and cultural activities in equal measure which contributes to the work/life balance here. As home to the NFL's Buffalo Bills and the NHL's Buffalo Sabres, as well as a variety of minor-league sports teams, the region's dedicated fans pack the arenas and stadiums. The season may be shorter than other places, but this doesn't stop the region from also being a mecca for golfers and a perennial host for PGA and LGPA tournaments.



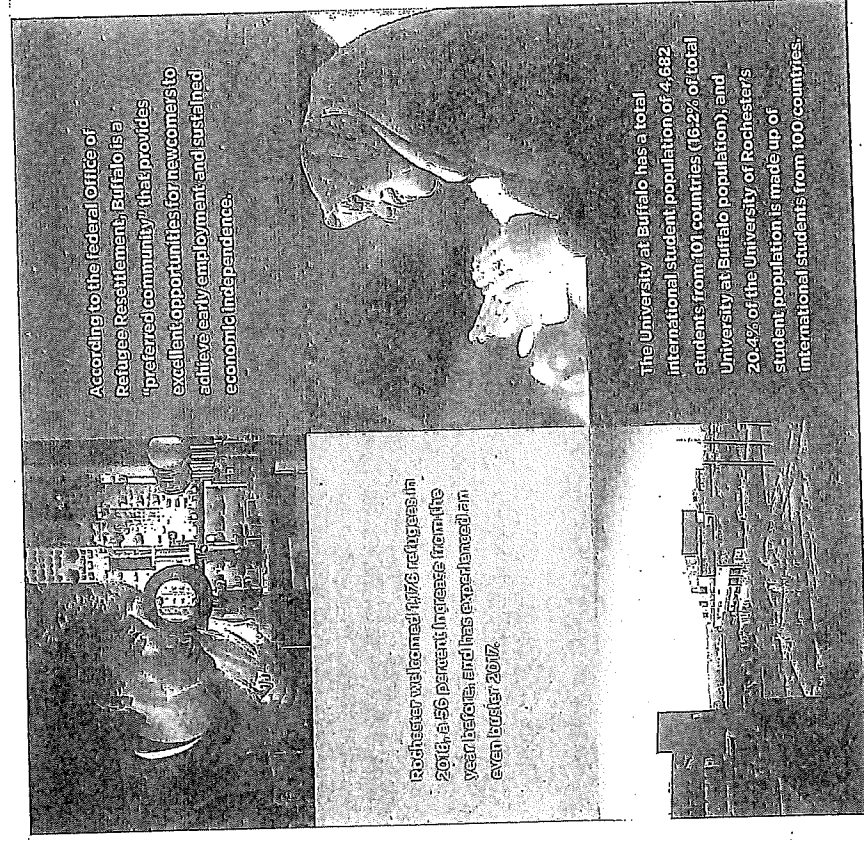
There is a new energy in Buffalo - a renaissance - making it easy to attract talent. Buffalo has the amenities of larger cities with lower cost of living and higher quality of life. Buffalo is located between Toronto, Cleveland, and New York City, accessible for business and recognized for the quality of our restaurants, theatres, and professional sports.

**Bob Wilmers**, Chairman & CEO, M&T Bank



## Diverse Multicultural Communities

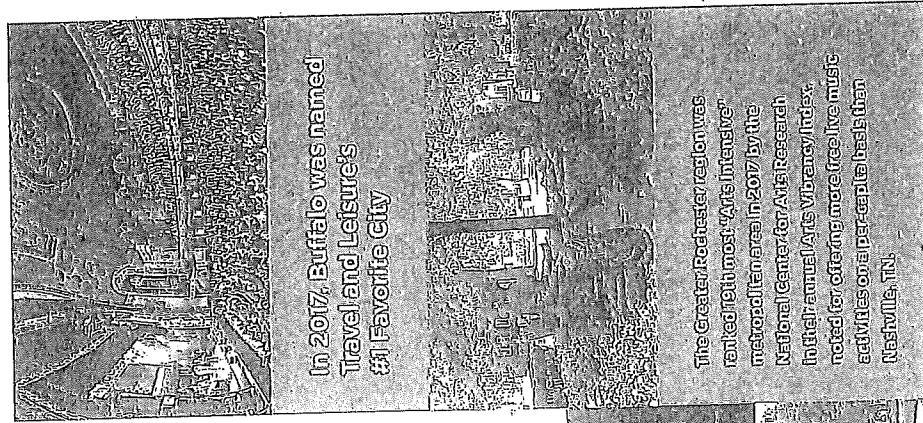
This is a place where people of all backgrounds feel welcome and its diverse, multicultural communities would be attractive to international employees. Buffalo and Rochester's foreign-born population has been rising steadily, mainly due to the 15,000 refugees who have been resettled here since 2001.



According to the federal Office of Refugee Resettlement, Buffalo is a "preferred community" that provides excellent opportunities for newcomers to achieve early employment and sustained economic independence.

Rochester welcomed 11,726 refugees in 2016, a 56 percent increase from the year before, and has experienced an even bigger 2017.

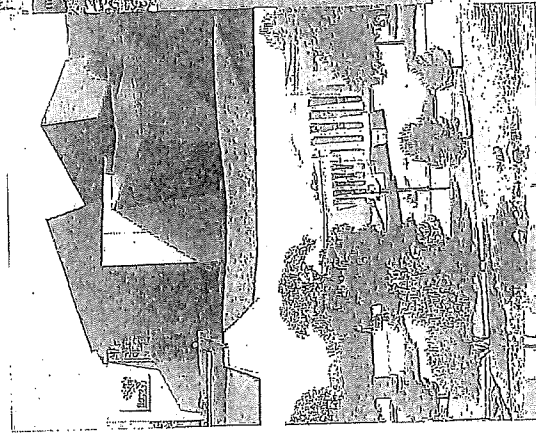
The University at Buffalo has a total international student population of 4,682 students from 101 countries (16.2% of total University at Buffalo population), and 20.4% of the University of Rochester's student population is made up of international students from 100 countries.



In 2017, Buffalo was named Travel and Leisure's #1 Favorite City.

The Greater Rochester region was ranked 19th most "Arts Intensive" metropolitan area in 2017 by the National Center for Arts Research in their annual Arts Vibrancy Index, noted for offering more free live music activities on a per capita basis than Nashville, TN.

We have art museums and vibrant artistic enclaves which have seen a creative infusion thanks to the burgeoning populations of millennials who are flocking to the region for its quality of life combined with affordability. The Albright-Knox Art Gallery showcases works from the likes of Picasso, van Gogh, Pollock, and Warhol, while the Buffalo theater district boasts Shee's Performing Arts Center which is one of only four Tiffany-designed theaters still in existence. The Strong Museum of Play consistently ranks as one of the nation's most beloved children's museums and hosts the National Toy Hall of Fame and the National Video Game Hall of Fame. In Buffalo, music lovers can experience the Grammy Award-winning Buffalo Philharmonic Orchestra at Kleinhans Music Hall, a National Historic Landmark designed by Ellie and Eero Saarinen with an international reputation as one of the finest concert halls in the United States. Rochester's Eastman School of Music counts among its graduates Renee Fleming and Chuck Mangione and both cities have abundant grassroots cultural organizations that provide easy access and entry for participants and volunteers.





## Safety Enhances the Quality of Life

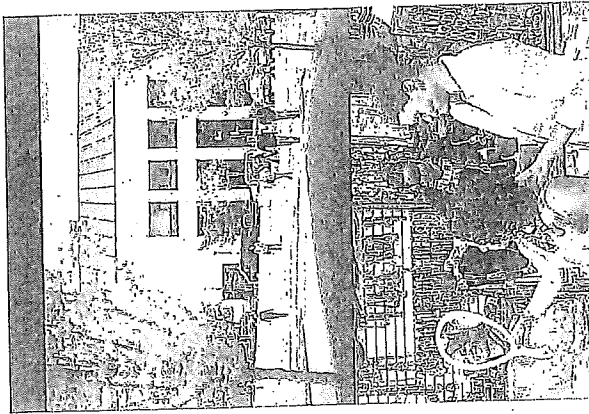
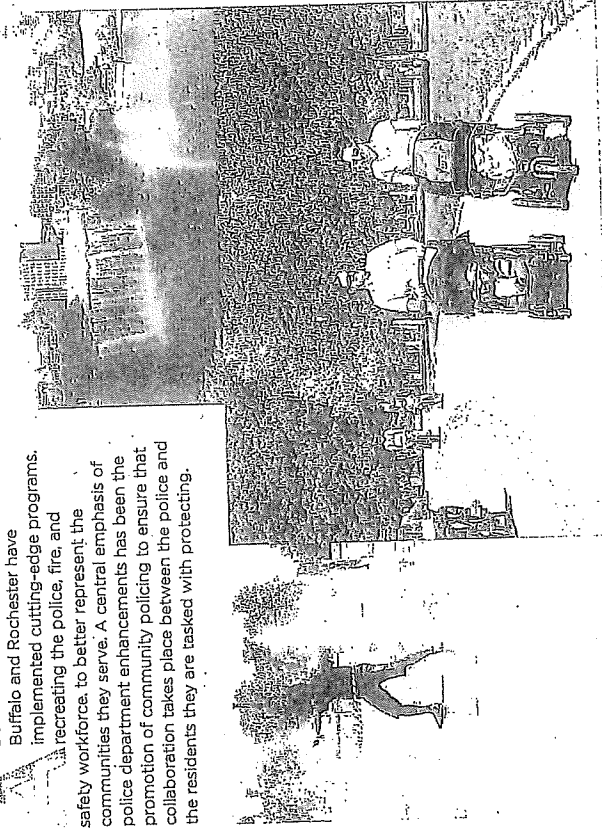
New York State is the third largest recipient of refugees in the nation, resettling 5,026 refugees in 2015-16 alone, and more than one third of these new arrivals settle in the Buffalo and Rochester areas. According to the federal Office of Refugee Resettlement, Buffalo is a "preferred community" that provides excellent opportunities for newcomers to achieve early employment and sustained economic independence. Both cities have agencies that offer integration, refugee resettlement and employment programs; translation and interpretation services to break down barriers; and global education programs for students, adults, and businesses; and services for international visitors. Refugees and immigrants are reshaping city neighborhoods, renovating houses, opening stores and restaurants, and adding new vitality.

The region has also proven to be a magnet for international college students, ranking among the top 15 metro areas for students arriving with F-1 visas. This diversity is mirrored in the public school systems, with elevated levels of English language learners. The region's municipalities, schools, and nonprofit organizations are creating programmatic additions to help advance immigrant and refugee integration and success.

Overall, Western New York has a long history of immigrant populations. We welcome cultural diversity and support the continued expression of those cultural identities.

The Buffalo-Rochester Metro Corridor offers a mix of urban, suburban, and rural neighborhoods and towns where safety and equitable treatment of all residents is valued. The region has seen a significant decline in their respective crime rates over the last seventeen years thus reducing the overall crime rate below state and national averages.

As the anchor cities of the Region, Buffalo and Rochester have implemented cutting-edge programs, recreating the police, fire, and safety workforce, to better represent the communities they serve. A central emphasis of police department enhancements has been the promotion of community policing to ensure that collaboration takes place between the police and the residents they are tasked with protecting.





## APPENDIX

## TABLE OF CONTENTS – APPENDIX

### Buffalo-Rochester Metro Corridor joint Amazon HQ2 submission: Appendix Table of contents

#### Appendix Page #

#### A. WORLD-CLASS ECOSYSTEM IN AND AROUND PROPOSED SITES

##### 1. Proposed Buffalo Site

Introduction – Letter of Support from Mayor Byron W. Brown	5
i. Site and building plans and photos	7
ii. Map of public plazas and/ or green space in close proximity to Seneca One Tower	12
iii. Plan for Phase I, II, and III Seneca One Tower build out	14
iv. Current ownership of property	20
v. Zoning process description	20
vi. Description of estimated capital spend and operating cost over next 15 years for site development	23
vii. Description of local incentive package	24
viii. Maps of major highways, arterial roads and mass transit routes surrounding Seneca One Tower site	29
ix. Map of pedestrian and bike access and walkability score	30
x. List of bike share options	31
xi. Availability of ride share options near site	31
xii. Electric, natural gas and water / sewer utilities descriptions	32
xiii. Cellular phone coverage maps for multiple carriers	35
xiv. Statement of capacity for fiber optics connectivity	36
xv. Other key highlights of site ecosystem	38
xvi. Alternate site for consideration: Niagara Falls Redevelopment	40

##### 2. Proposed Rochester Site

Introduction – Letter of Support from Mayor Lovely A. Warren	45
i. Site and building plans and photos	47
ii. Map of public plazas and green space in close proximity to Rochester site	69
iii. Plan for Phase I, II, and III (graphical)	70
iv. Current ownership of property	74
v. Zoning process description	75
vi. Description of estimated capital spend and operating cost over next 15 years for site development	76
vii. Description of local incentive package	77
viii. Maps of major highways and arterial roads surrounding Rochester site	80
a. Distance of site to population center and housing	80
b. Distance of site to international airport	81
ix. Mass transit routes	82
a. Downtown transit map	82
b. Downtown active bus lines	83
x. Description of commuter, bike share, and ride share options	84
xi. Description of utility options	85
a. Map of active steam lines	85
b. Map of city water lines	86
c. Map of city sewer lines	87
d. Description of electric and natural gas utilities	88
xii. Cellular phone coverage maps for multiple carriers	89
xiii. Capacity for fiber optics connectivity	90
a. Map of county fiber cables	91
b. Statement of fiber optics connectivity	92
xiv. Alternate sites for consideration: Eastman Business Park and Rochester Tech Park Complex	94

#### B. ACCESS TO TOP-TIER TALENT

##### 1. Abundant Educational Resources

i. Buffalo-Rochester Metro Corridor (BRMC) Statistical Area Details	99
ii. Supporting details on higher education	99
a. Universities and Colleges within 2 hour drive of BRMC	99
b. Number and percent of 25+ population with Bachelor's degree or higher in BRMC	100
c. Three year Target degree completions from Universities and Colleges within 2 hr drive of BRMC	100
d. BRMC Alumni in 15 largest metro areas	100
e. Letters of support from higher education institutes	101
f. Details of support from SUNY for Amazon	108
iii. BRMC Medical and Research institutes	120
iv. Education and private sector partnerships	120
a. Amazon HQ2 RFP Support from NY State Governor Andrew M. Cuomo	120
b. BRMC Education and Private sector partnerships	121
c. Creative programs with higher education institutions	123

v. BRMC K-12 education programs related to Computer Science & STEM	123
2. Robust existing labor force	125
i. Labor force in target occupations	125
a. BRMC average annual salary in target occupations	125
b. BRMC labor force in target occupations	125
ii. Tenure rates for top BRMC companies	125
iii. Legal opinion on Canadian immigration under TN visas	126
3. Grow New Business: Organizations supporting the Entrepreneurial spirit in BRMC	130
4. Home to World-Class Businesses	130
i. Notable companies located in the BRMC	130
ii. Support from government leaders	132
iii. Introduction and letters of support from regional business leaders	137
5. InBN and GRE joint Amazon HQ2 bid press release	170
C. REGIONAL INFRASTRUCTURE THAT SEAMLESSLY CONNECTS THE CORRIDOR	175
1. Energy infrastructure: BRMC Sustainability efforts and clean energy initiatives	177
2. Travel made easy	177
i. Planned BRMC airport improvements	178
ii. Nonstop flights from BRMC airports	179
iii. BRMC rail, sea and other travel options	179
D. A GREAT PLACE FOR EMPLOYEES TO WORK, LIVE AND PLAY	183
1. Revitalization efforts in BRMC	185
2. Affordability and housing options in the BRMC	185
3. BRMC outdoor activities	187
4. BRMC cultural activities and fairs	188
5. BRMC diversity programs	189
6. BRMC crime prevention initiatives and data	189

# Appendix A1:

Buffalo site overview





Appendix A.1. Introduction - Letter of support from Mayor Byron W. Brown



CITY OF BUFFALO  
BYRON W. BROWN  
MAYOR



October 13, 2017

Amazon  
Office of Economic Development  
c/o Site Manager Golden  
2121 Seventh Avenue  
Seattle, Washington 98121

Dear Mr. Bezos:

The City of Buffalo is a tremendous place to do business. Our region has a vibrant economy and a rich history of being a strong industrial center. We are a hub for the technology, manufacturing, energy and tourism industries, and we continue to attract new retailers and entrepreneurs who are ready for business. Our successes include: Willis Towers Watson, IBM Buffalo Innovation Center, Panasonic and Tesla, to name a few.

I am proud of the economic resurgence that has energized our City, attracting capital, businesses and people. Buffalo has swiftly become a place where people want to live, work, play and visit. One of the key components to this success has been the full support of my Administration for ensuring that businesses have a clear path for development, which is achieved expeditiously without "red tape" or unreasonable fees or restrictions. We have worked very hard to break down any barriers which would prevent the implementation of the most efficient and effective practices for doing business in Buffalo.

In fact, doing business here has never been more seamless. This is largely due to the City's first comprehensive zoning rewrite in more than 60 years, designed to reinforce the City's walkable, mixed use neighborhoods and strengthen its economic centers. The Unified Development Ordinance - the "Green Code" - promotes investment in many ways, including easing the approval process, making it much easier to undertake development projects without encountering needless bureaucracy. Additionally, the code embraces transportation alternatives, promotes mixed-use neighborhoods and expands housing choices.

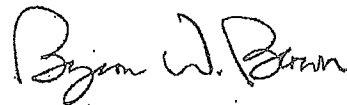
When I unveiled the Green Code project in 2010, my top priority was characterizing the zoning rewrite as an economic development initiative, designed to provide more certainty and predictability to investors and to remove barriers to walkable, mixed-use development.

Buffalo's economy continues to build momentum, with nearly \$8 billion in construction projects either completed or underway. This is due to our eagerness to facilitate growth and development and our commitment to fostering healthy public-private partnerships. I have reduced property tax rates for residents and businesses, achieved the highest credit ratings in our City's history, and maintain some of the lowest taxes and building permit fees in the State.

Our growth is undeniable, Buffalo has come a very long way in a short period of time and we are only going to continue to climb. The accompanying proposal that has been submitted for your review would inevitably propel Buffalo to an unprecedented peak in our progress. The City of Buffalo and all of our agencies, authorities, departments - and my office - would offer our complete cooperation and support for every aspect of this proposal, and are extremely hopeful that we have the opportunity to advance in this process, so that you can truly appreciate all that our great City has to offer.

Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Byron W. Brown". The signature is fluid and cursive, with the first name "Byron" being more prominent.

Byron W. Brown  
Mayor of Buffalo

## Appendix A.1. Proposed Buffalo Site: Seneca One Tower and Adjacent Parcels

### Appendix A.1.i. Site and building plans and photos

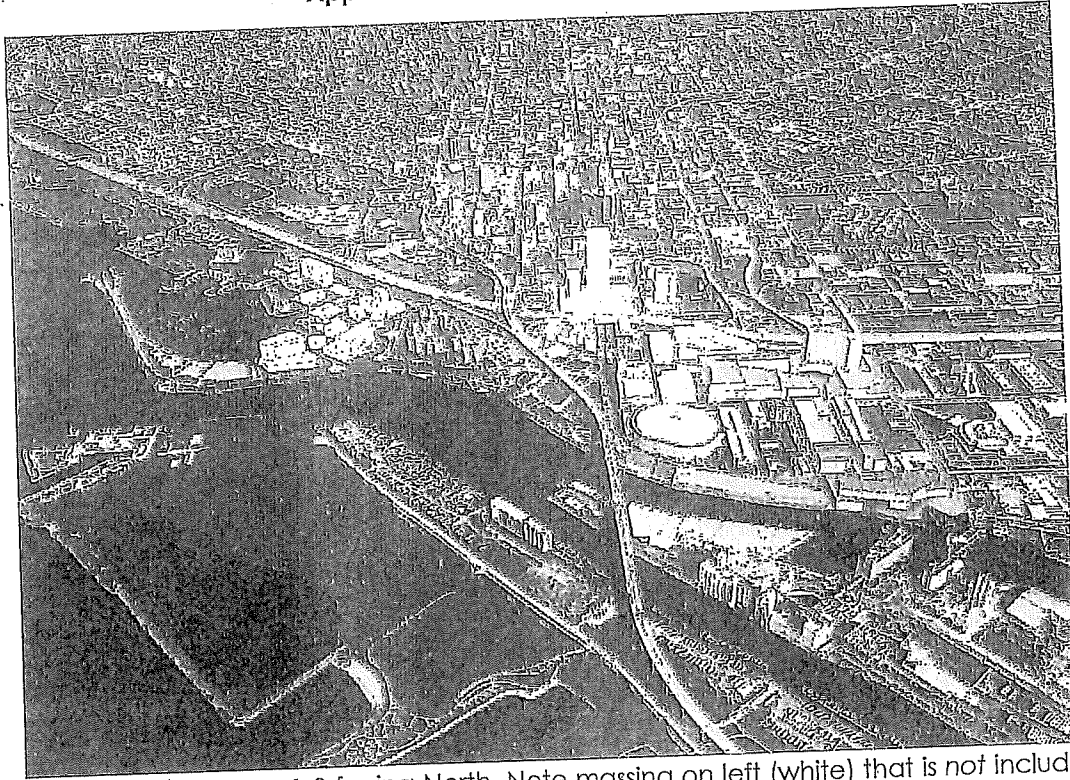


Figure 1. Aerial view of Phases 1-3 facing North. Note massing on left (white) that is not included in HQ2 Campus buildout, but is additional City-owned land zoned for mixed-use future development, including additional housing

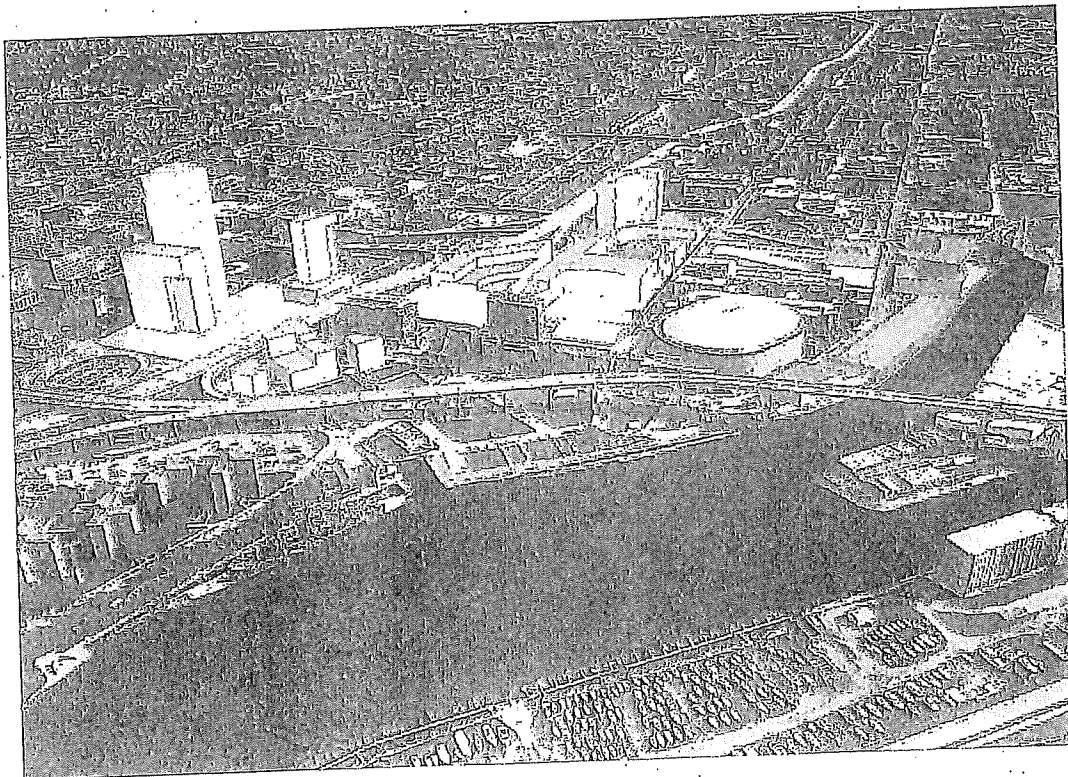


Figure 2. Aerial view of Phases 1-3 facing East



FOR LEASE

# SENECA ONE TOWER

1

W. SENECA STREET  
Buffalo, NY 14203



## PROPERTY HIGHLIGHTS

CBRE | Buffalo is pleased to announce the open availability of approximately 600,000 SF of office space for lease in Seneca One Tower.

The tallest building in Buffalo, Seneca One Tower is a 38-story, 896,000 SF office building in the early stages of a redevelopment plan that will see a mix of retail, residential and office uses at the property.

- ✦ Up to 600,000 SF of available office space
- ✦ 22,000 SF floor plates with amazing views of the city and Lake Erie
- ✦ Landlord-controlled parking ramp connected to the building
- ✦ 240 seat auditorium with A/V capabilities
- ✦ 94 residential units currently under construction in the west annex building

[www.cbre.com/buffalo](http://www.cbre.com/buffalo)

**CBRE** | Buffalo

Part of the CBRE affiliate network

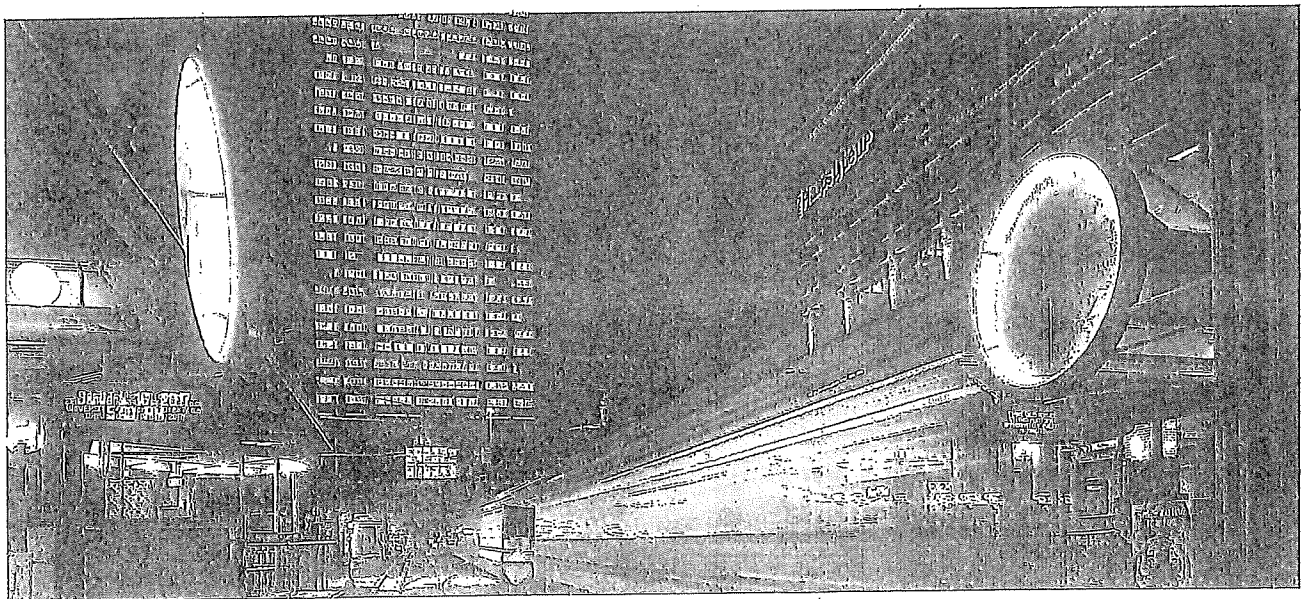
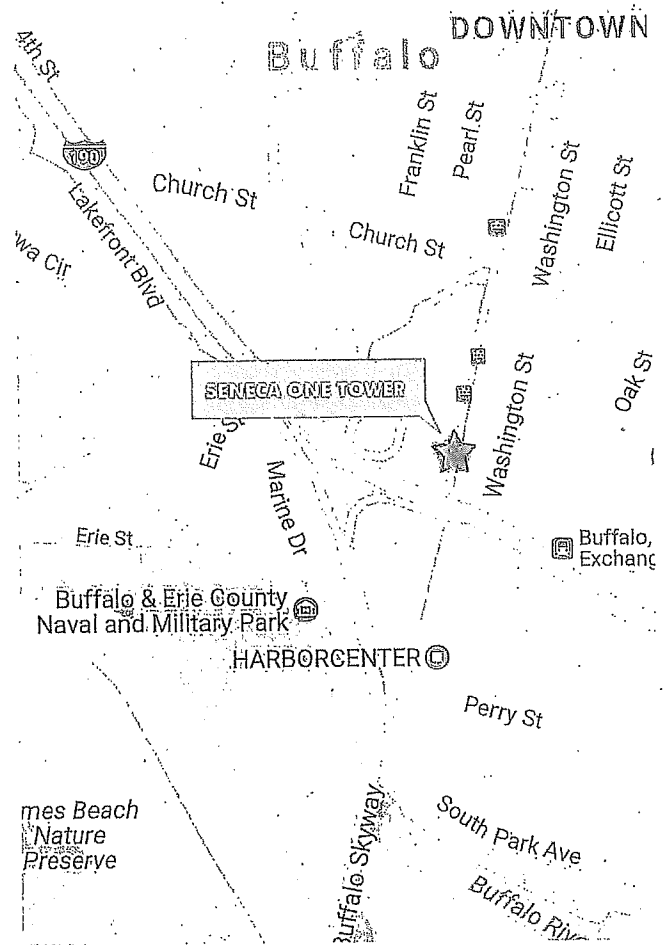
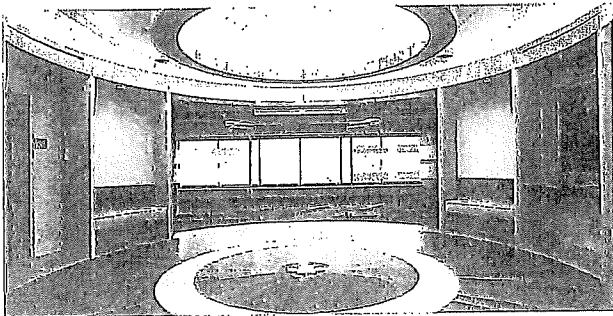
# FOR LEASE SENECA ONE TOWER



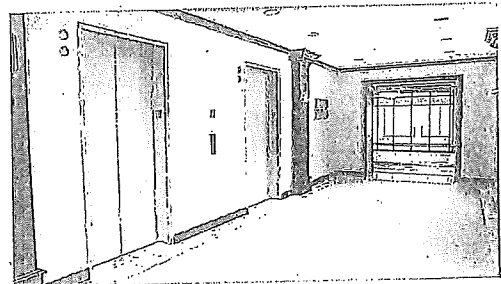
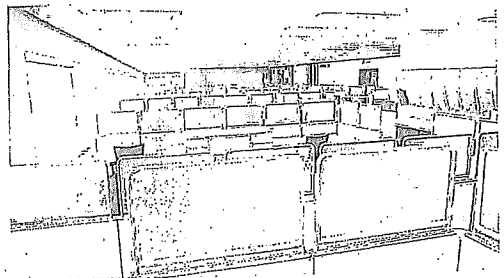
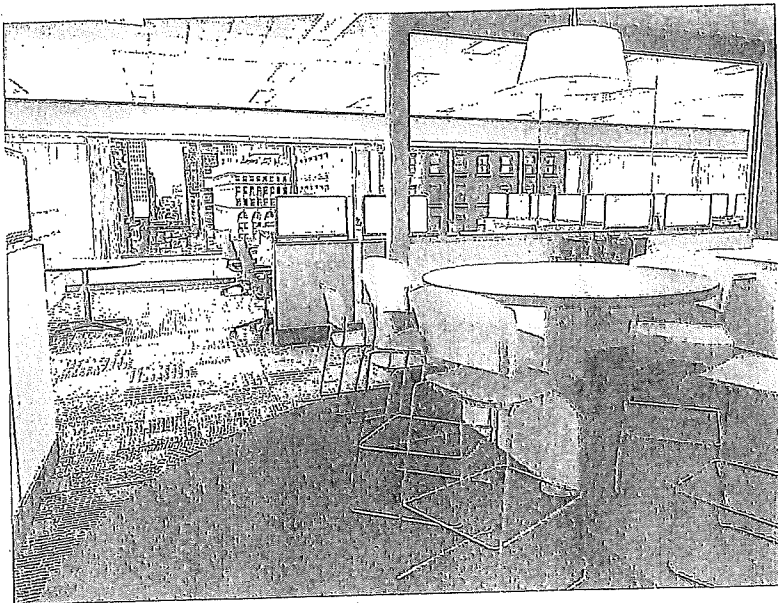
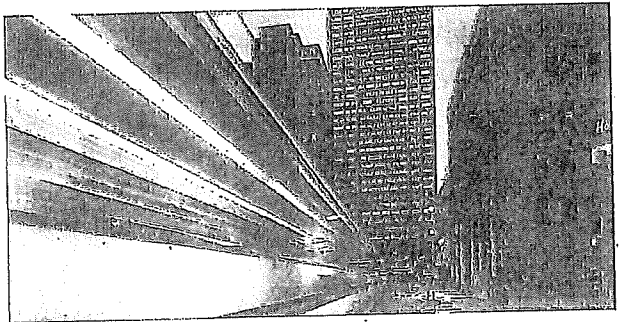
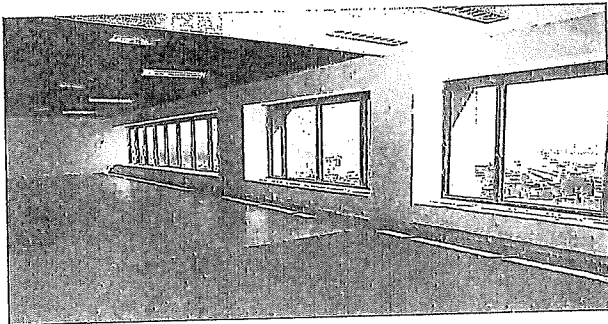
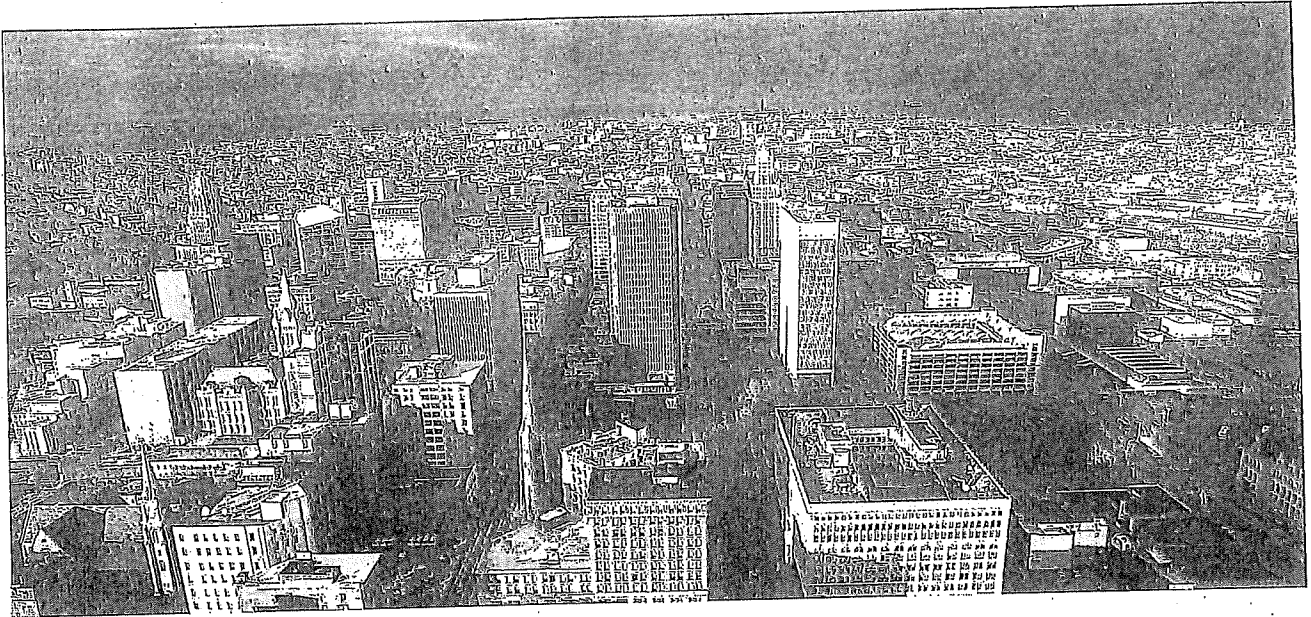
## CENTRAL LOCATION

Seneca One Tower is in the heart of downtown Buffalo and within walking distance of government offices and various amenities including numerous restaurants, Canalside, Coca-Cola Field, and KeyBank Center.

- + Easy access to I-190, NY 5, and Peace Bridge to Canada
- + Direct access to public transportation via NFTA Metro Rail and bus stops adjacent to the property



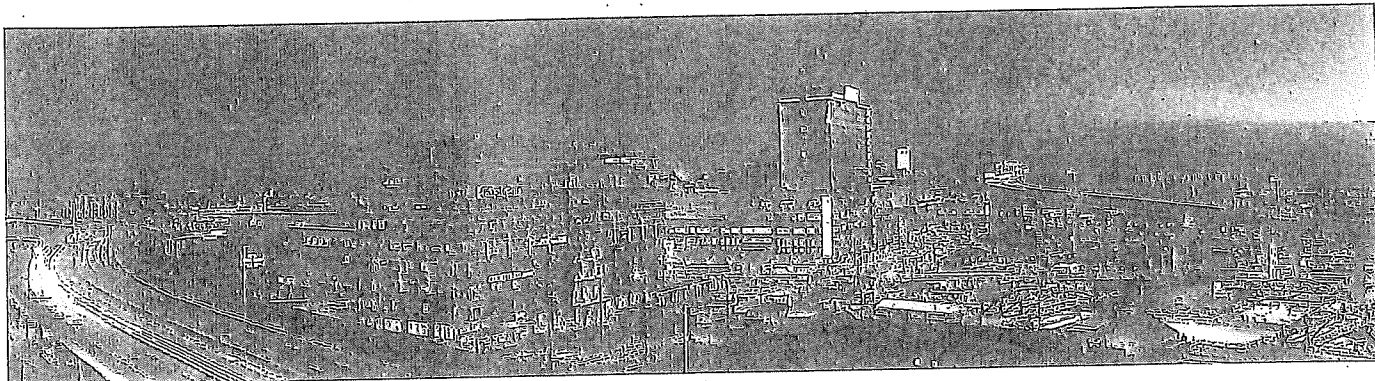
1  
W. SENECA STREET  
Buffalo, NY 14203





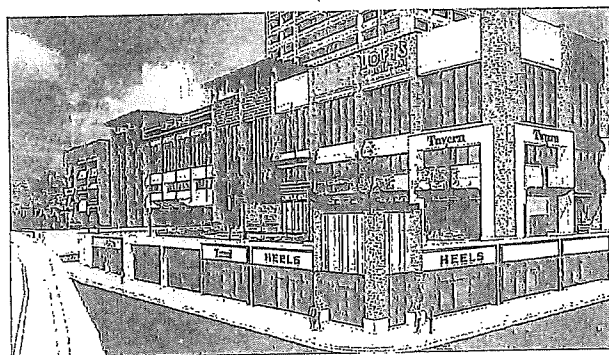
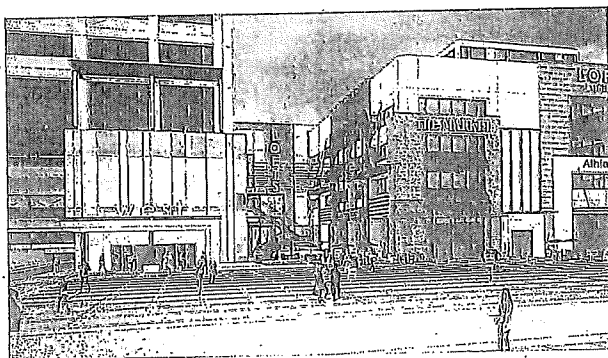
# FOR LEASE SENECA ONE TOWER

1  
W. SENECA STREET  
Buffalo, NY 14203



## DEVELOPING NOW

Seneca One Tower is undergoing the initial phase of redevelopment which will bring residential and retail components to the property.



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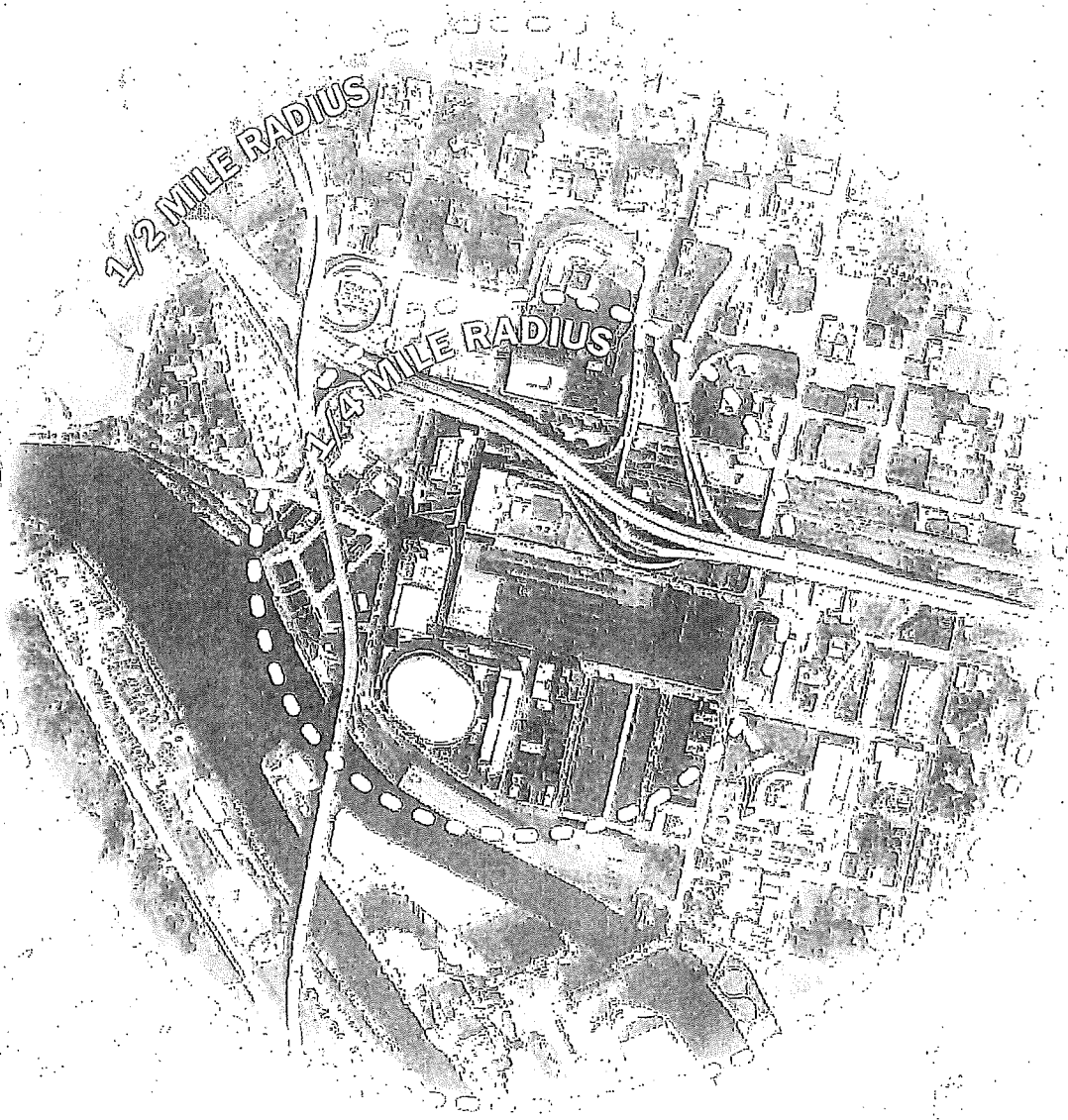
[www.cbre.com/buffalo](http://www.cbre.com/buffalo)

**CBRE|Buffalo**

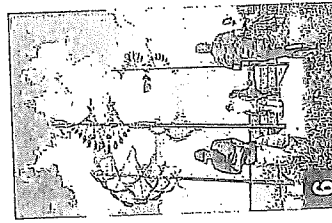
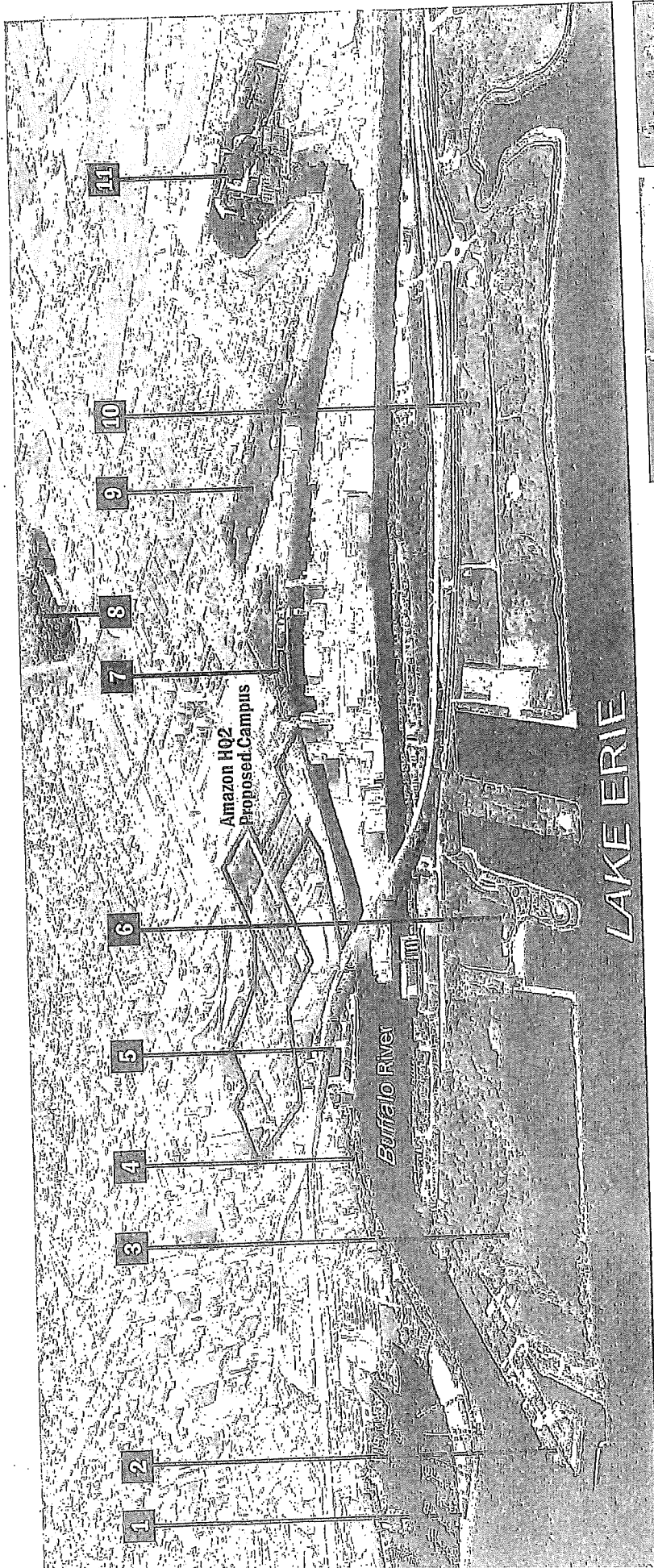
Part of the CBRE affiliate network



Appendix A.1.ii Maps of public plazas and/or green space in close proximity to Seneca One Tower



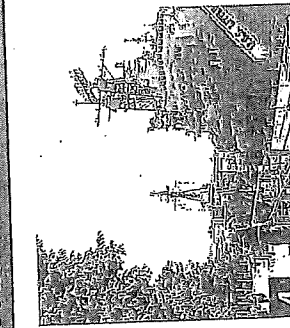
- Phase 1
- Phase 2
- Phase 3
- Additional Development Opportunities



Wilkeson Pointe



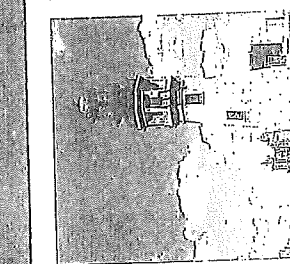
Canalside



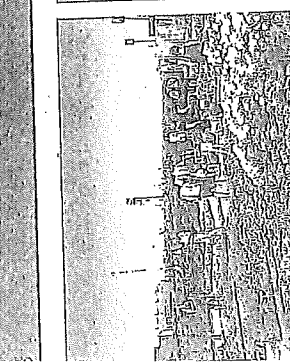
Naval Park



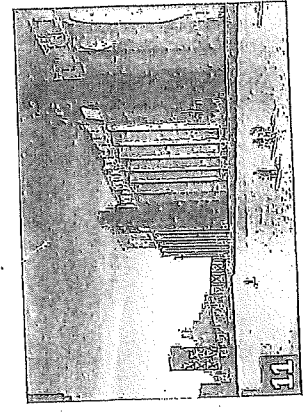
Times Beach Nature Preserve



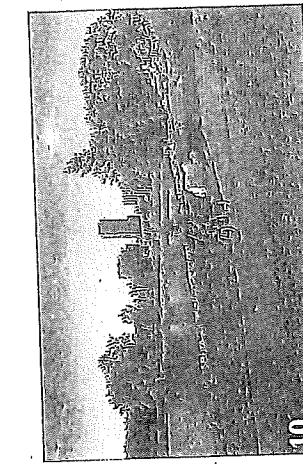
Buffalo Main Light



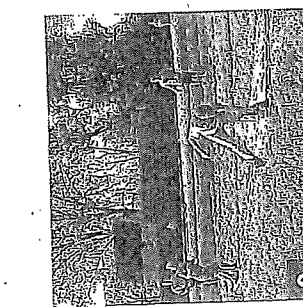
Erie Basin Marina



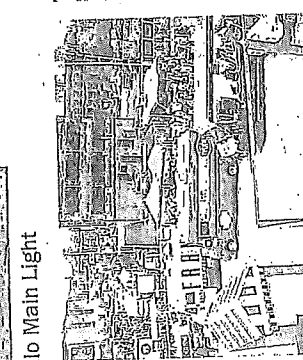
Silo City



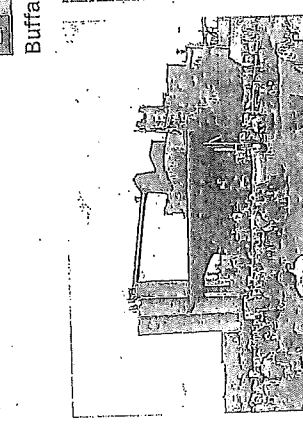
Outer Harbor



Conway Park



Larkin Square



River Fest Park

Appendix A.1.iii Plan for Phase I, II, and III Seneca One Tower build out

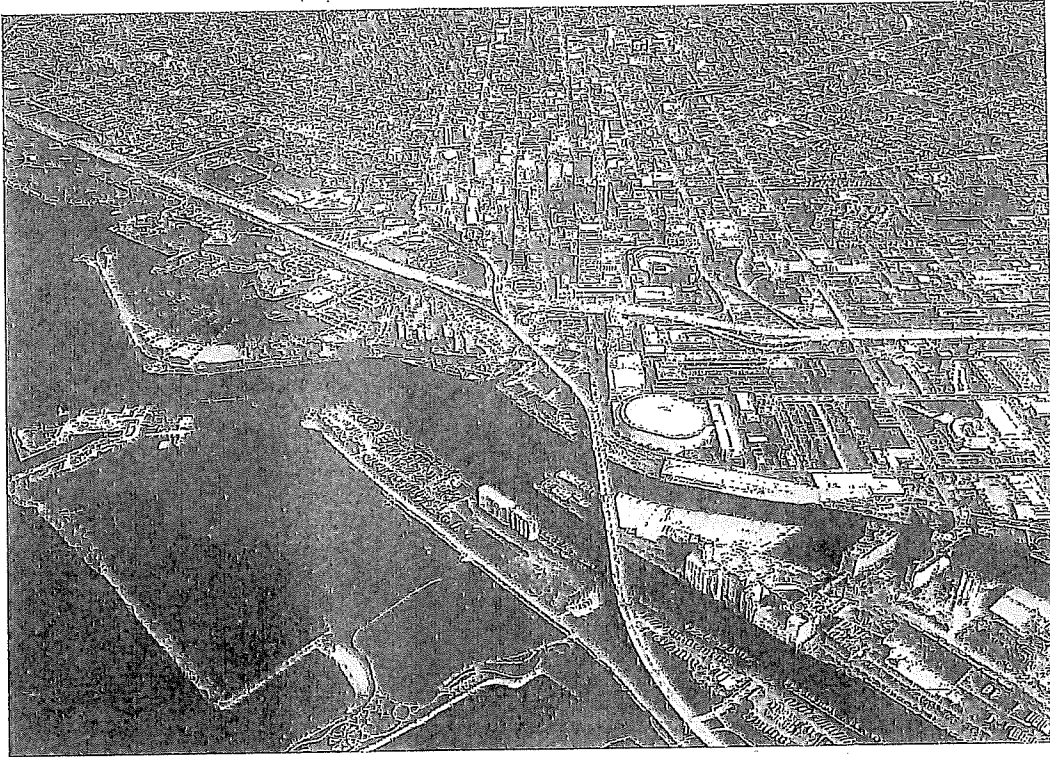


Figure 3. View of downtown core as of October 2017 (pre-HQ2)

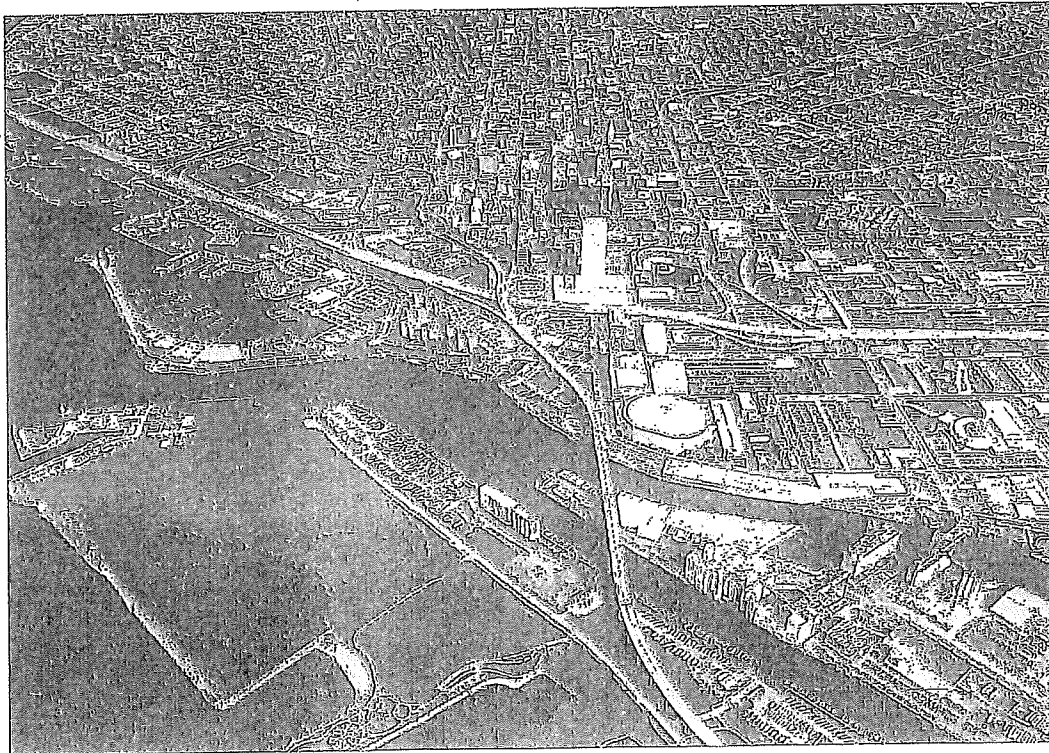


Figure 4. Phase 1 – (yellow shading) three existing buildings (top to bottom): One Seneca Tower; Buffalo News building; HSBC Atrium building



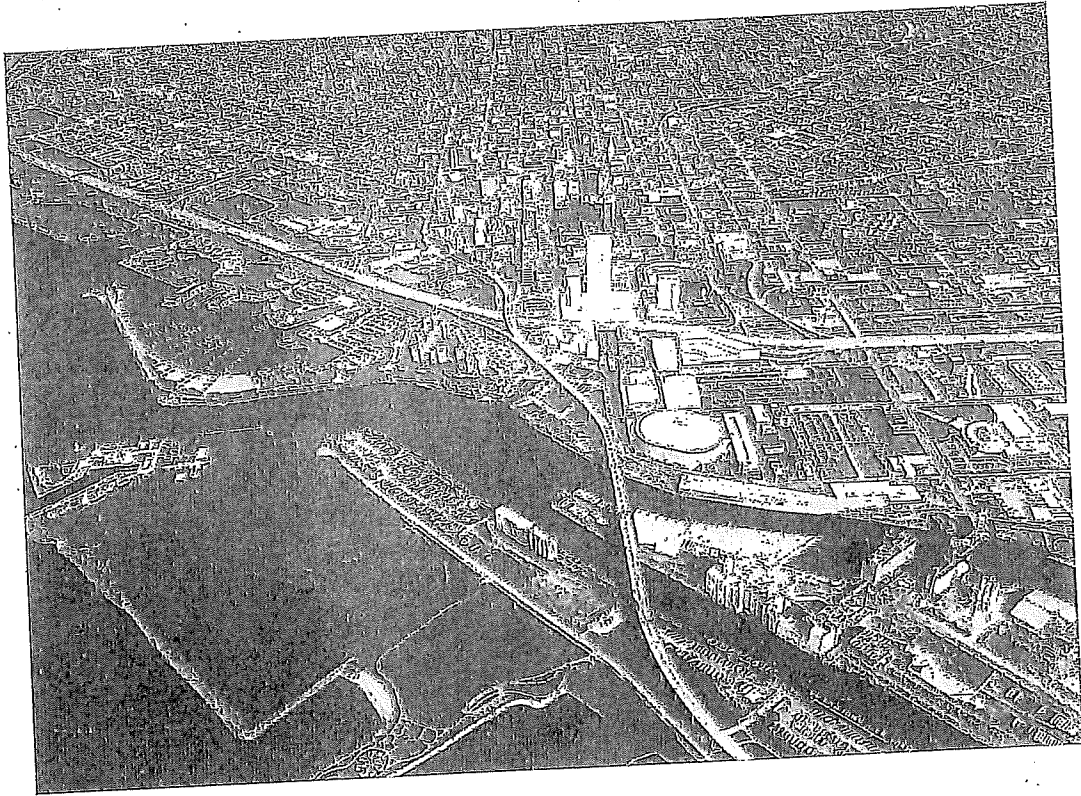


Figure 5. Phase 2 – (green shading) two additional buildings constructed on the One Seneca Tower site; a complex of buildings on the Aud Block section of Canalside; and a large building constructed directly behind the existing Buffalo News building

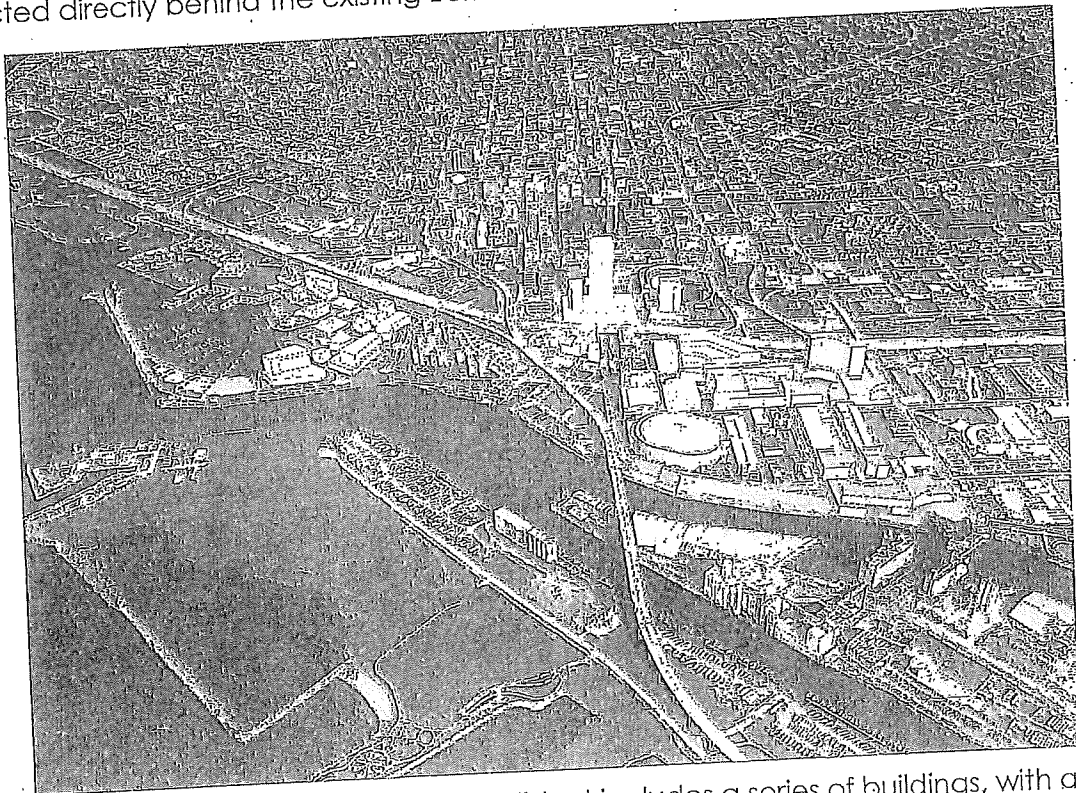


Figure 6. Phase 3 – (orange shading) full buildout includes a series of buildings, with an emphasis on walkability, extending the campus south to the bank of the Buffalo River,





Figure 7. View of downtown core as of October 2017 (pre-HQ2)

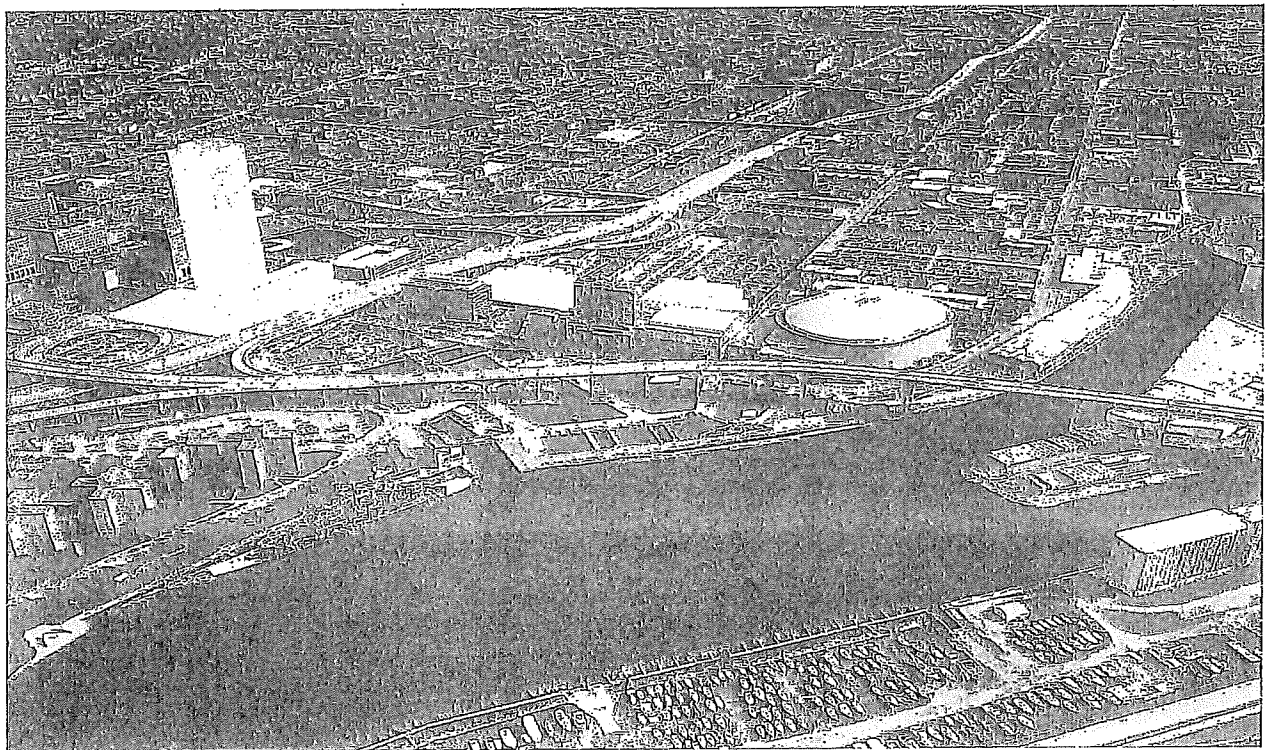


Figure 8. Phase 1 – (yellow shading) three existing buildings (left to right): One Seneca Tower; Buffalo News building; HSBC Atrium building

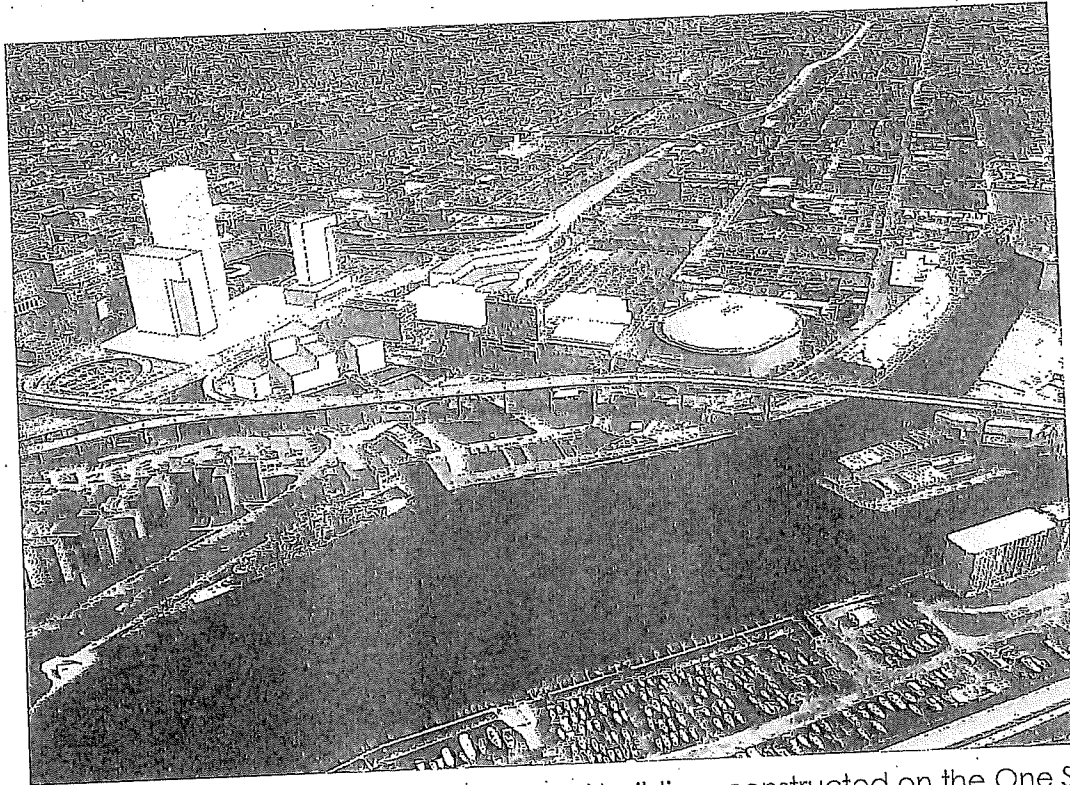


Figure 9. Phase 2 – (green shading) two additional buildings constructed on the One Seneca Tower site; a complex of buildings on the Aud Block section of Canalside; and a large building constructed directly behind the existing Buffalo News building

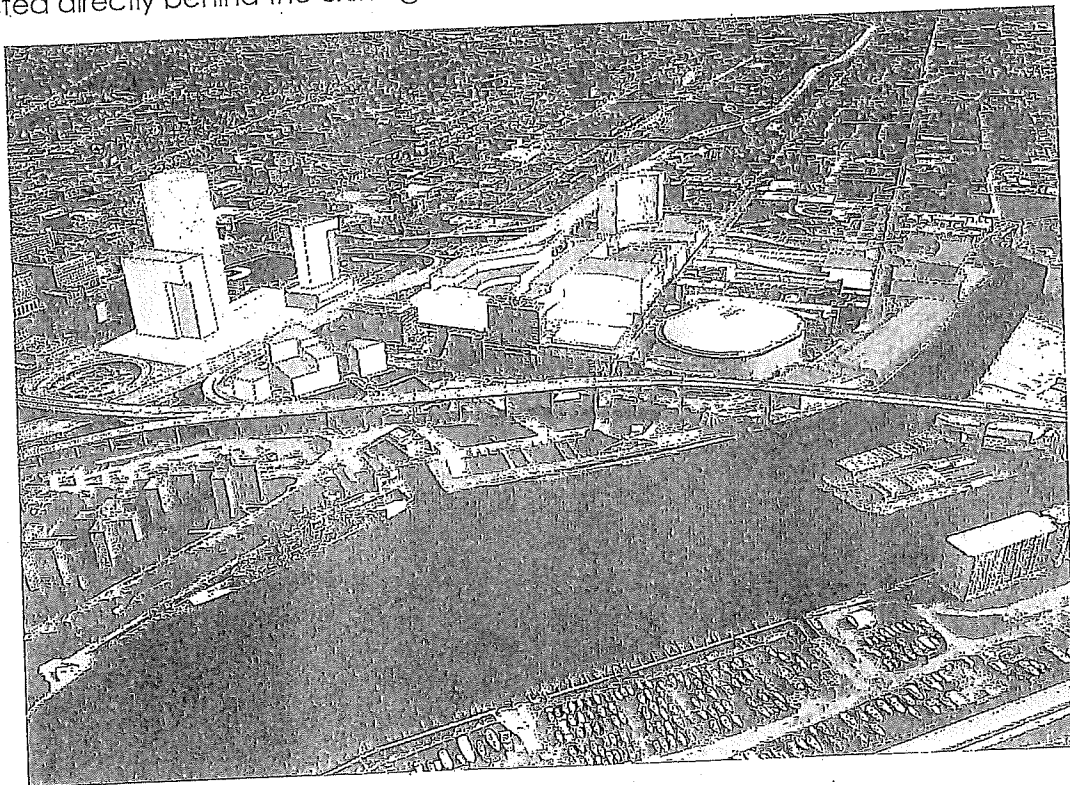
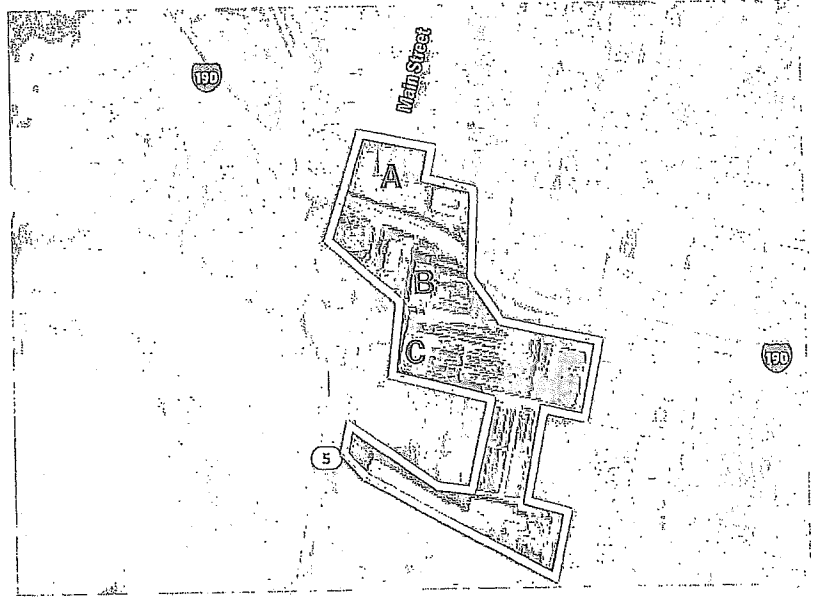


Figure 10. Phase 3 – (orange shading) full buildout includes a series of buildings, with an emphasis on walkability, extending the campus south to the bank of the Buffalo River, and connecting the UCC Campus

**Maximum Build Out Potential for Amazon Campus:** Square footages represent maximum allowable buildout according to Buffalo's zoning code. It totals 12.3 M sq ft demonstrating ease of achieving HQ2's full build out

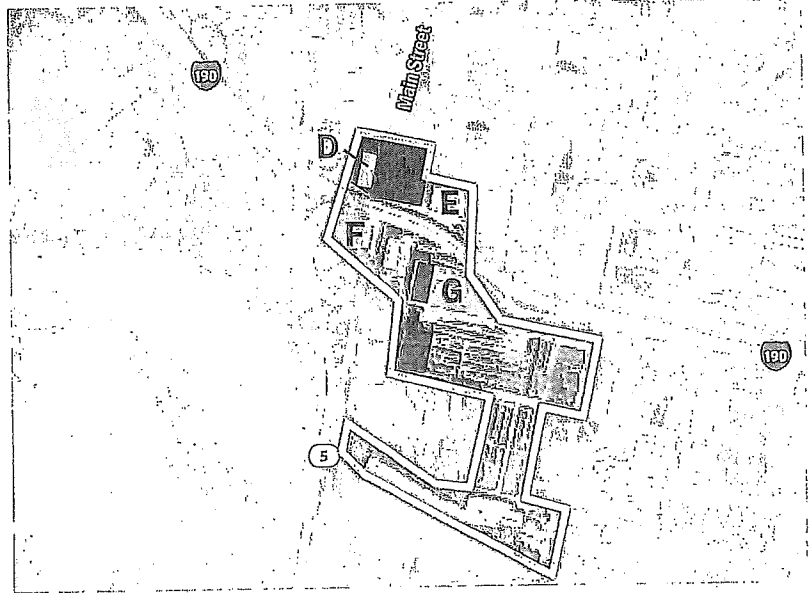
## Phase 1

Building	sq. ft.
A	896,000 (existing)
B	170,000 (existing)
C	220,000 (existing)



## Phase 2

Building	sq. ft.
D	500,000
E	500,000
F	600,000
G	1.3 Million



## Phase 3

Building	sq. ft.
H	5 Million
I	1.5 Million
J	1.6 Million (200,000 existing)

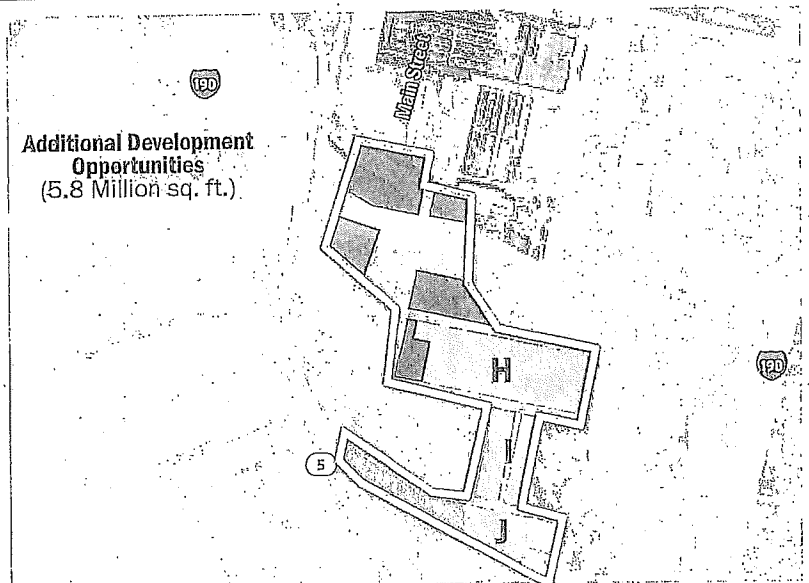




Figure 11. Visual view of the maximum allowable buildout (massing). Note massing on left side of image is not included in HQ2 Campus buildout, but is additional City-owned land zoned for mixed-use future development, including additional housing



## **Appendix A.1.iv Current ownership of property**

Our team has secured agreements reflecting fair market value lease and/or purchase of all privately-held properties in the proposed Amazon HQ2 Buffalo Campus.

### **Phase 1:**

Building A (896,000 sq ft existing) Owner: Douglas Development – commitment in place to renovate-to-suit and lease at market rate (State and local incentives will lower effective lease rate significantly)

Building B (170,000 sq ft existing) Owner: The Buffalo News (Berkshire Hathaway) – agreement in place for sale to Amazon at market rate

Building C (220,000 sq ft existing) Owner: HSBC Bank – agreement in place for sale to Amazon at market rate

### **Phase 2:**

Building D (new construction) Parcel Owner: Douglas Development

Building E (new construction) Parcel Owner: Douglas Development

Building F (new construction) Parcel Owner: New York State (Erie Canal Harbor Development Corp)

Building G (new construction) Parcel Owner: The Buffalo News (Berkshire Hathaway)

### **Phase 3:**

Building H (new construction) Parcel Owner: HSBC Bank (7.7 acres); private consortium (3.5 acres)

Building I (new construction) Parcel Owner: City of Buffalo (Buffalo Urban Renewal Agency)

Building J (200,000 sq ft existing and new construction) Owner: New York State (Niagara Frontier Transit Authority)

## **Appendix A.1.v Zoning process description**

### **Unified Development Ordinance**

The Unified Development Ordinance, put into effect in 2017, is the city's first comprehensive zoning rewrite since 1953 and codifies the smart growth vision of the Comprehensive Plan. It combines land use, subdivision, and public realm standards into a single, user-friendly document.

The UDO implements the community's vision for the development of the city. Responding to considerable input from residents and business owners, it is a "form-based code," emphasizing neighborhood character as its organizing principle. This approach was chosen because of its unique capacity to help realize the community's vision for walkable, transit-supportive neighborhoods.

When Mayor Byron Brown unveiled the Green Code project in 2010, he first and foremost characterized the zoning rewrite as an economic development initiative, designed to provide more certainty and predictability to investors and to remove barriers to walkable, mixed-use development.

The previous zoning ordinance, which hadn't been comprehensively rewritten in 64 years, was principally designed to separate uses, restrict density, and reshape the city to focus on the needs of the car. This was in conflict with the walkable, mixed-use pattern of development that characterized Buffalo's historic neighborhoods and had increasingly become a basis for their resurgence. By 2010, it became clear that the old zoning ordinance had become a regulatory obstacle to further economic growth and regeneration, something that could be fixed only with a total rewrite of the code.

The code is written in plain English and supplemented by helpful diagrams, flowcharts, and illustrations. The idea is that code users—not just land use attorneys, but homeowners, small businesspeople, and the like—can easily understand what is required and know how to get permits without having to talk to a single person in City Hall. This user-friendliness is designed to make the development review process as easy, straightforward, and predictable as possible. This is intended to help, and already appears to be helping, Buffalo compete for talent and investment.

Among the reforms in the UDO, the following are intended to promote entrepreneurship and investment:

- Promotes mixed-use neighborhoods. The code significantly expands opportunities for walkable, mixed-use development, especially downtown, in neighborhoods, in former industrial areas, and along the waterfront. This expands options for entrepreneurs to locate, expand, and tap into potential customer bases.
- Embraces transportation alternatives. The code eliminates all minimum parking requirements, implements a policy on how to do complete streets, and encourages walking, biking, and transit use. This is necessary for Buffalo to compete with peer cities on offering an urban lifestyle.
- Expands housing choice. The code responds to emerging market trends that demand a mix of housing types in each neighborhood, including detached house, rowhouse, multi-dwelling, and even accessory dwelling units, and allows as-of-right densities to support amenity-rich neighborhoods. This gives flexibility to the marketplace to deliver on housing products in demand by all ages, demographics, and incomes.
- Eases the approval process. The code makes it much easier to undertake development projects. Under the previous zoning, any investment over \$80,000 in value required site plan review and a public hearing, and too often required variances that hindered and slowed the pace of development. Now it is possible, if a project meets all the basic requirements of the code, to get quick approvals to build a shop, renovate a historic building, or open a business—without encountering needless bureaucracy and red tape.

Construction of a building over 5,000 square feet requires Major Site Plan Review and a Public Hearing in front of the City of Buffalo Planning Board (Planning Board) before a building permit can be obtained. Following appropriate public notice the Planning Board holds the required Public Hearing to determine if the Site Plan conforms with the approval standards codified in the Unified Development Ordinance (UDO), specifically if:

- the project complies with all applicable standards of the UDO
- the project is consistent with the spirit and intent of the Comprehensive Plan.
- the project will be sited and designed so as to be harmonious with the surrounding area and not interfere with the development, use, and enjoyment of adjacent property;
- the project will promote building design that responds to the surrounding neighborhood and demonstrates respect for surrounding historic resources, while allowing for a diversity of architectural styles and original and distinctive design approaches;
- the project will ensure safe and efficient access for all site users, including pedestrians, cyclists, transit passengers, the mobility impaired, and motor vehicles, as applicable;
- the project will be located, designed, and/or managed to meet its anticipated travel demand, and will include reasonable efforts to minimize single-occupancy vehicle trips, reduce vehicle miles travelled, and promote transportation alternatives;
- the project will provide for the adequate protection of significant natural, cultural, heritage, and scenic assets on or near the site;
- the project contributes to existing pedestrian oriented rights-of-way in relation to the public realm and streetscape;

- the project will utilize plant materials that are capable of withstanding the climatic conditions of Buffalo and the microclimate of the site, and will be planted so as to maximize prospects for healthy growth;
- the Project builds in fair housing, inclusionary, and equal opportunity initiatives of the City of Buffalo to promote access to community assets such as quality education, employment and transportation for all, without consideration of race, gender, religion, age, sexual orientation, national origin or ethnic background;
- the project will make for the most efficient use of land and municipal services, utilities, and infrastructure; and
- the project is sufficiently served by or provides services, utilities, and infrastructure as required by the Buffalo Sewer Authority, Buffalo Water Board, Commissioner of Public Works, Parks, and Streets, and Fire Department.

The UDO requires the Planning Board to make a decision on a Site Plan within 62 days of the Public Hearing. The City of Buffalo Planning Board meets every two weeks and has extensive experience in reviewing projects. Often decisions, particularly on high-quality, well designed projects are approved on the same day as the Public Hearing or within two weeks. Once a Site Plan Approval is granted building permit drawings can be submitted to obtain a building permit. Most building permits reviews are completed within six weeks of a complete drawing set being submitted.





## **Appendix A.1.vii Description of local incentive package**

### **Free Land (transfer for \$1):**

Market value assessment in today's dollars (pre-HQ2 announcement) = \$1.24 million/acre (based on recent land sale immediately adjacent to property)

Transfer of 11 acres = **\$13.64 million value of incentive in today's dollars**

Given that the land transfer is projected to occur during Phases 2 and 3, we project the value of the parcels will increase significantly upon HQ2 announcement. Therefore, the **Net Present Value** of the transferred 11 acres of land is calculated at **\$73.7 million**.

### **National Grid Electric Capital Investment Program**

Major economic development projects that create a large number of jobs are eligible to participate in the Capital Investment Incentive Program, which provides up to \$750,000 per project or project phase to help offset the customer costs associated with upgrading utility infrastructure to accommodate a business expansion. Amazon can apply for a capital grant for each project phase.

### **National Fuel Area Development Program**

National Fuel provides grant support for economic projects or project phases to stimulate investment in infrastructure for the development or redevelopment of underutilized industrial or commercial property.

### **Western New York Power Proceeds Program**

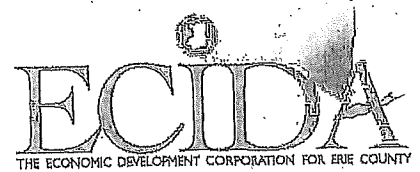
Grant program that supports the growth of businesses that lead to jobs and increased tax revenues in New York State. Eligible projects or project phases are funded up to 20% of total project cost (pending fund availability; fund is based on profits drawn from the shifting energy market and typically peaks at less than \$5 million) and include:

- Workforce development;
- Energy-related projects, programs and services;
- Capital investments in buildings, equipment, and associated infrastructure
- Acquisition of land needed for infrastructure.

### **Better Buffalo Fund**

The Better Buffalo Fund (BBF) is aimed at creating vibrant, mixed-use, high-density neighborhoods and is focused on giving all residents of the City of Buffalo greater access to the major employment hubs. The fund offers support for projects or project phases that encourage Buffalo's economic development along transportation corridors and revitalize downtown commercial districts. Transit Oriented Development (TOD): a grant and revolving loan fund for up to \$2 million in gap financing for adaptive reuse or infill capital projects or project phases that:

- Promote dense development (housing, employment, retail) in proximity to transit stops;
- Encourage the use of multi-modal transportation;
- Stimulate pedestrian activity through retail and neighborhood-oriented businesses and services, quality public spaces and accessible walkways.



October 16, 2017

Mr. Jeffrey Bezos, CEO  
Amazon Corporate Office  
410 Terry Avenue, North  
Seattle, WA 98109-5210

Dear Mr. Bezos:

The Erie County Industrial Development Agency ("ECIDA") would like to propose a variety of tax incentives to encourage Amazon to invest \$2.5B over an 11-year period to construct and equip its new headquarter facilities and create an estimated 50,000 new jobs.

The ECIDA is committed to collaborating with your entire team to provide Amazon with an ideal location for your headquarters complex in our region.

The attached list of estimated incentives will provide Amazon with benefits associated with the construction, renovation and buildout of facilities to house your headquarter operations in Buffalo, New York. The total value of the incentives including real property and sales tax savings are based on estimates provided to ECIDA:

	Total Investment	Estimated Incentive
Phase I:	\$ 92,200,000	\$ 21,943,000
Phase II:	\$ 157,000,000	\$ 48,426,000
Phase III:	\$2,235,000,000	\$432,205,000
<b>Total</b>		<b>\$502,574,000</b>

Our incentives are in addition to incentives being provided to Amazon by other economic development entities. Please review the enclosed incentive proposal and feel free to contact me with any questions or if you need additional information.

Our proposal is subject to change based on updated investment, job creation or additional information, the ECIDA review process, and final approval by the ECIDA Board of Directors.

Sincerely,

Steve Weathers  
President & CEO

## ECIDA Incentive Estimate Amazon HQ Project

Calculations are based on the information supplied

Municipality	Buffalo (City of)
School District	Buffalo (City of) School District
Type of Project	Renovation and New Construction
Construction Budget	\$1,290,800,000
Non Production Equipment Purchases	\$1,193,400,000

This incentive estimate is based on the project assumptions, investment and job creation data provided to Invest Buffalo Niagara that have been shared with the Erie County Industrial Development Agency. Actual incentive amounts are subject to final investment, job creation commitments and the value of the final real property assessment values.

### Project Assumptions:

Total Project Investment over 11-year period : \$2.5B

	Total Investment	Estimated Incentive
Phase I (Yr. 1)	\$ 92,200,000	\$ 21,944,000
Phase II (Yr. 6)	\$ 157,000,000	\$ 48,426,000
Phase III (Yr. 11)	\$2,235,000,000	\$432,205,000
Total		\$502,575,000

Total Project Employment: Up to 50,000 jobs over 11-year period

### Project Cost Breakdown:

	Total Investment	Project Description
Phase I (Yr. 1)	\$ 92,200,000	Renovation and FFE
Phase II (Yr. 6)	\$ 157,000,000	New Construction
Phase III (Yr. 11)	\$2,235,000,000	New Construction, Buildout, FFE

### Property Tax Incentive

Provides property tax abatement on the new assessed value attributed to the project.

Based on the impact of this project to the region, investment and employment projections provided to Invest Buffalo Niagara, your project appears to meet the eligibility criteria for the ECIDA 10 year Enhanced PILOT schedule. Below is the property tax abatement schedule for the 10 year Enhanced PILOT:

Year 1	100 %
Year 2	100 %
Year 3	100 %
Year 4	100 %
Year 5	100 %
Year 6	100 %
Year 7	100 %
Year 8	90 %
Year 9	80 %
Year 10	70 %

Percentages listed show the percentage of new property tax value abated on the project. Estimates of actual tax savings are based on an assessed value of 75% of the construction budget. This estimate is based on a projection of the final assessed value which would be placed on the buildings. Actual PILOT payments would be determined by the final assessed value of the improvements of each phase and the associated tax rates for each year of the 10 year schedule.

Estimate of Property Tax Payments for all three phases with Enhanced PILOT:

Total PILOT (Property Tax) Payments	\$ 21,809,000
Total Property Tax Savings for 3 phases	\$341,680,000

\*Full taxes would be paid on the land value of the project.



### Sales Tax Incentive

*Equipment and Construction Sales Tax Savings are the amounts that would be paid in sales taxes without ECIDA assistance. Construction material costs are estimated at 50% of construction amount plus any non-production equipment purchases. The estimate is based on the total construction & FF&E values listed below:*

Equipment Purchase (\$1,193,400,000)	Savings	\$104,422,500
Construction Materials Sales Tax (\$1,290,800,000)	Savings	\$ 56,472,500
Total Sales Tax Savings		\$160,895,000

### Total Net Tax Savings/Incentives

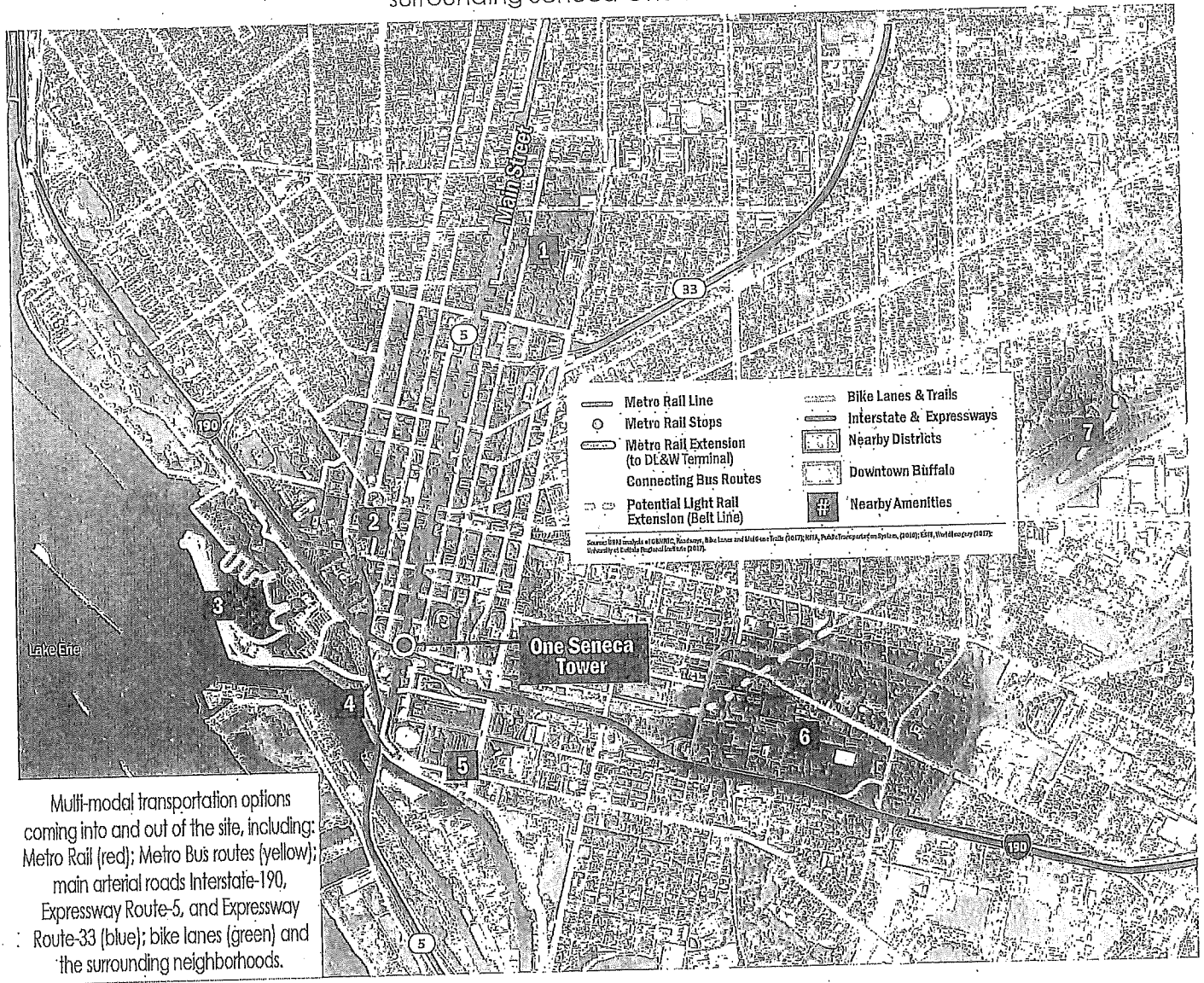
For 10E Year Property Tax Incentive Savings	\$341,680,000
Sales Tax Savings	\$160,895,000
Estimated Grand Total Net Tax Incentives	\$502,575,000

\*ECIDA incentives would be subject to investment and job creation goals for the term of the incentives and would be subject to certain recapture provisions if the job and investment goals are not met and maintained.

\* Projects receiving ECIDA incentives will be required to comply with the Agency's Local Labor policy, pay equity and unpaid tax policy.

\* Projects receiving ECIDA incentives are subject to administrative and counsel fees.

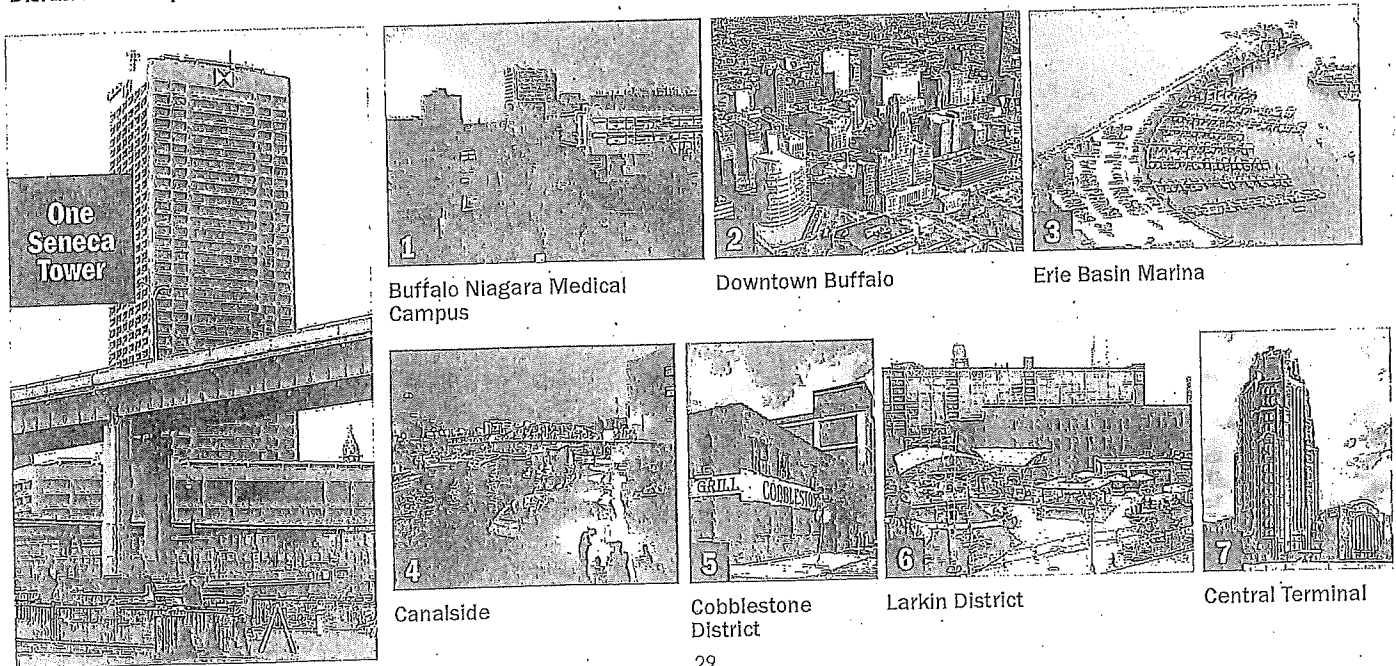
Appendix A.1.viii Maps of major highways, arterial roads and mass transit routes surrounding Seneca One Tower site



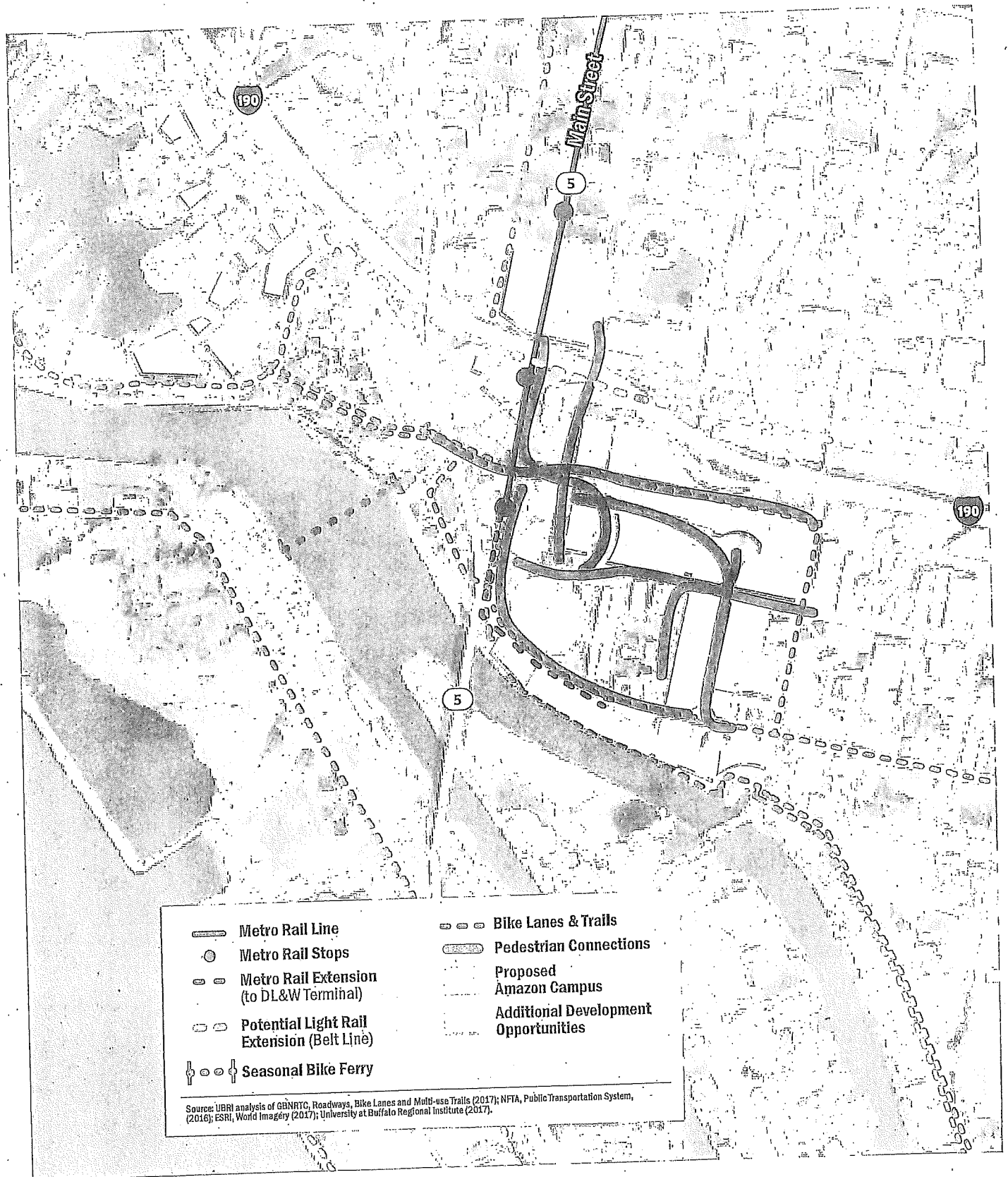
**Distance to population center:** Site is at population center

**Distance to housing:** Site is central to housing options

**Distance to airports:** BUF -10.6 mi (15 min); IAG -20.2 mi (27 min; ROC - 71.8 mi (68 min) and YYZ - 95.7 mi (95 min)



# Appendix A.1.ix Map of pedestrian and bike access and walkability score



Walkability Score: 94/100 "Walker's Paradise"  
 Bikability Score: 77/100 "Very Bikeable"  
 (Source: Walk Score)

### **Appendix A.1.x List of bike share options**

Reddy bikeshare is a program offered through Shared Mobility Inc., in partnership with Independent Health. Shared Mobility Inc. is a Buffalo-based non-profit that advances innovative transportation services that focus on a shared model. Together, in partnership with Independent Health, Reddy Bikeshare is working toward creating a culture of health in Western New York by supporting recreation and exercise through bicycling.

GObike Buffalo is working to build a thriving, dynamic and connected Buffalo by promoting biking, alternative transportation options, and improved streetscapes to create positive impacts on health, our environment, our streets and the overall quality of life for all residents.

GObike Buffalo's role goes much deeper and our impact has been significant; GObike Buffalo has:

- Created and introduced the Buffalo Bicycle Facility Master Plan in collaboration with the City of Buffalo to encourage a more bicycle-friendly city as a key strategy for enhancing overall livability.
- Advocate Complete Streets, a national effort to ensure consideration for commuters of all kinds is included in new road construction, making it easier to cross the street, bike to work, window shop or just enjoy the streetscape.
- Helped secure Buffalo's designation as a Bronze Level bicycle-friendly city by the League of American Bicyclists. Working with the City, we are shooting for Silver Level status by 2017.
- Support and encourage bicyclists of all ages and interests levels through our community bike workshop, the installation of signature bike racks, in community education, and in creating fun, innovative and highly anticipated events.

### **Appendix A.1.xi Availability of ride share options near site**

Both Uber and Lyft operate extensively throughout the Buffalo region. Ride sharing is plentifully available, particularly in the downtown core around the proposed Amazon HQ2 campus.



## **Appendix A.1.xii Electric, natural gas and water/ sewer utilities descriptions**

### **Electric:**

One Seneca Tower:

- Ideal for data center, off downtown network
- Reliability is stellar
- Two spot network servers: one for the penthouse (5MVA) and another in the basement (7.5MW)
- Total capacity: 12.5 MVA

Additional parcels:

All parcels have electric service available directly to the site.

### **Natural Gas:**

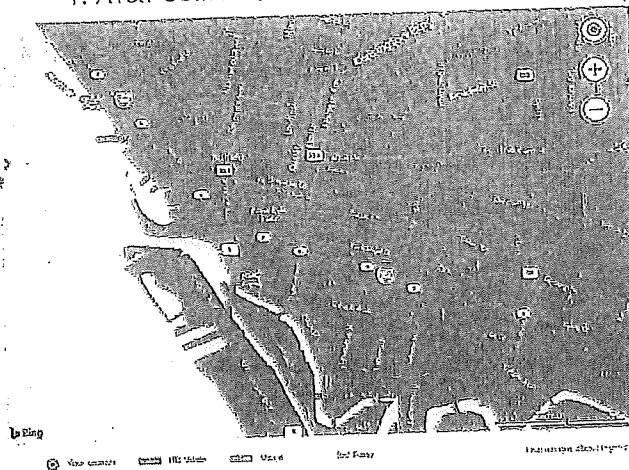
Main feed into the city on the south side of the surface lots along Perry Street (8 inch line), which also feed toward the Seneca One Tower. We typically plan for a peak day pressure of 20 psi. National Fuel Gas Co. indicates that they certainly could handle expansion in that area.

### **Water/Sewer:**

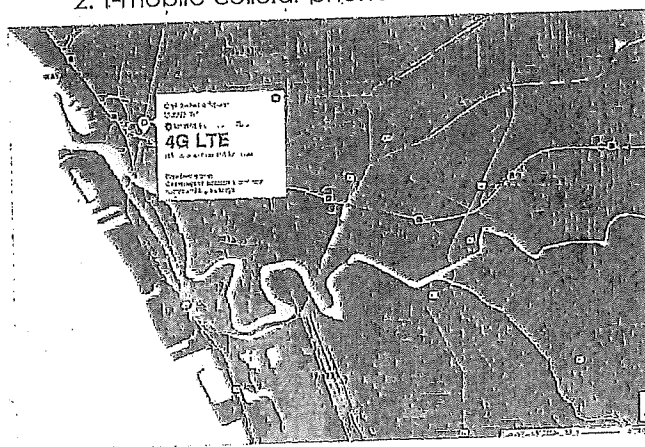
The parcels identified for new construction have already been slated by the City of Buffalo for significant future development. The following maps indicate the major existing water and sewer infrastructure throughout the proposed Amazon campus:

## Appendix A.1.xiii Cellular phone coverage maps for multiple carriers

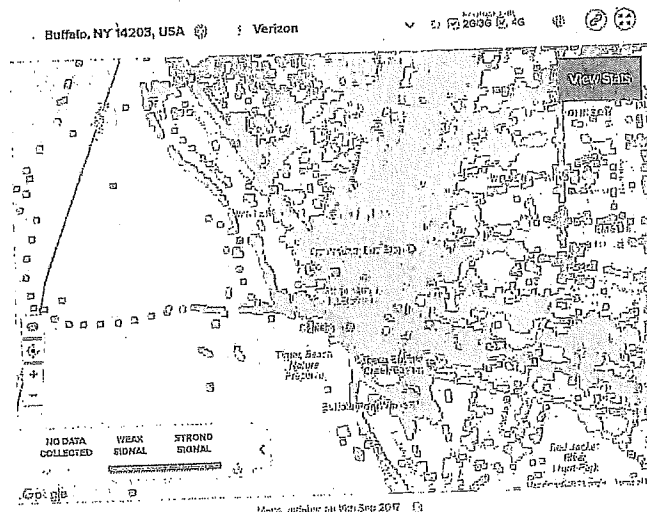
1. AT&T cellular phone coverage map



2. T-mobile cellular phone coverage map



3. Verizon cellular phone coverage map



## **Appendix A.1.xiv Statement of capacity for fiber optics connectivity**

The primary owners of telecommunications infrastructure in Erie County include:

- The incumbent local exchange carrier (ILEC), which is Verizon
- The incumbent cable TV provider, which is Charter Spectrum
- Six (6) competitive local exchange carriers (CLECs)
  - AT&T
  - CenturyLink
  - Level 3
  - Windstream
  - XO Communications
  - Finger Lakes Technology Group
- Four (4) regional fiber based providers
  - Regionally based ION Networks
  - Regionally based Lighttower Networks
  - Nationally based Cogent Communications
  - Nationally based Zayo Networks
- One (1) wireless Internet service provider (WISP), Transwave

### **Statement from Empire State Development Corporation, New York State Broadband division:**

The State of New York is one of the most important nodes in the global internet backbone. With over six long-haul international fiber lines landing stations, it is considered one of the most strategically interconnected areas of the world. Due to this interconnectivity, the level of speed, security, and redundancy is unparalleled.

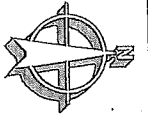
The State of New York has made the largest and most ambitious State investment in broadband deployment in the nation. The *New NY Broadband Program* is a \$500 million public program whose main goal is to ensure that every home, business, school, and community anchor has access to high-speed broadband.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

### **Statement from Verizon (David Lamendola, Director State Government Affairs NY & CT):**

Given that the addresses are in our Verizon wireline footprint, Verizon can deliver any speed at these locations. Ultimately, should a large firm require broadband services requiring fiber optic facilities they would need to engage Verizon's engineering and sales group prior to a move. Both teams will work with the firm to design and price a network to help with their expanded broadband needs. Please keep in mind that this will likely require engineering, design and construction charges.

### **Statement from Charter Communications (parent company of Spectrum):**

All sites are in the Spectrum Enterprise fiber optic service area. Further redundancy can be provided by building truly diverse paths to meet the unique requirements of Amazon's business. Spectrum Enterprise can provide symmetrical bandwidth that is scalable up to 10 Gbps.



# ERIE COUNTY

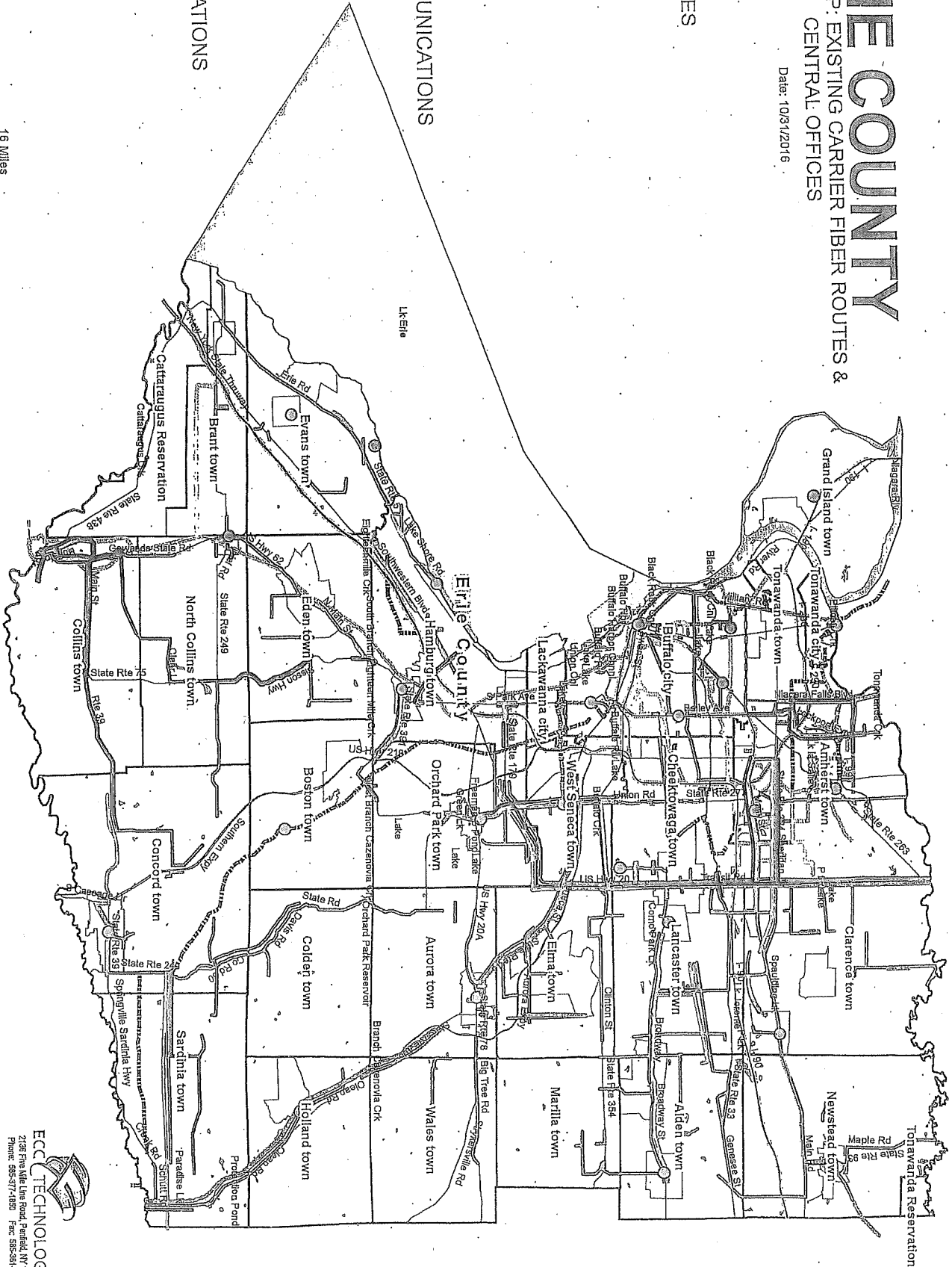
FIBER STUDY MAP: EXISTING CARRIER FIBER ROUTES & CENTRAL OFFICES

Date: 10/31/2016

## Legend

- CENTRAL OFFICES
- CLEC FIBER
- ILEC FIBER
- CATV FIBER
- AT&T
- CENTURYLINK
- CFN SERVICES
- COGENT COMMUNICATIONS
- FINGERLAKES
- ION
- LEVEL 3
- LIGHTTOWER
- WINDSTREAM
- XO COMMUNICATIONS
- ZAYO

0 4 8 16 Miles





## Appendix A.1.xv Other key highlights of site ecosystem

Amid the last seven years of rapid revitalization and development in the City of Buffalo, our many districts ranging from the high tech Buffalo Niagara Medical campus, to the arts and entertainment of Allentown and our Theater District have seen an immense transformation. Our Elmwood Village shopping and restaurant district coupled with the transformation of our waterfront Canalside district have opened year-round activity to all of the residents of our region. Add to this our Larkinville District, designed by Frank Lloyd Wright and our Erie Basin Marina boasting the best water views in the City. All said, the best attribute of the many transformed districts of the City is that each of them is within a one mile radius of the new HQ2 campus at Canalside.

1. Buffalo Niagara Medical Campus: The 120-acre BNMC sits at the north end of Downtown Buffalo is the heart of the region's thriving health & life sciences sector. The campus has also become the epicenter of Buffalo's growing entrepreneurial ecosystem, which Entrepreneur Magazine recently named the #2 most 'booming' start-up environment.
2. Downtown Buffalo: Downtown Buffalo has undergone a radical transformation in recent years. On the north end, Ellicott Street has seen the development of a host of new restaurants, breweries and distilleries. On the south end, new hotels, eateries, shops and entertainment options are popping up along Buffalo's waterfront at Canalside. All this excitement is against the backdrop of downtown's historical landmarks and architectural wonders.
3. Erie Basin Marina: This Buffalo Harbor project in the Erie Basin Marina district involves the realignment of Erie Street to reopen the connection between Main Street and the waterfront. This effort would re-establish the connection of the waterfront from downtown, recreate the historic Ellicott radial street pattern, improve pedestrian access and safety, and provide new urban development sites to help move the City to the waterfront. This project also provides opportunities to transform bridge underpasses from barriers to gateways through the use of lighting artwork, signage and wayfinding.
4. Canalside District: Canalside is situated on a 23-acre site on the Inner Harbor, that includes the former War Memorial Auditorium property, the former Donovan office building property and the Webster Block. This project expands upon and incorporates the success of the Erie Canal Harbor Project as a tourist and recreational attraction and will include additional water dependent and water enhanced elements. When complete, Canalside will offer a combination of commercial, retail, residential, lodging, entertainment and office components, and even includes a new Children's Museum.
5. Cobblestone District: Historic district in downtown Buffalo with a wide variety of nightlife entertainment for live comedy acts, live music, great restaurants, bars & lounges in some of Buffalo's oldest and coolest buildings surrounded with 'cobblestone' streets. This district is located right next to KeyBank Center, Buffalo Creek Casino and Canalside, offering excitement year-round for all!
6. Larkinville District: The area known as Larkinville – a collection of businesses, new residential units and public spaces centered along Seneca Street southeast of downtown Buffalo – is one of the city's most impressive transformations. Formerly empty warehouses and vacant parcels are now home to weekly concerts, food truck rodeos, beer gardens, breweries and distilleries.
7. Elmwood Village (2 miles from campus): Imagine a neighborhood where visitors linger at open-air cafes and browse farmer's market vendors on a tree-lined parkway in the summer, while gathering

at cozy coffeehouses and pubs in the winter. Picture a district where independently-owned and artisanal are the descriptors used for retailers instead of chain and franchise. Think of a place where public art can be seen on nearly every block. That's Buffalo's Elmwood Village, named by the American Planning Association as one of the country's 10 best neighborhoods and home to some of the city's most popular shops, bars and restaurants.

8. Allentown: If Elmwood is the movie star of Buffalo neighborhoods, then Allentown is the artist. Wall-size murals flank the district's many live music bars, neighborhood galleries, restaurants and shops. Beautiful brick buildings and characters like the "bubble man," who blows bubbles out of his apartment window at the corner of Allen Street and Elmwood Avenue, give the neighborhood a creative energy unlike anywhere else in the city.

## Site & Asset Submission – Niagara County

<b>Niagara Falls Redevelopment (NFR)</b>		
<b>Site/Building Criteria</b>	<b>Building need</b>	<b>Submission</b>
Site/Building Criteria		<a href="http://www.niagarafallsredevelopment.com/development-opportunities/">http://www.niagarafallsredevelopment.com/development-opportunities/</a>
Building address		816 Rainbow Blvd., Niagara Falls, NY 14303
Total office SF required	500,000 SF with ability to significantly expand	202,000 sq. ft. 4-story commercial brick building/ 176,000 sq. ft. single story distribution center/ 142 acres of adjacent land
Urban or suburban location	Within 30 miles of central business district	Urban location adjacent to City of Niagara Falls central business district
Proximity to major highway	Within 1-2 miles	3.3 miles to I-190/ 10.4 miles to Canadian border truck crossing
Proximity to international airport	Within 45 miles	7.5 miles to Niagara Falls International Airport / 25.3 miles to Buffalo Niagara International Airport / 77.6 miles to Toronto Pearson International Airport
Access to mass transit	At site	On Niagara Falls Transportation Authority Bus Route #40 express connection between city of Niagara Falls central business district and City of Buffalo central business district



Niagara Falls Redevelopment, LLC, is now offering rare and unparalleled development opportunities of unlimited potential.



DEVELOPMENT OPPORTUNITIES • NABISCO SITE

## Nabisco Site

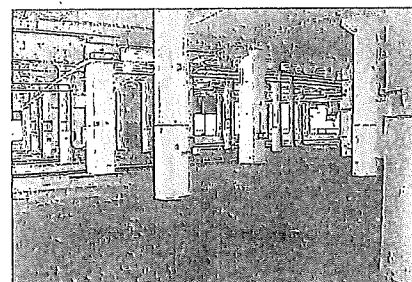
### Former Nabisco Bakery Redevelopment Site

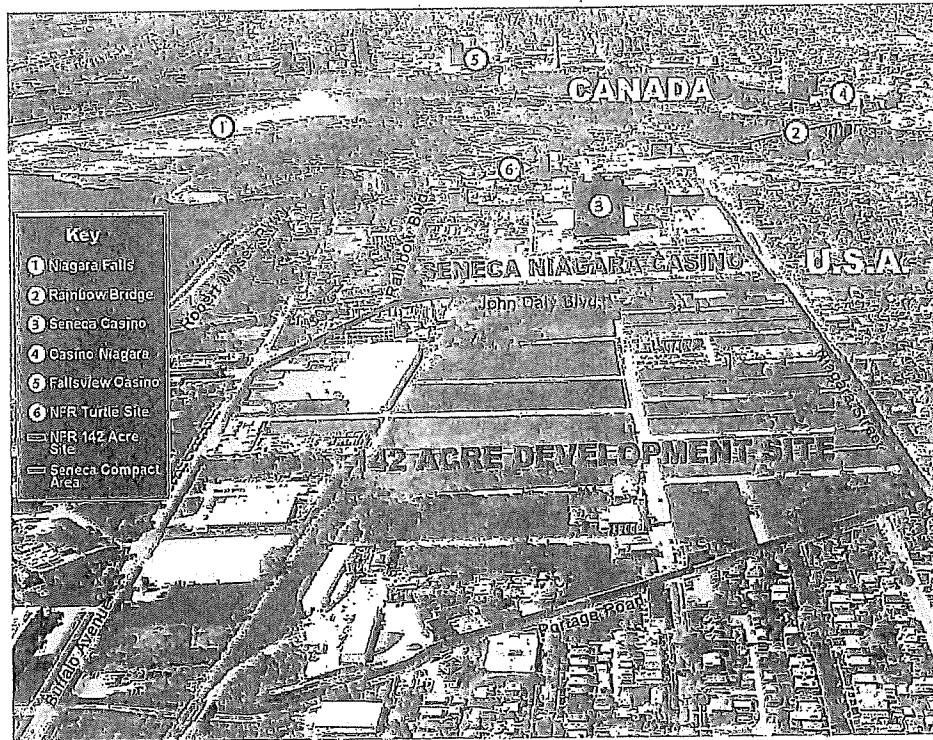
- Redevelopment opportunity situated on 11 prime acres of land
- 202,000 sq. ft. 4-story commercial brick building
- 176,00 sq. ft. single-story distribution center

#### SUITABLE FOR: Multi-use Development

- Strategically located at the "gateway" to Niagara Falls
- Directly across the street from the Seneca Niagara Casino complex

For more information please call or Email Roger Trevino at 716.282.0001,





With millions of dollars in state and leveraged private investment, Niagara Falls, USA is writing an exciting new chapter in a unique tourist destination.

Linked by major roadways and immediately adjacent to the Seneca Niagara Casino Hotel and Spa, Niagara Falls Redevelopment, LLC has over 100+ acres available for development – all within walking distance of the majestic Falls, popular attractions, and immediate access to the US/Canada border via the Rainbow Bridge, one of North America's busiest international crossings.

This opportunity is immeasurable. Joint venture or financing available for qualified interests.

#### Sampling of market highlights:

- Top 10 travel destination
- 20 million visitors each year
- 125 million people living within a day's drive
- Major retail and outlet shopping centers
- Las Vegas style casinos
- 2,000 hotel rooms
- 100+ wineries
- 100+ golf courses and resorts
- State-of-the-art conference center
- Access to superior transportation routes
- Immediate access to Canada/US border





## Appendix A2:

Rochester site overview



Appendix A.2. Introduction - Letter of support from Mayor Lovely A. Warren



**City of Rochester**

City Hall Room 308A, 30 Church Street  
Rochester, New York 14614-1290  
[www.cityofrochester.gov](http://www.cityofrochester.gov)

Lovely A. Warren  
Mayor

October 11, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

Twenty-five years ago, 60 percent of Rochester's residents worked at Kodak, Xerox, or Bausch and Lomb. Today, just 6 percent do. Built by innovators like George Eastman, and pioneers like Frederick Douglass and Susan B. Anthony, Rochester is a city of great opportunity.

I firmly believe that Rochester is the ideal city to house Amazon's HQ2, and it gives me great pride and pleasure to write this letter in full support of the joint proposal between the Rochester and Buffalo regions.

Rochester has always been a city of technology and innovation. Dating back to the birth of photographic film, there are very few technologies in use throughout the world — from cameras and cars, to satellites and sunglasses — that do not include technology researched or built right here in Rochester, New York.

Building on this history of innovation and cutting-edge technology, Rochester is now the photonics capital of the world, home to AIM Photonics — a national manufacturing institute focused on the research of integrated photonics. And other next generation technology companies are finding a home in Rochester, because of our history of innovation, our private-public partnerships, and our low-cost but high-quality standard of living.

Rochester is a very affordable city, with varied housing options for all incomes and family sizes, and neighborhoods to match anyone's desires. We have the highest millennial population growth rate of any city in Upstate New York, a testament to the soul of Rochester and our growing list of amenities geared toward younger populations. Rochester has a world-class orchestra, Broadway theater company, and countless museums, theaters, and art galleries for all ages, including the Strong National Museum of Play. With multiple professional sports teams and the best food in the country, it's no surprise that young people are choosing Rochester.

Our region is home to over 20 colleges and universities, including the world renowned University of Rochester and one of the best technical colleges in the world, the Rochester



Institute of Technology. Our universities are producing thousands of highly-skilled scientists, engineers, mathematicians, artists, and musicians every single year, constituting a thriving workforce that would contribute greatly to Amazon's needs for a second headquarters.

My government is committed to doing whatever is necessary to bring this important job-creating project to the Rochester area. We have a history of working productively with companies large and small to locate in Rochester. CloudCheckr, ESL Federal Credit Union, CypherWorx, Five Star Bank, Datto, CGI Communications are just a few of the many examples. We ensure that government caters to the needs of the business, its workforce, and the citizens of Rochester. And our center city has an advanced fiber infrastructure that allows for high-speed connectivity and the opportunity for double redundancy.

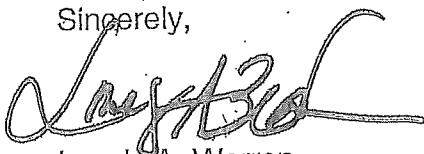
To that end, we are committed to building Rochester as a model for sustainability across the country. We are a certified Climate Smart Community by New York State, and we have adopted a climate action plan, installed 24 electric vehicle charging stations across the city, cleaned up brownfield sites, invested in community solar, and made upgrades to City buildings to make them more environmentally friendly.

Perhaps most importantly, we are committed to a culture of tolerance and inclusiveness in Rochester. Our region was the epicenter for many of the great battles for social justice in previous centuries, including the women's rights and abolitionist movements. Those fights are not over, and we must continue to protect the rights of immigrants and refugees in our community – many of whom are contributing to our nation in medicine, science, and software engineering.

Amazon could transform Rochester, just as Kodak transformed Rochester at the turn of the 19<sup>th</sup> century. We are a resilient city that has faced many challenges, but we are stronger for the challenges we have faced, and we are excited by the prospect of Amazon playing a lead role in this transformation. Rochester thinks big – and this project is just that.

If you have any additional questions, please contact me at (585) 428-7045.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Lovely A. Warren', with a stylized, flowing script.

Lovely A. Warren  
Mayor



Appendix A.2 Proposed Rochester Site: Xerox Tower, Kodak Tower Commons and Adjacent Parcels  
Appendix A.2.i. Site and building plans and photos

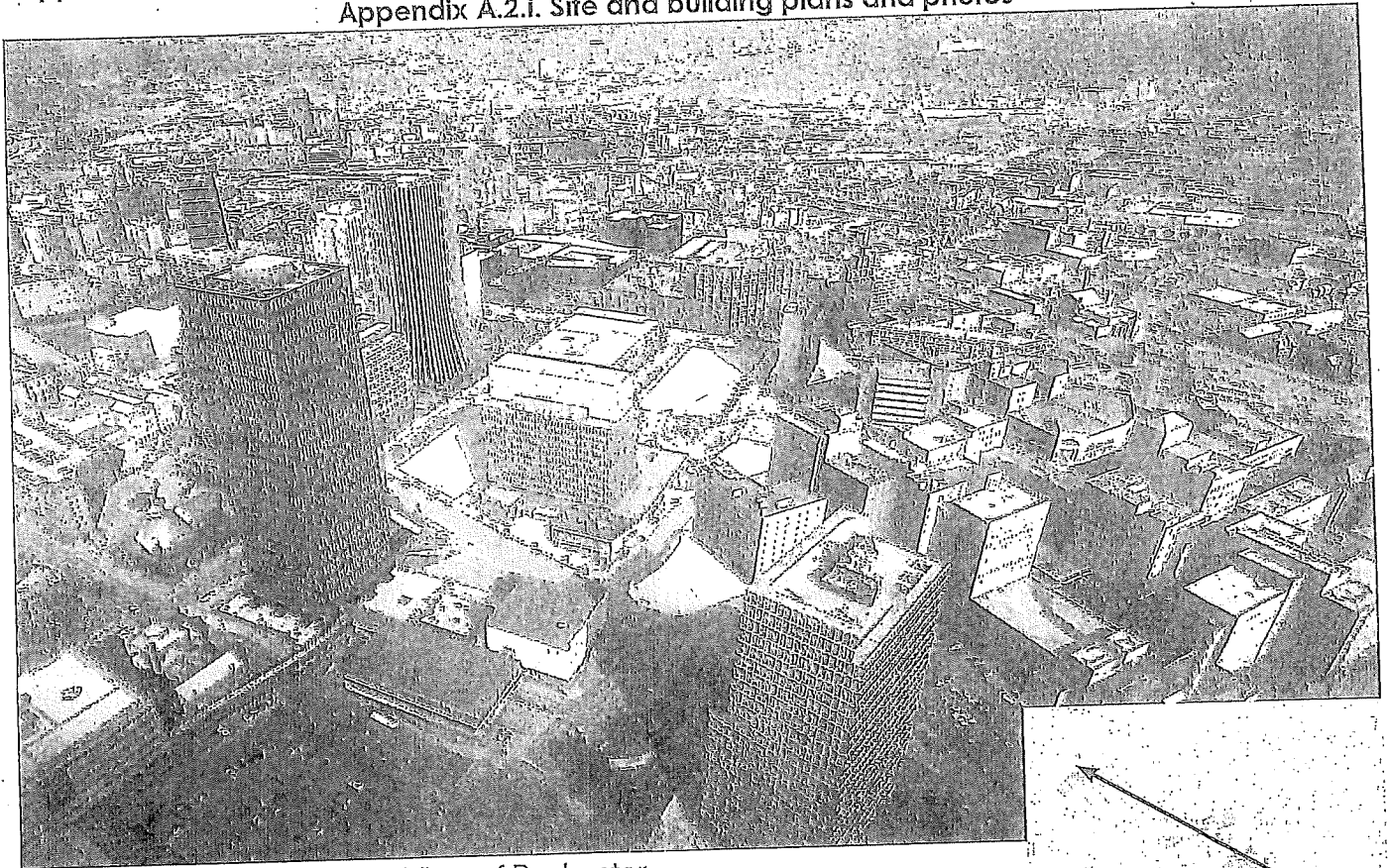
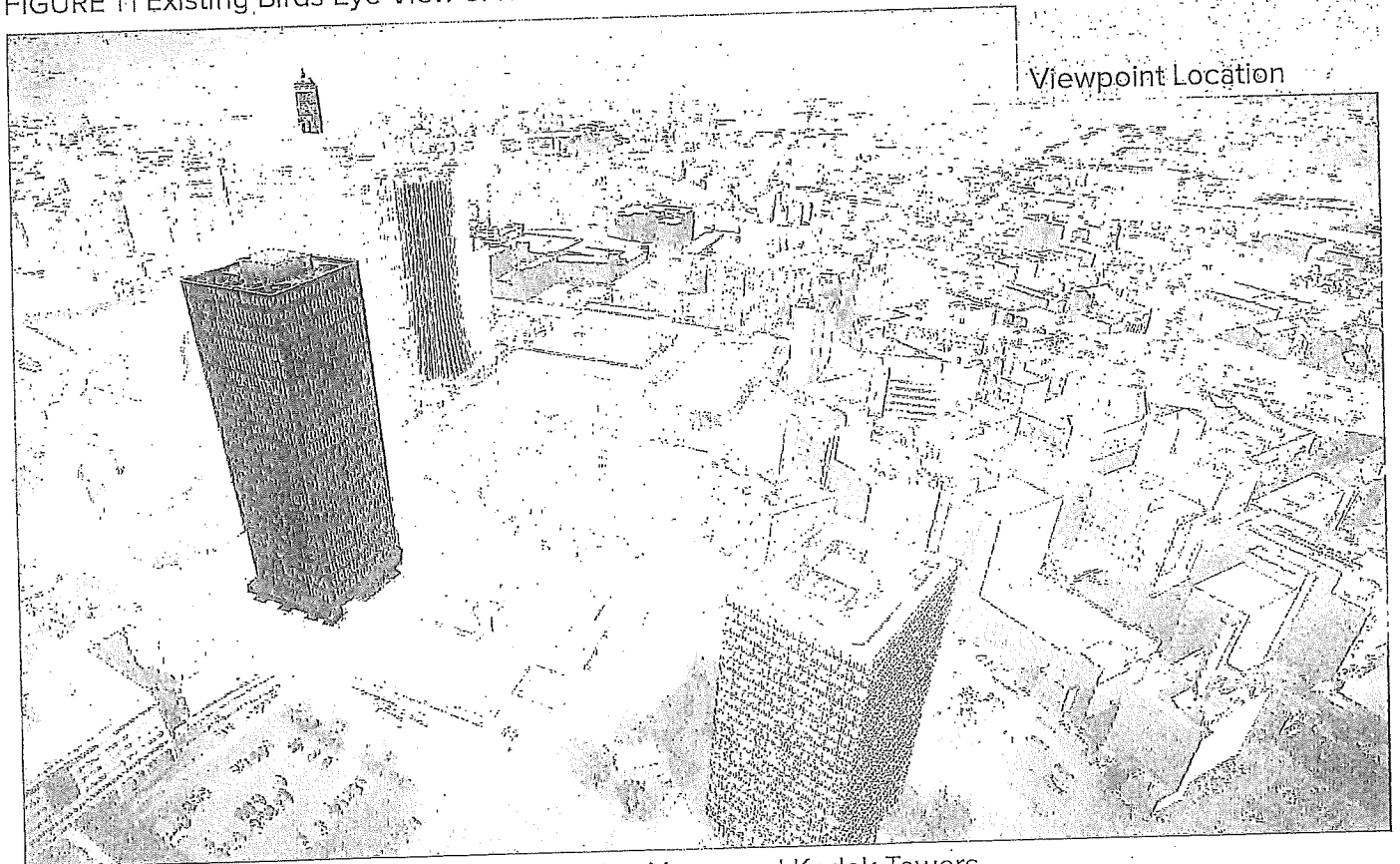


FIGURE 1 | Existing Birds Eye View of Rochester



Viewpoint Location

FIGURE 2 | Phase 1A and 1B | Reuse of Existing Xerox and Kodak Towers

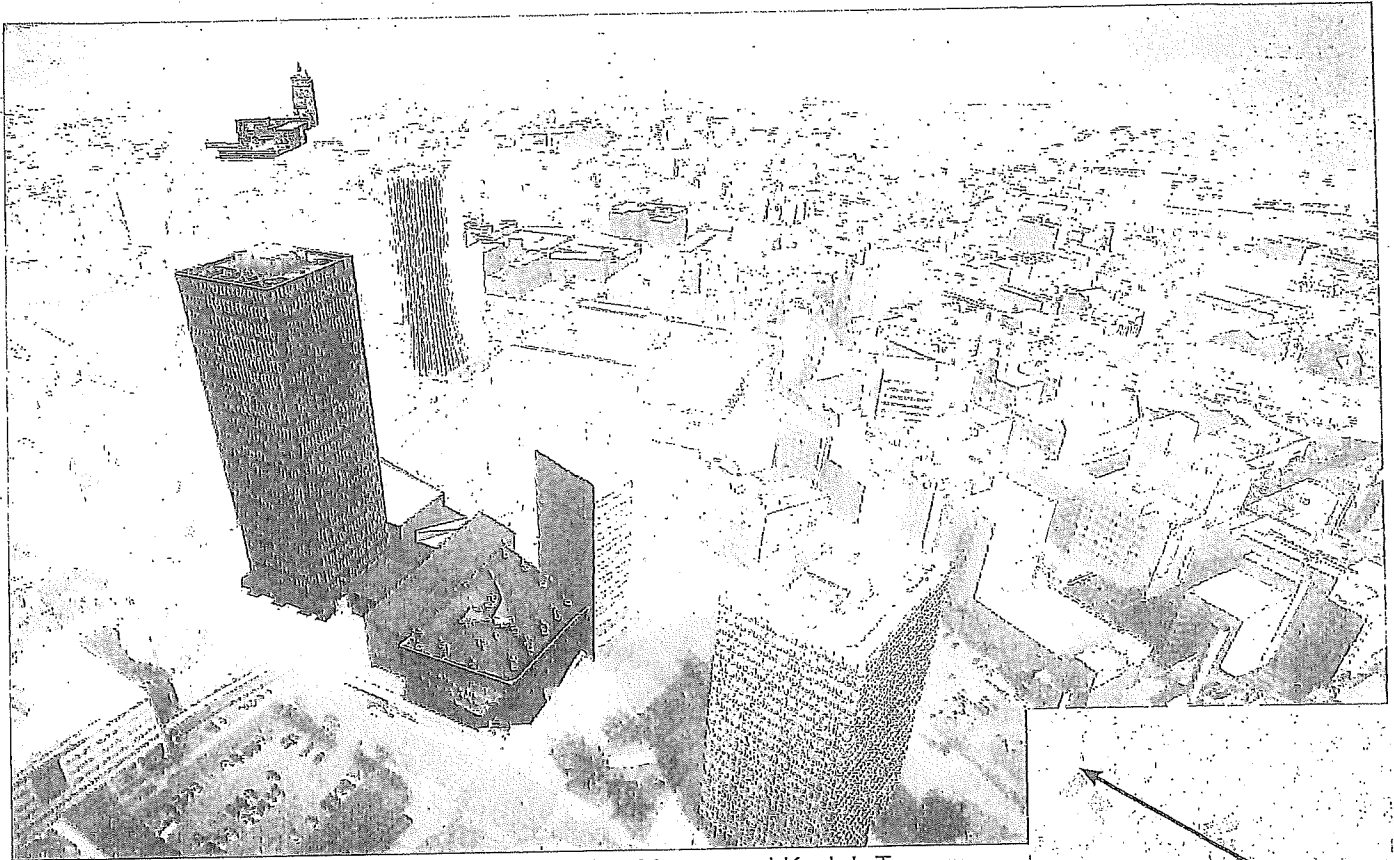


FIGURE 3 | Phase 1A and 1B | Reuse of Existing Xerox and Kodak Towers with New Construction

Viewpoint Location

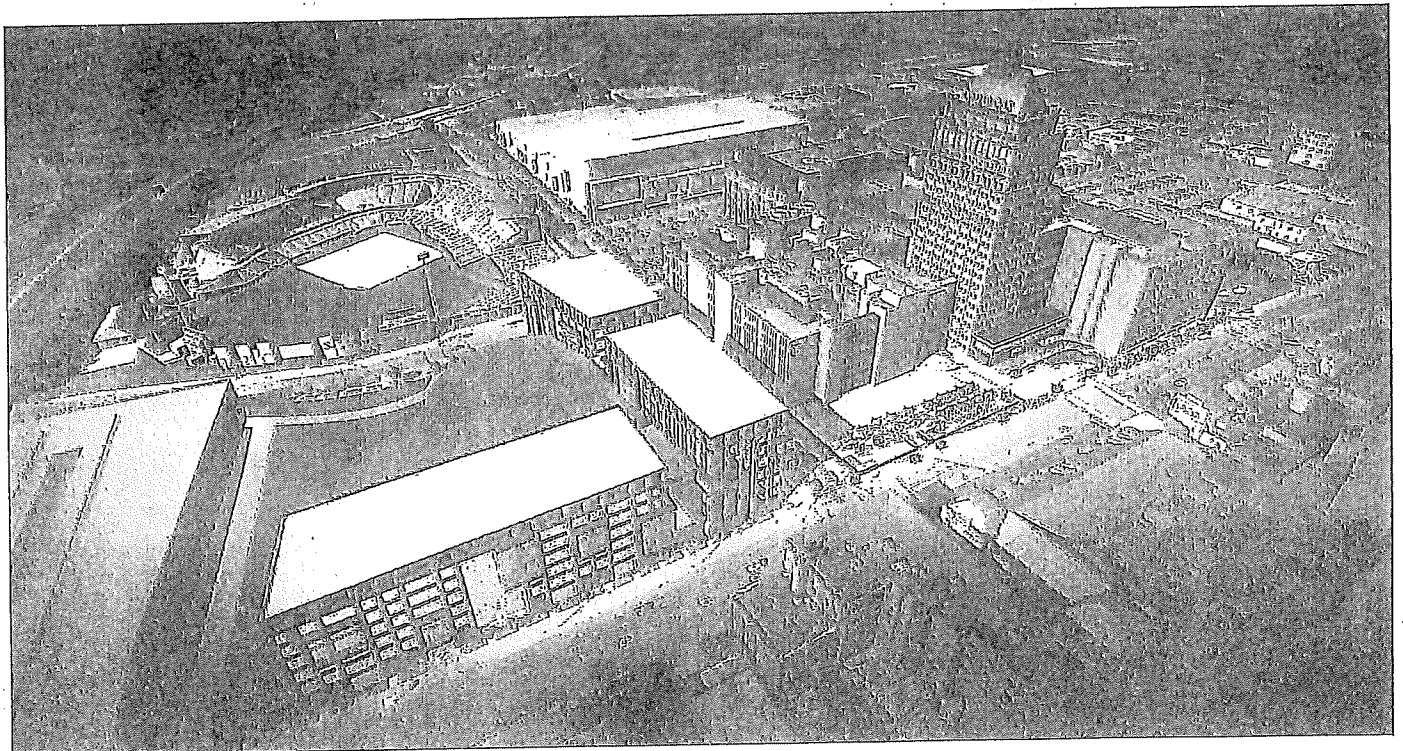


FIGURE 4 | Phase 1B

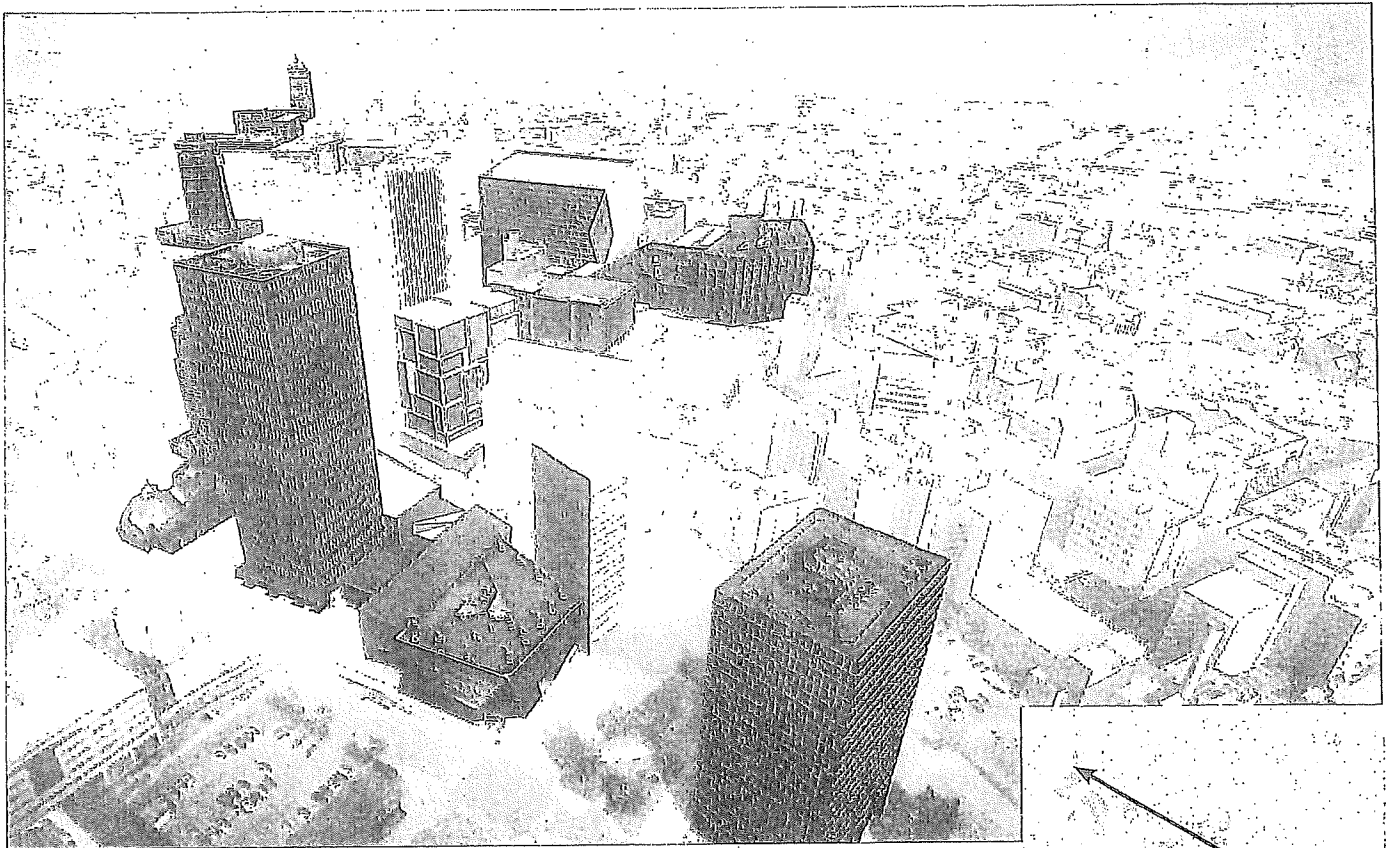


FIGURE 5 | Phase 2

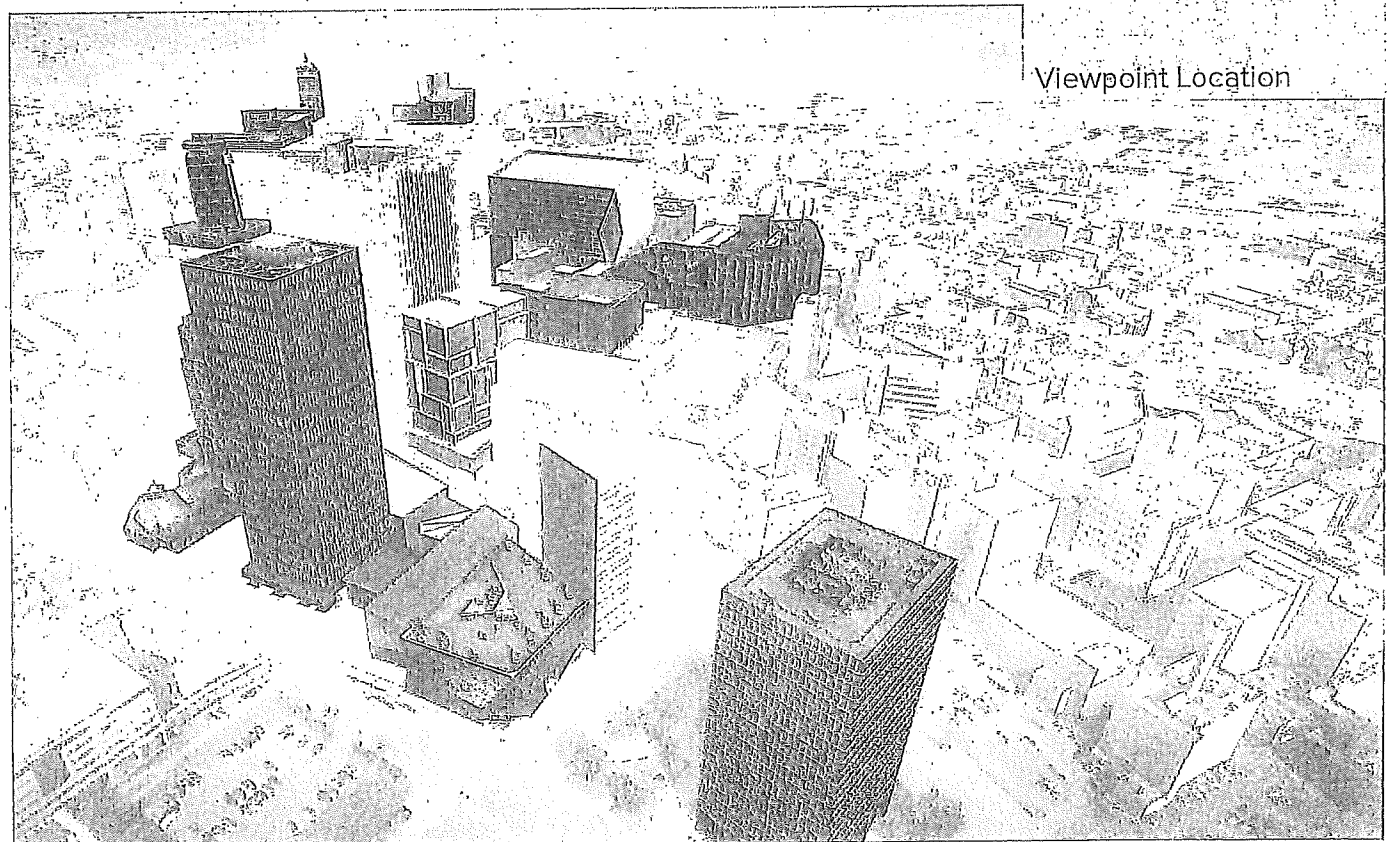


FIGURE 6 | Phase 3



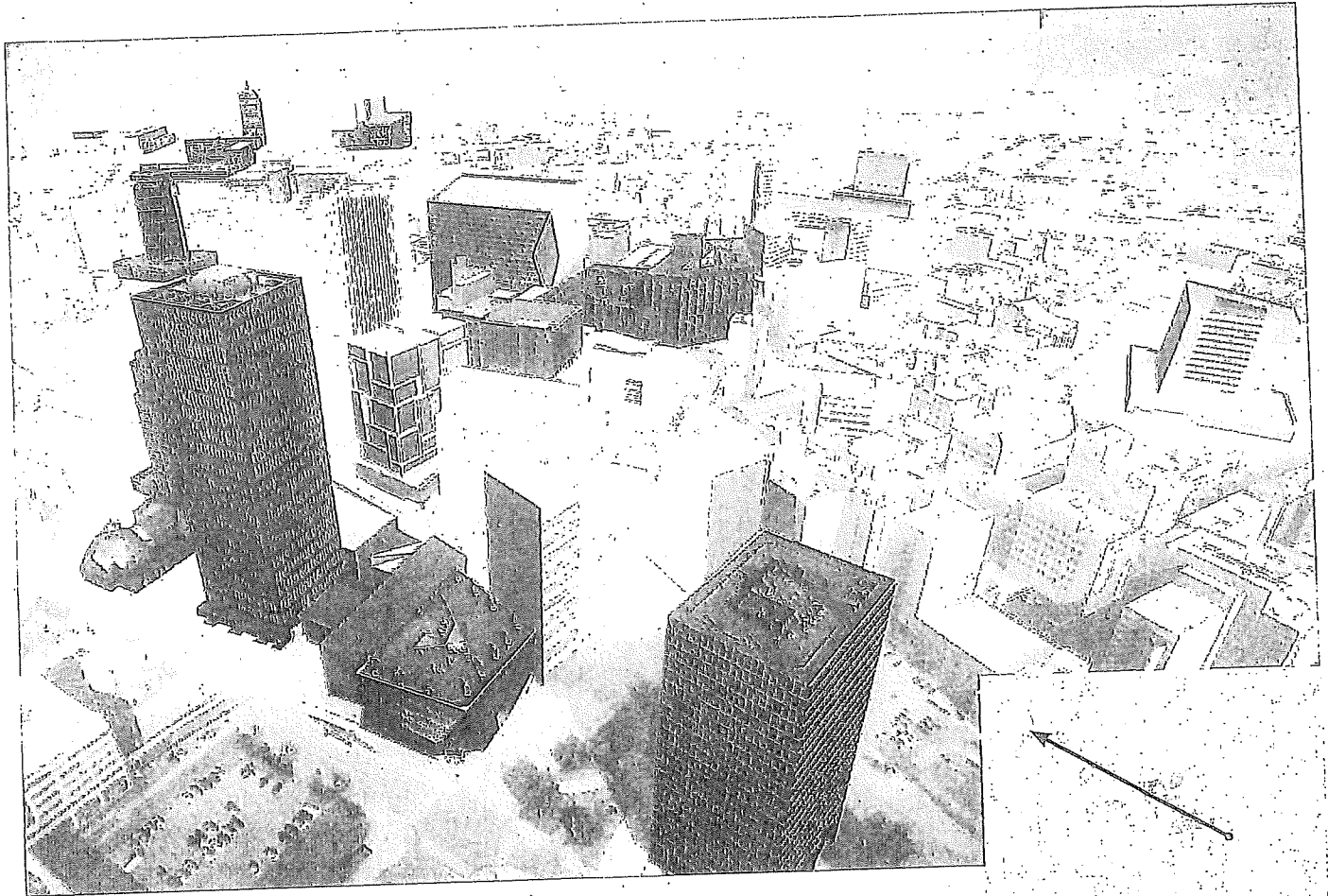
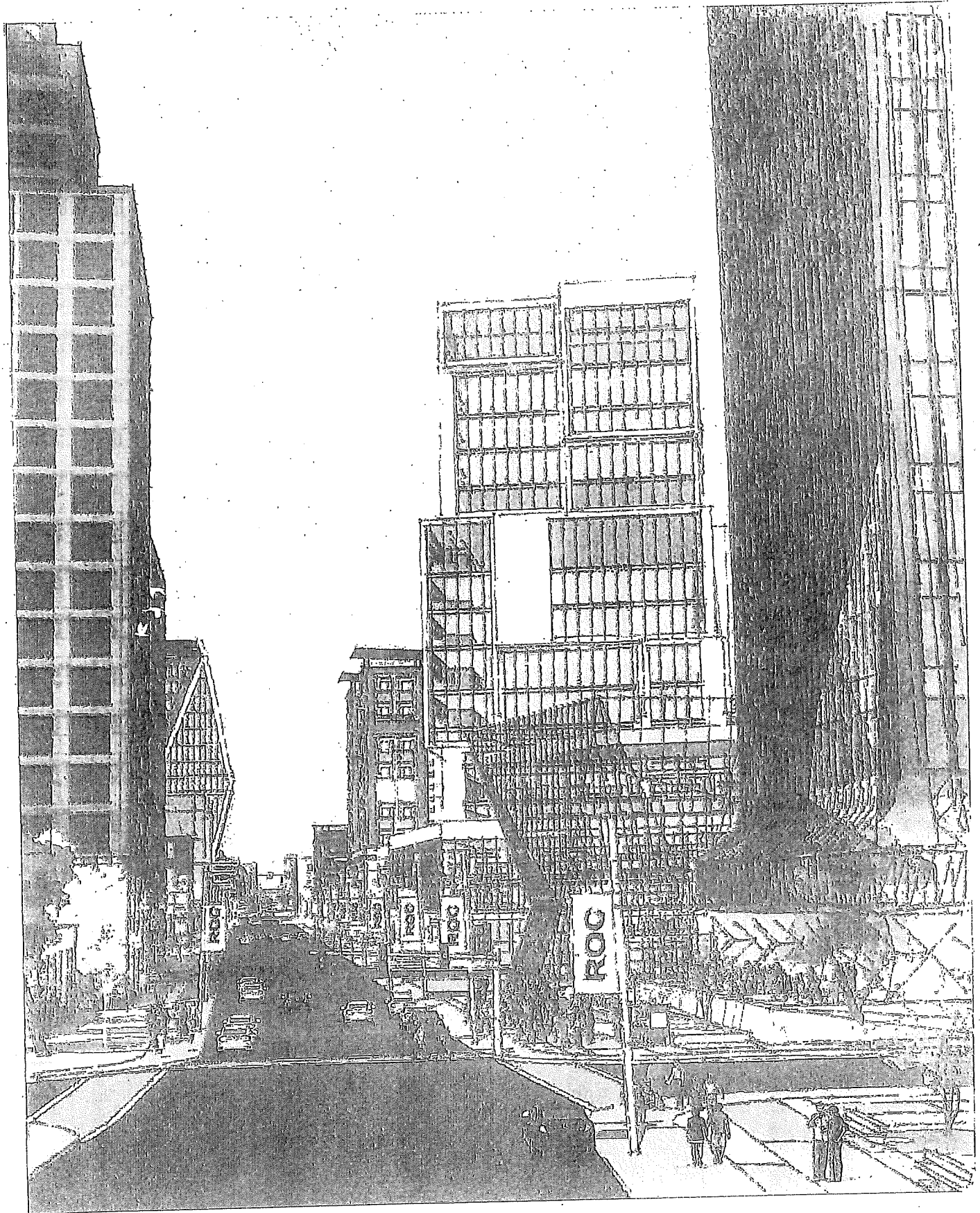


FIGURE 7 | Infill Mixed-Use Development

Viewpoint Location



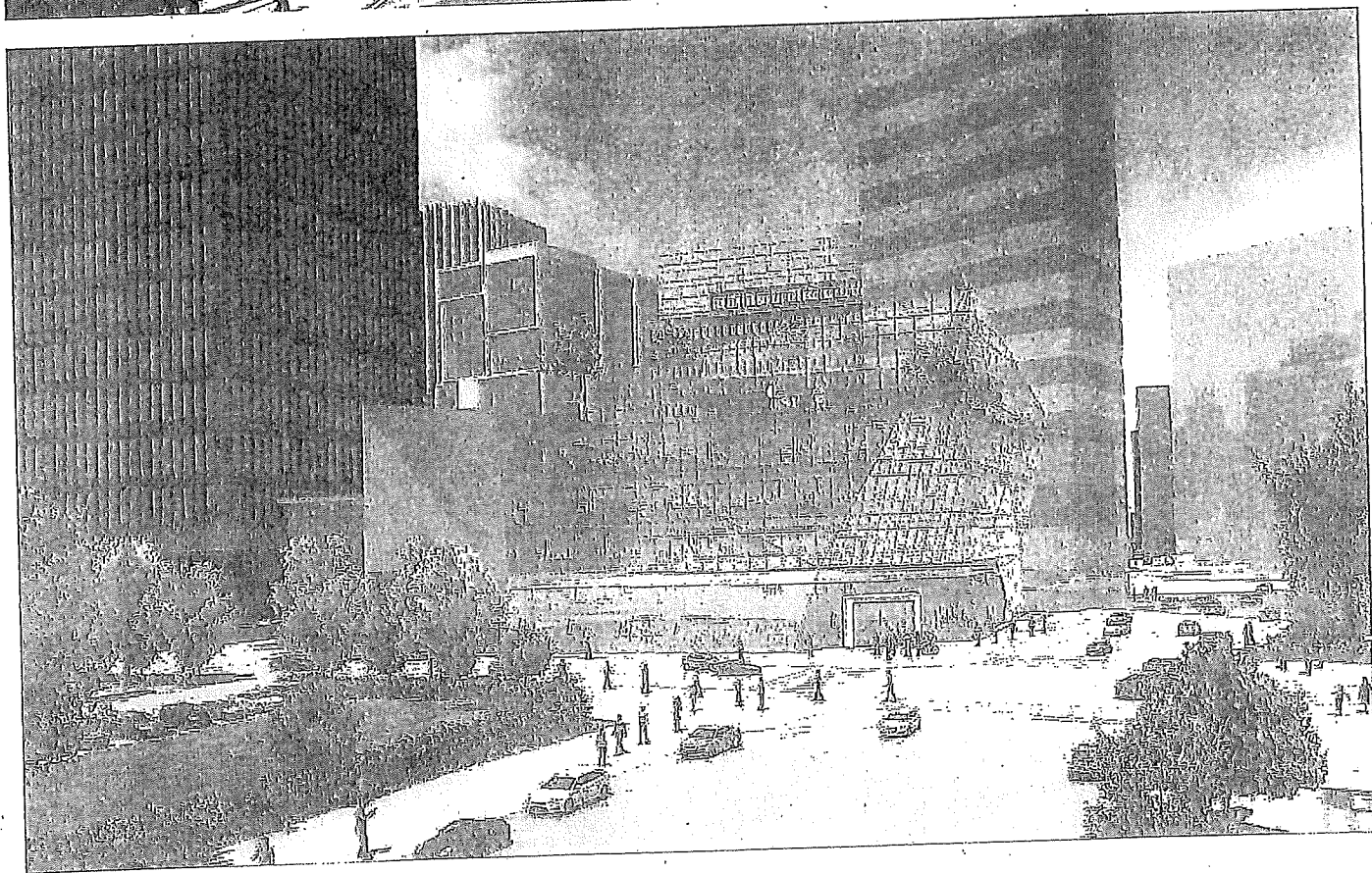
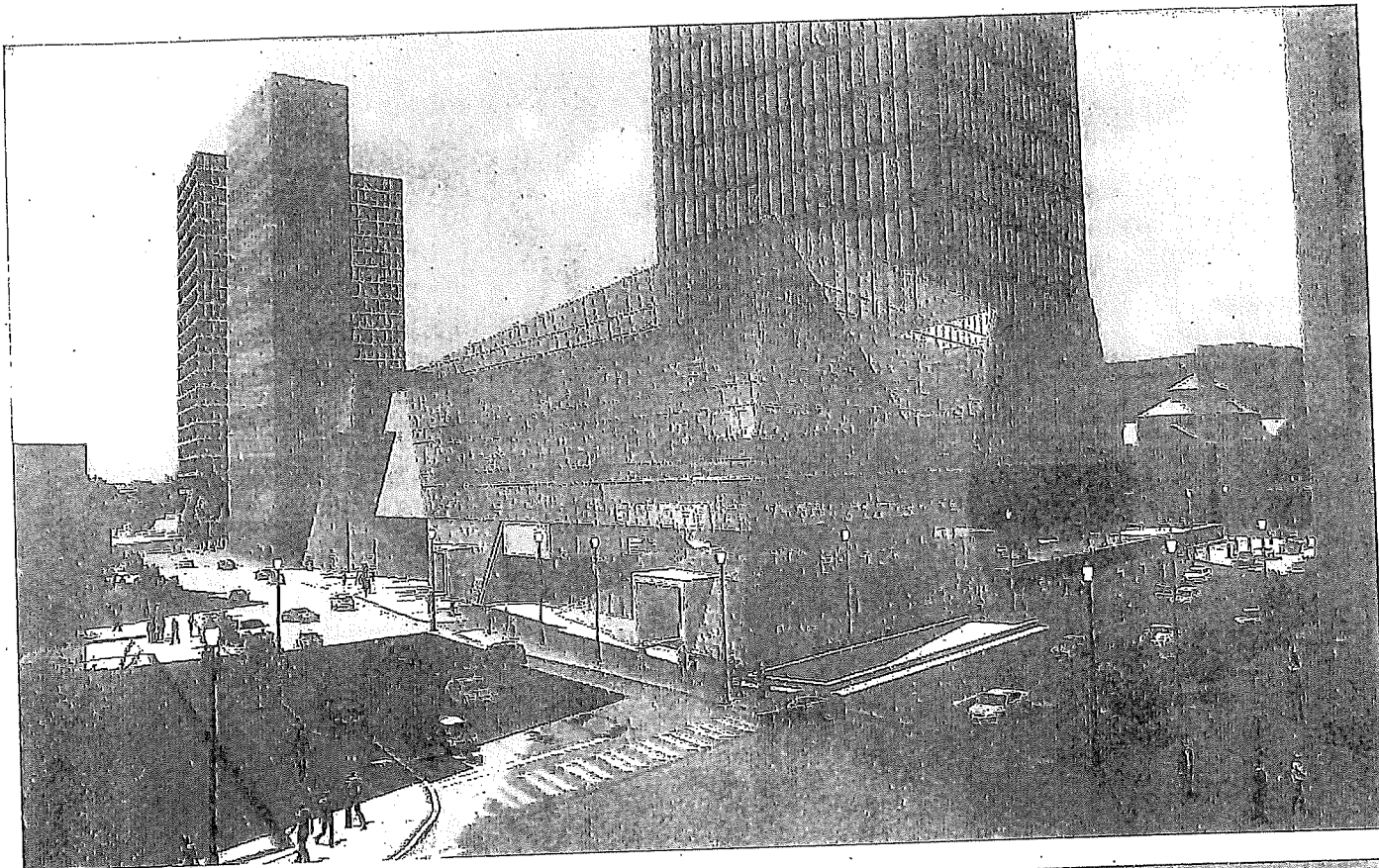
View Looking North on Clinton Avenue

**BERGMANN**  
ASSOCIATES

Greater Rochester, NY Amazon HQ2 Sites  
City of Rochester New York

**Figure 8**



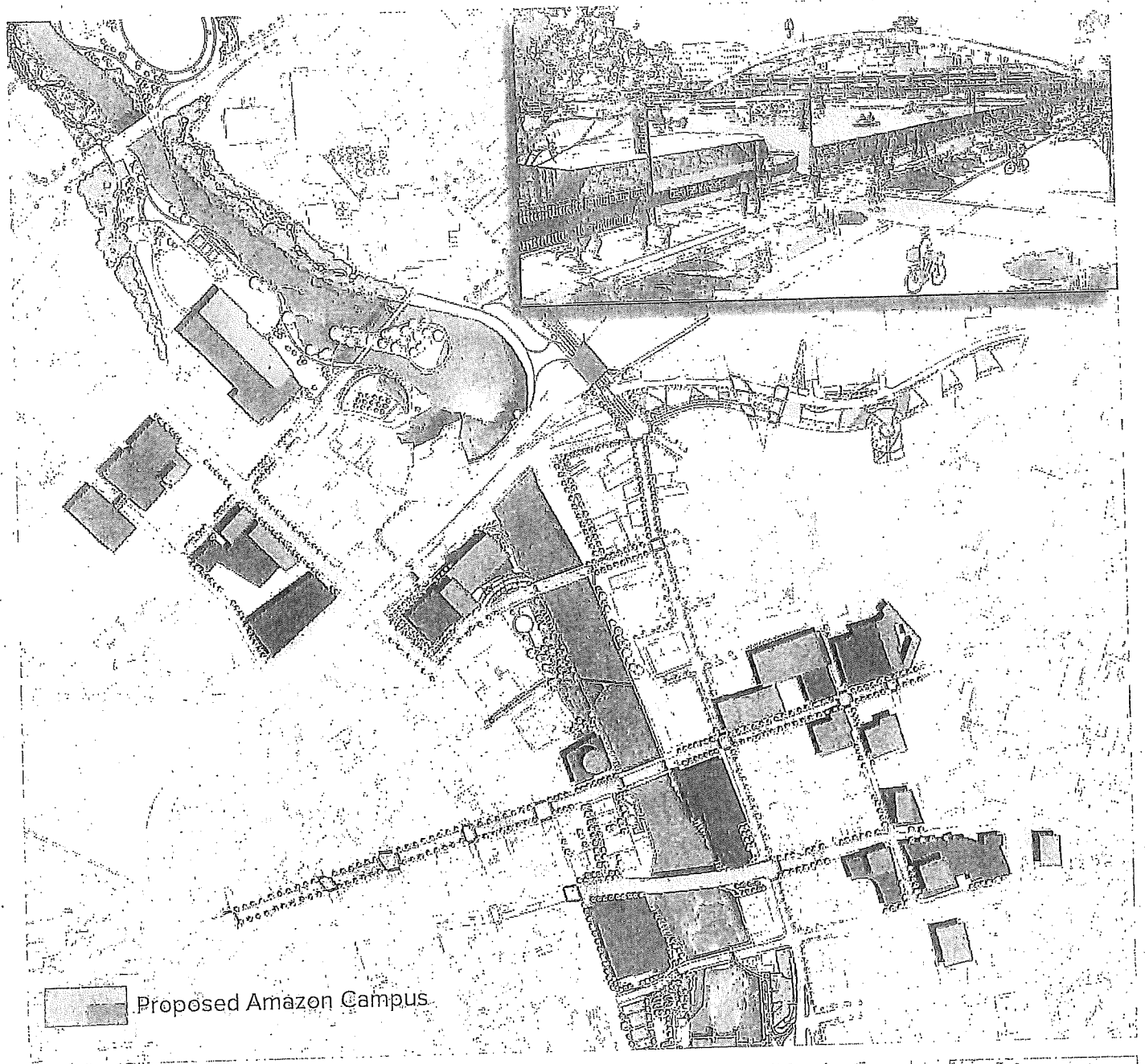


Phase 1A

**BERGMANN**  
ASSOCIATES

Greater Rochester, NY Amazon HQ2 Sites  
City of Rochester New York

Figure 10



Rochester Waterfront

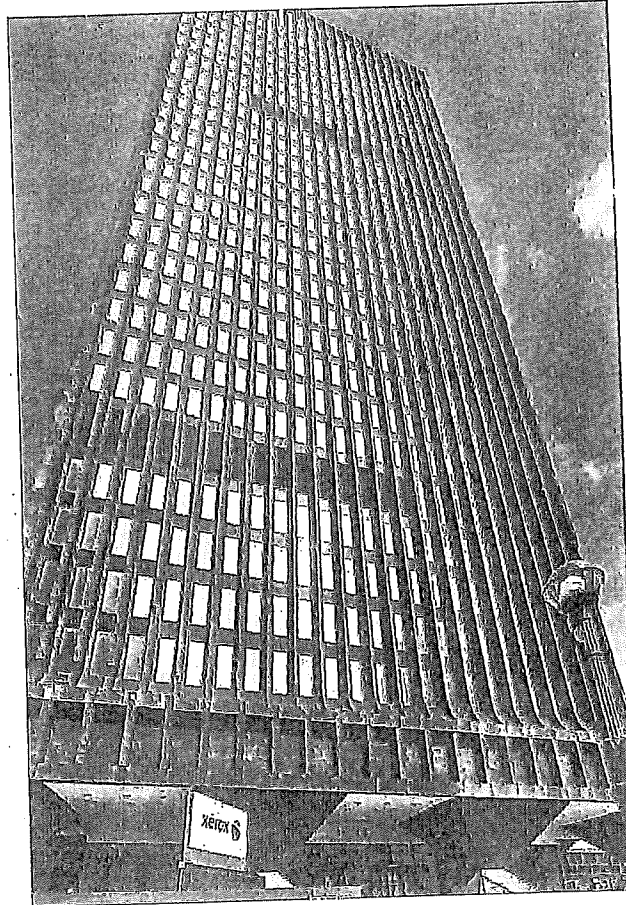
# ► 100 S. CLINTON AVENUE

100 S. CLINTON AVENUE, ROCHESTER, NY 14604

100 S. Clinton Avenue is the tallest building in downtown Rochester. The 30-story office tower also includes an annex, a 700-seat auditorium, and an underground parking garage accommodating 380 vehicles which leads directly to the building. An additional 1,000 parking spaces are available at adjacent garages.

The Podium Level of the Tower houses security, escalators, and access to the exterior courtyard and sunken ice rink. The Concourse Level includes a cafeteria with dining area. Typical office floors include offices, a conference room, and a kitchen. The top floor is home to executive office suites along with a board room and two large conference rooms overlooking the City. Additionally, the property includes a conference center below the Auditorium with eight conference rooms and a full service kitchen.

100 S. Clinton Avenue is in the heart of downtown Rochester's Center City, surrounded by restaurants, parks, and countless festivals. Mass transit is plentiful, including bus stops, the RTS Transit Center (just two blocks away), as well as multiple Zagster bike rental stations.



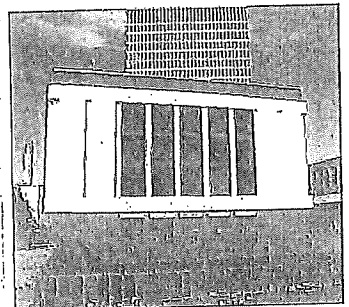
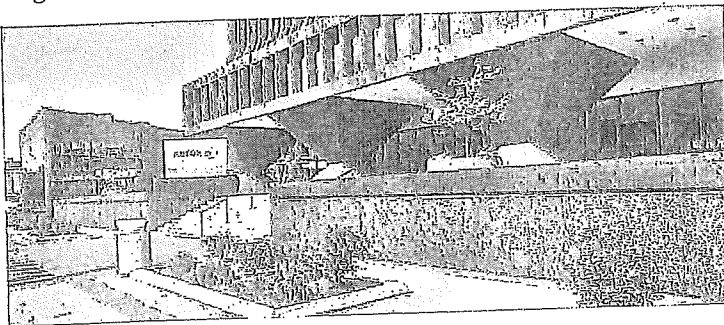
585,636 SF  
(OFFICE TOWER  
ONLY)



4.7 MILES  
TO AIRPORT



UNDERGROUND  
PARKING GARAGE



BUCKINGHAM PROPERTIES

Real Estate...Reimagined T: (585) 295-9500 [www.buckprop.com](http://www.buckprop.com)



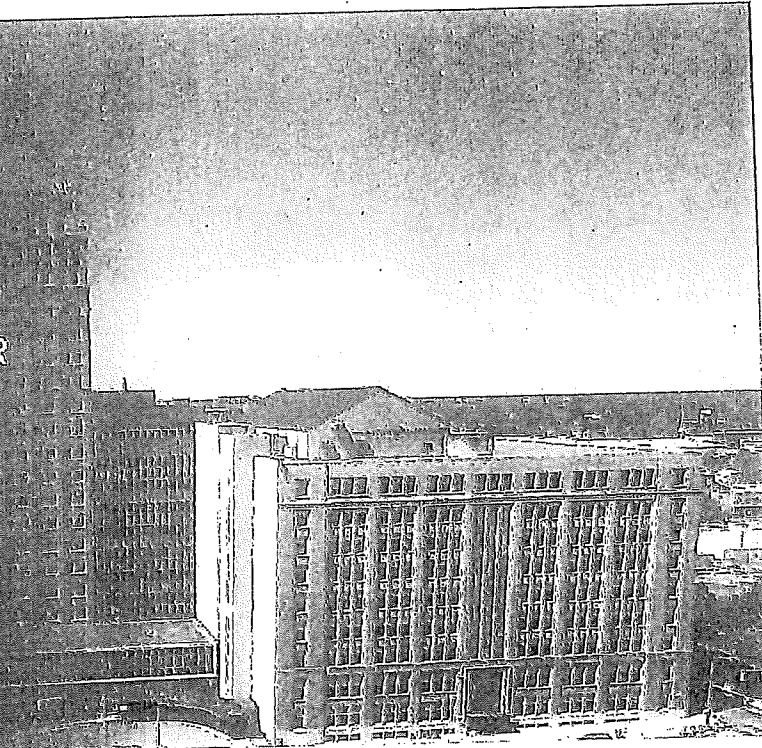


## KODAK TOWER COMMONS

343 STATE ST.  
ROCHESTER, NY 14650

Joe Rowley  
Managing Broker/Sehlar Advisor  
585.697.0901  
joe.rowley@svn.com

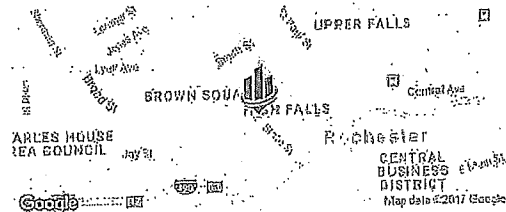
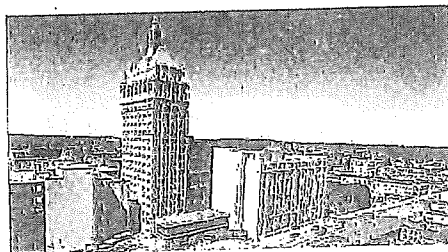
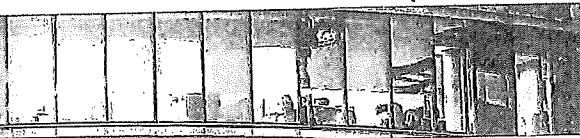
Joseph L. Rowley III  
Investment Advisor  
585.697.0901  
joseph.l.rowley@svn.com



SVN | Realty Performance Advisors 1800 Hudson Ave, Suite 100, Rochester, NY 14617

LEASE BROCHURE

## Property Summary



### OFFERING SUMMARY

Available SF: 3,000 - 750,000 SF

Lease Rate: Lease Rates Starting at \$10/sf

Lot Size: 0.9 Acres

Year Built: 1991

Building Size: 1,092,000 SF

Zoning: CDD-R

### PROPERTY OVERVIEW

Office space available at Kodak Tower Commons with total floor-plates of approximately 110,000 usable square feet. Multiple floors can be contracted for larger users. Lease rates will be quoted on a fully gross basis, including rent, taxes, insurance, common area maintenance and utilities. Office areas as small as 3,000 square feet and as large as 750,000 square feet are available. Ability to reduce costs with shared amenities including Lobby/Reception area, Board/Comm. room, 40 seat Auditorium, Employee Lounge, Cafeteria, Fitness Center, Gymnasium and Racquetball Courts.

### PROPERTY HIGHLIGHTS

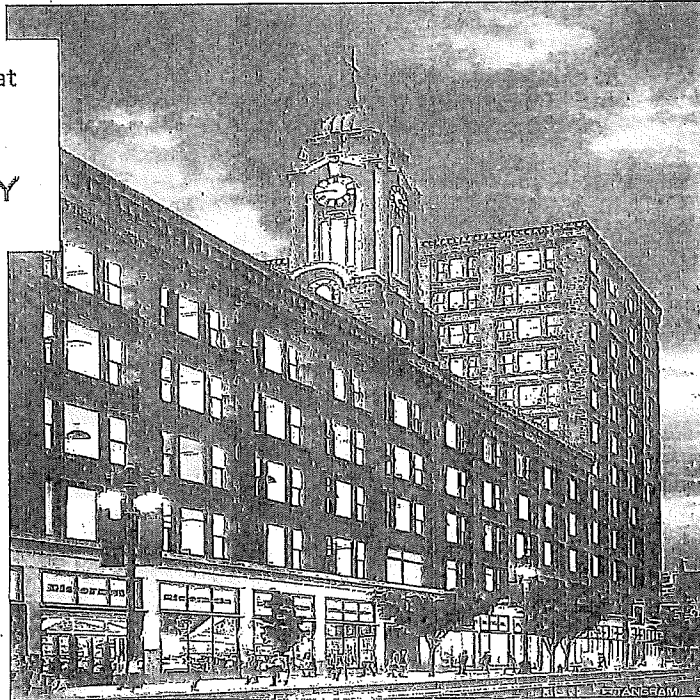
- Become part of the new and exciting Kodak Tower Commons!
- Ability to accommodate large offices in a convenient and vibrant city location.
- Reduced space and costs with shared amenities.
- Ample surface parking surrounding the complex.
- Anchored by Kodak, Monroe Community College and Cafestream.
- Brown's Race Historic District and Port of Rouses Bridge to High Falls overlook steps away.

# WinnDevelopment

## SIBLEY SQUARE - AMAZON

THE LOFTS at

SIBLEY  
SQUARE



Sibley Square is a 1,100,000 square foot mixed-use property in the center of downtown Rochester. In the last two years, Winn Development has invested over \$100,000,000 in renovations, including all new energy efficient windows, a new central HVAC system, state of the art elevators, mechanicals and high tech security with class A office finishes. Truly a new building within the shell of glorious architecture. The timing of Amazon's announcement and where Sibley Square is today in its redevelopment creates a remarkably unique opportunity. Through centralized presence and a unique rooftop signage opportunity, Amazon has the chance to redefine the epicenter of Rochester's renaissance. Built in 1904 as the largest department store between Boston and Chicago, Sibley is a recognized landmark in upstate New York – Amazon has the opportunity to redefine its future. Both University of Rochester and Rochester Institute of Technology have invested in the future success of the property. The property is situated in central proximity to an educated workforce and transit, making it an ideal hub location. Winn Companies has already implemented the key infrastructural changes necessary to make best-in-class, iconic space. 350,000 square feet of class A office space can be renovated immediately in a much shorter time frame than building a new building or starting to renovate any other existing building to the level already existing at Sibley Square. In addition to the office space, Sibley Square offers Amazon 50,000 square feet of retail space for development of Amazon's retail portfolio.

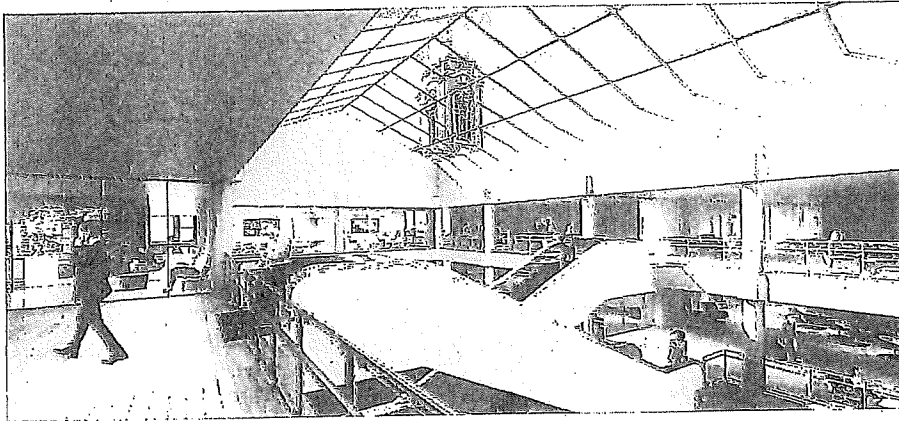
Winn Companies is already a partner with Amazon contributing 1/3 of the initial roll out of Amazon lockers nationwide. In addition, we are actively engaged in discussion around Amazon's procurement services at our 500 properties. Sibley Square offers Amazon iconic, best in class space, at the best price with the added benefit of testing everything Amazon – procurement services, Amazon Bookstores, Amazon smart apartments, etc.



## Key Features:

### 1) Space availability and flexibility:

The 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> floors at Sibley Square can accommodate ~ 350,000sf of office space for Amazon. In addition, we have a concentrated retail block of 30,000 sf of space on the corner of Clinton and Main which could be an ideal Amazon Bookstore location and an additional 20,000 sf for smaller types of Amazon retail development. All of this interconnected with concourses, elevators and state of art escalators.



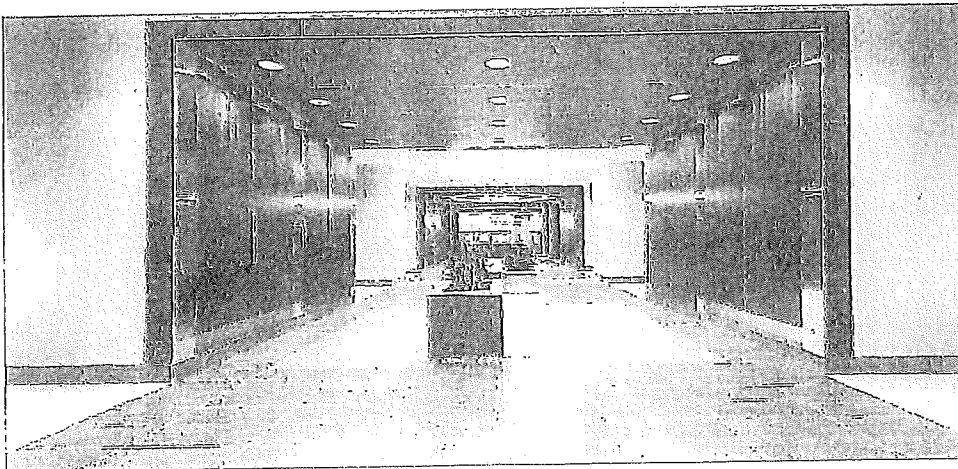
## Distinct Presence:

### 260 East Main Street (Dedicated Office Entrance)

Class A-Office finishes for entrance to office suites, with new elevators (floors 2-6 only) and centralized video security is located in this lobby. Unlike other downtown properties, these state-of-the art amenities (pictured below) already exist and don't need to be created or financed.

The 2<sup>nd</sup> floor is used in part for amenities for the apartment community (Amazon lockers, exercise facilities, movie theater, etc.) connected to their elevators and separated from the rest of the building. The balance of the 2<sup>nd</sup> floor is targeted for high tech businesses as a compliment to High Tech Rochester (6<sup>th</sup> floor). Floors 3-5 each offer 100,000 square feet contiguous floor plates (some of the largest, most efficient space in Monroe County).

*The 6<sup>th</sup> floor is currently under construction for High Tech Rochester's 40,000 square feet of incubator space. This floor, is set to be filled with young growing companies in the first quarter of 2018. These companies may be interesting acquisition targets and/or a prime training ground for future Amazon employees.*



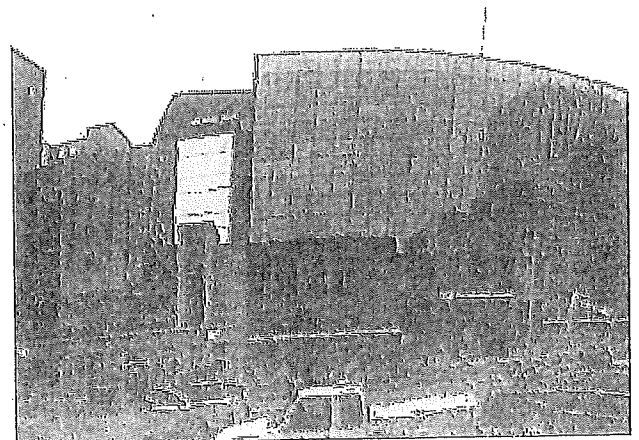
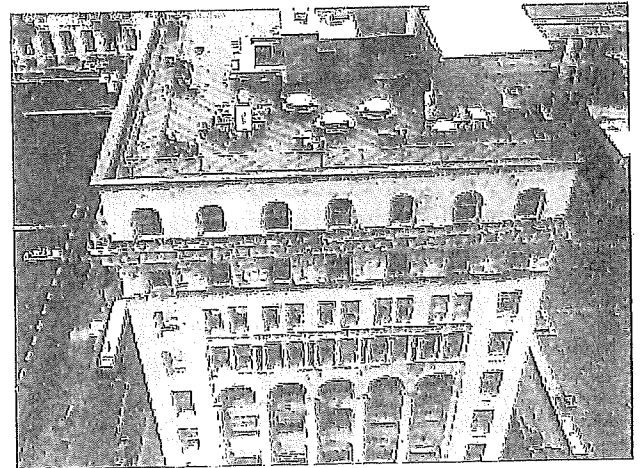


## The Granite Building

\$18 /SF/Year

Up to 99,000 SF of office space in the heart of Rochester's fastest growing development district. Can be combined with the neighboring Atrium Building and Gateway Building to accommodate larger users. Offers numerous amenities both on site and in walking distance including - rooftop patio/bar, game room and future cafeteria and fitness center. Directly opposite two of Rochester's Top hotels - the recently remodeled Hilton Garden Inn and Hyatt which is home to the newly opened Morton's Steakhouse and Starbucks. Excellent branding opportunity with signage available on East Main Street.

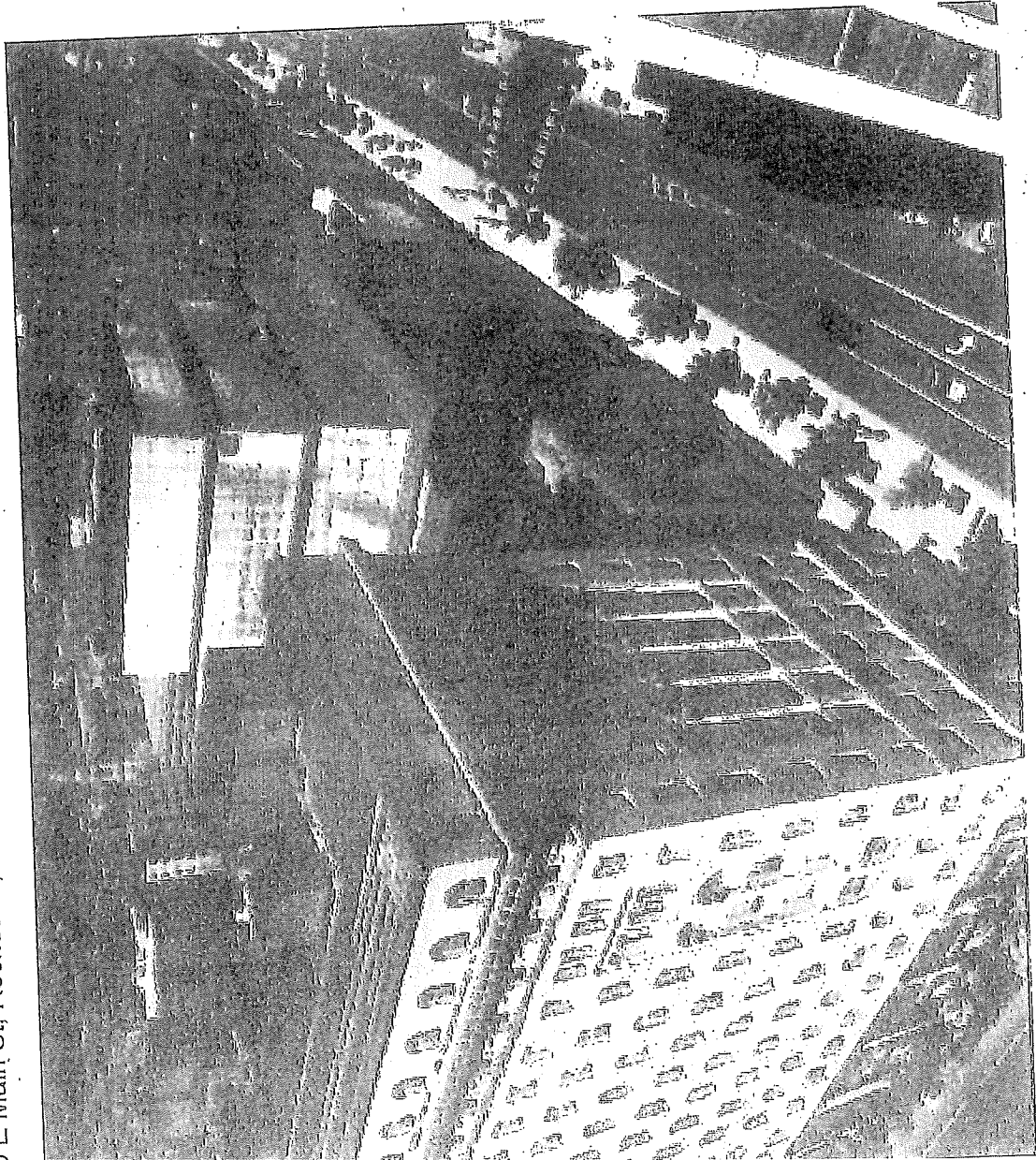
Total Space Available:	N/A
Rental Rate:	\$18 /SF/Year
Min. Divisible:	11,000 SF
Property Type:	Office
Property Sub-type:	Office Building
Building Size:	126,450 SF
Building Class:	B
Year Built:	1895
APN/Parcel ID:	
261400-121-230-0002-003-000-0200	



# Gateway Centre

Presented by  
Moore Corporate Real Estate

100 E Main St, Rochester, NY 14604



## Price: \$18 /SF/Year

Over 200,000 SF of newly renovated, contiguous office space in the heart of Rochester's fastest growing development district. Offers numerous amenities both on site and in walking distance including - rooftop patio/bar, game room and future cafeteria and fitness center. Directly opposite two of Rochester's Top hotels - the recently remodeled Hilton Garden Inn and Hyatt which is home to the newly opened Morton's Steakhouse and Starbucks. Excellent branding opportunity with signage available on East Main Street.



NEW SPACE  
FOR LEASE

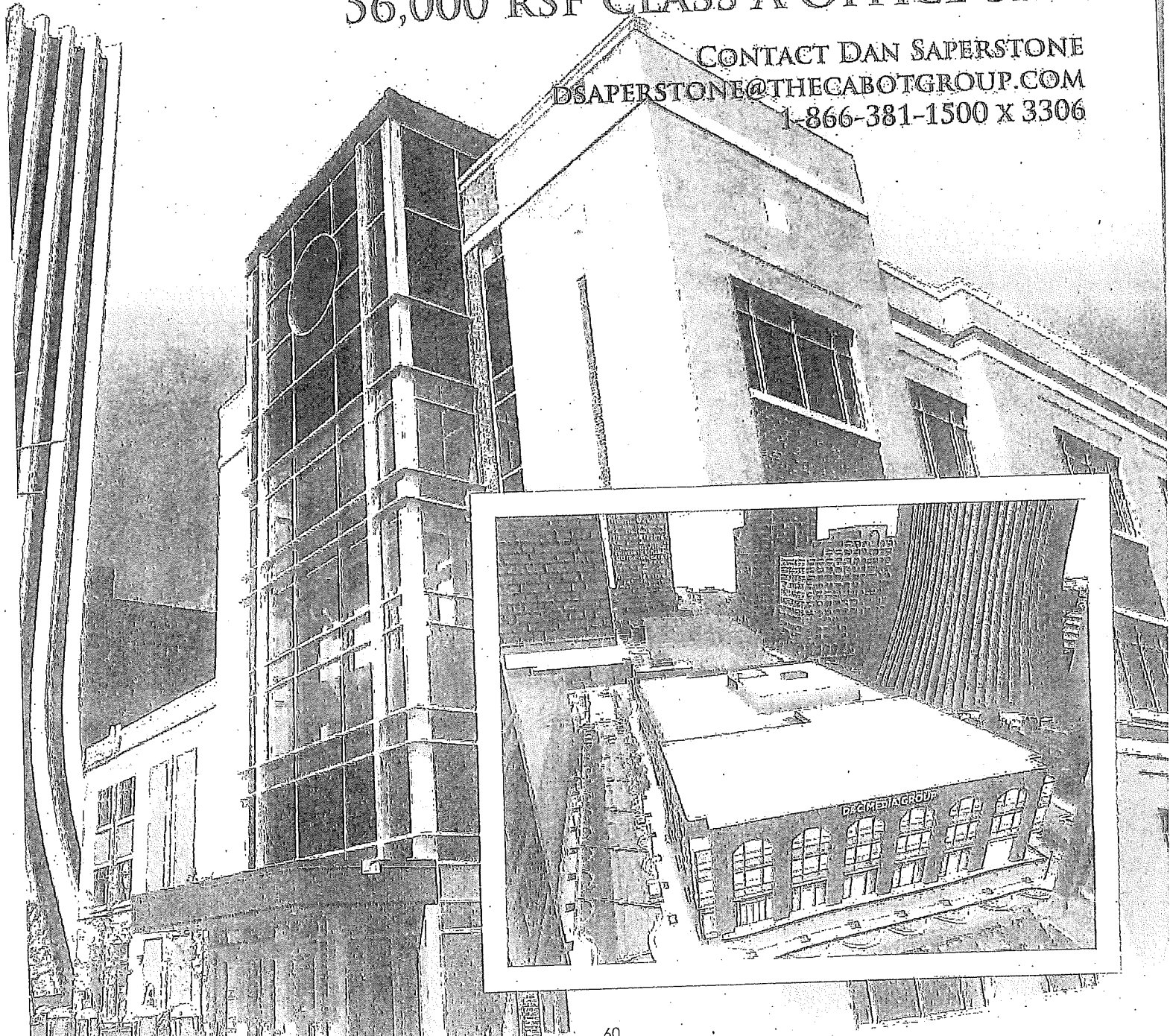
# SENECA BUILDING

ROCHESTER, NY



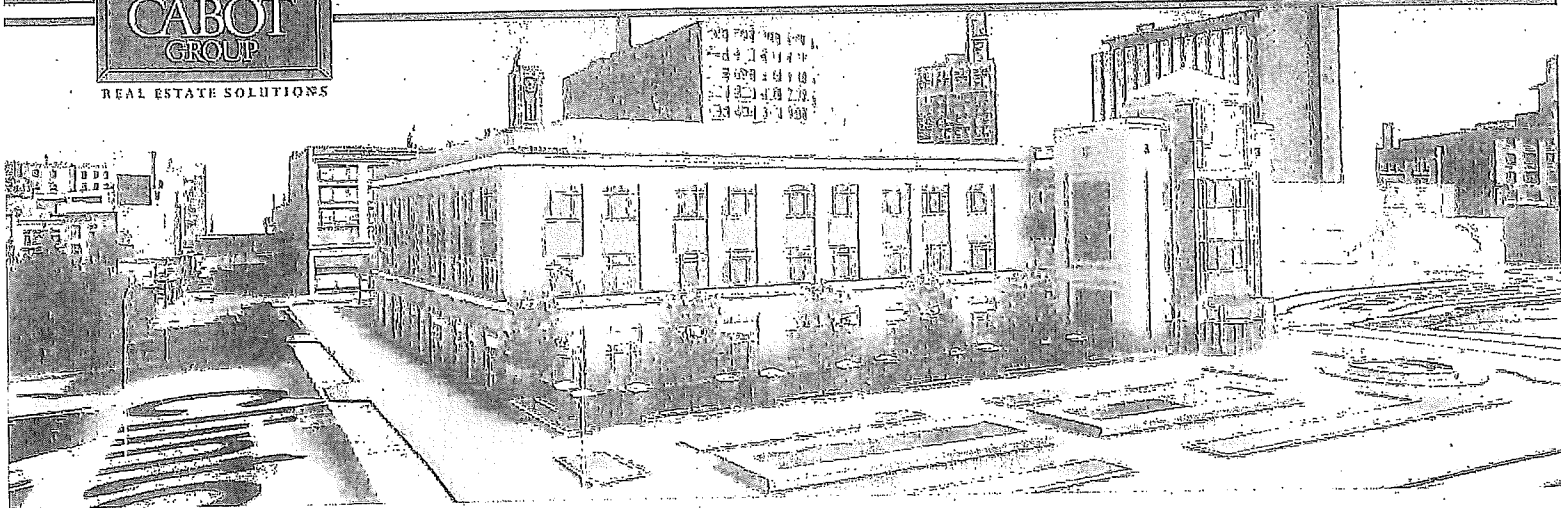
## 56,000 RSF CLASS A OFFICE SPACE

CONTACT DAN SAPERSTONE  
[DSAPERSTONE@THECABOTGROUP.COM](mailto:DSAPERSTONE@THECABOTGROUP.COM)  
1-866-381-1500 X 3306





# SENECA BUILDING



The Seneca Building, Rochester's newest Class A office building, is the cornerstone of the Midtown Rising development district. Located at the true heart of downtown Rochester, Main and Clinton, this classically designed three-story structure is the new home of Windstream Corporation and will soon also be the new home of the D&C Media Group. The Seneca Building sits directly above the Midtown underground parking garage, providing ample parking for the building's tenants, employees and clients. The CABOT GROUP is proud to represent this soon to be iconic building and is now offering the third floor, approximately 56,000rsf, for lease. The third floor can be divided into suites as small as 5,000rsf. We have constructed a competitive lease package targeted toward progressive firms, large or small, that share our commitment to embracing the vibrancy of Center City. Please call us to schedule a tour or discuss this unique opportunity in greater length.

## Description:

Address: Building size: 245 East Main Street, Rochester, NY 14604

Vacant space: 160,000rsf plus 22,000sf of basement space

Year built: 2013/2015

Owner: Pike Development

Description: 56,000rsf on the third floor plus 13,000sf of basement

Brand new three-story Class "A" office building

## Building Features:

Located in the heart of the newly revitalized downtown at Main Street and Clinton Avenue.

On-site security personnel

State of the art high efficiency HVAC system

Fully sprinklered

Underground loading dock providing easy access for vendors

300 underground parking spaces in the City owned Midtown Garage have been made available for tenants of the third floor.

Base Rent: \$12.00 NNN

Projected Operating Expenses and RE Taxes for 2015:

Operating Expenses: +/- \$3/rsf

RE Taxes : \$3/rsf, fixed for 15 years

Tenants provide their own janitorial service

Suite electricity is sub-metered and not included in the Base Rent Landlord will provide a \$15/usf finish allowance

Minimum lease term of five (5) years

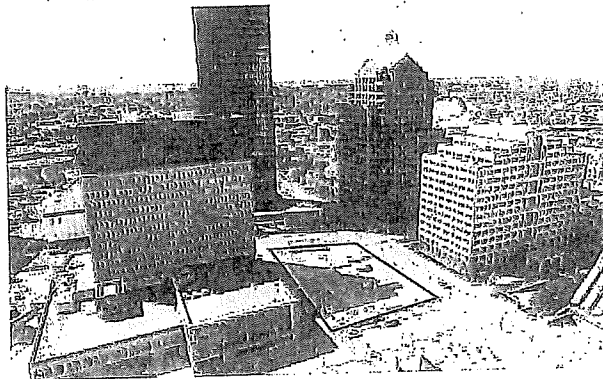
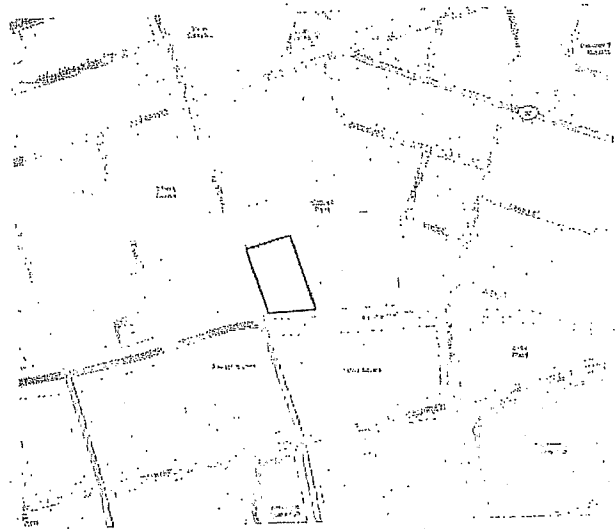
## ► PARCEL 2

260 EAST BROAD STREET, ROCHESTER, NY 14604

Buckingham Properties is ready to develop this .79-acre site, known as Parcel 2.

The site is highly visible, prominently located on South Clinton Avenue as commuters enter downtown Rochester from I-490. The site sits above a 1,700-car underground parking garage.

Parcel 2 is in the heart of downtown Rochester's Center City, surrounded by restaurants, parks, and countless festivals. Mass transit is plentiful, including bus stops, the RTS Transit Center (just one block away), as well as multiple Zagster bike rental stations.



**0.79 ACRES**  
DEVELOPMENT  
LAND



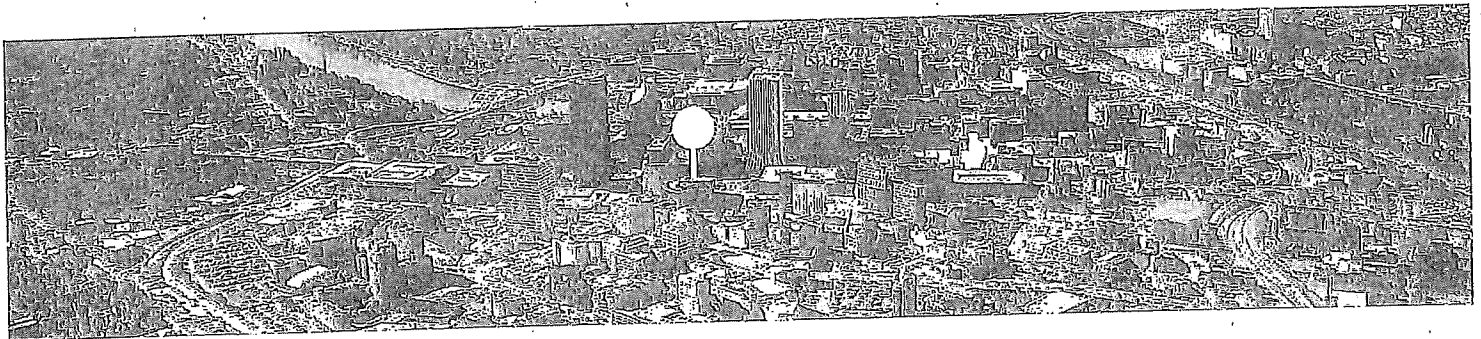
**4.9 MILES**  
TO AIRPORT



**ZONED FOR**  
**OFFICE**



**UNDERGROUND**  
**PARKING GARAGE**



**BUCKINGHAM PROPERTIES**

Real Estate...Reimagined T: (585) 295-9500 [www.buckprop.com](http://www.buckprop.com)

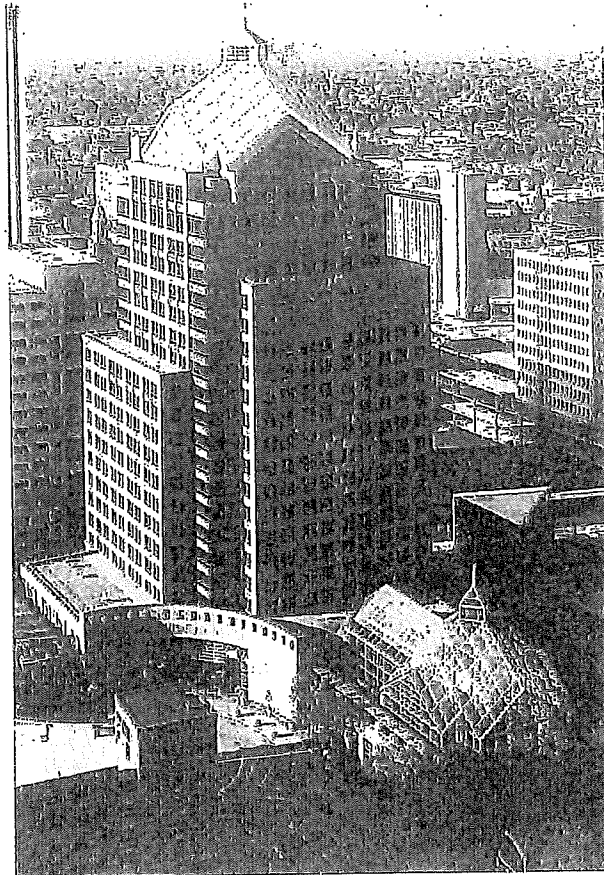
# ► LEGACY TOWER

ONE BAUSCH & LOMB PLACE, ROCHESTER, NY 14604

Legacy Tower is a 20-story, 460,517 gross square foot Class A office tower known for its dramatic design and granite facade. The two-story lobby features granite, limestone and polished marble floors. Extensive amenities include river views, a full-service restaurant on the second floor, an 11,000 square foot glass-enclosed event space (The Wintergarden,) 4,500 square foot fitness center, and multiple meeting/training rooms.

Legacy Tower is highly visible, prominently located as commuters enter downtown Rochester from I-490. An underground tunnel connects to a 1,700-car underground parking garage.

Legacy Tower is in the heart of downtown Rochester's Center City, surrounded by restaurants, parks, and countless festivals. Mass transit is plentiful, including bus stops, the RTS Transit Center (just two blocks away), as well as multiple Zagster bike rental stations.



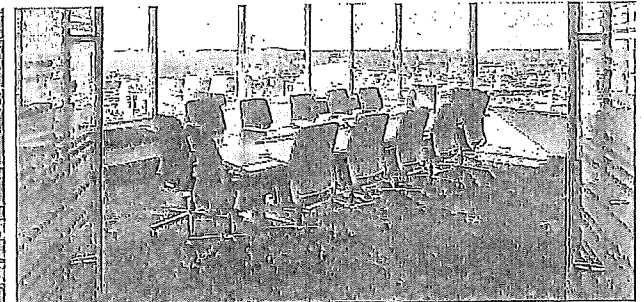
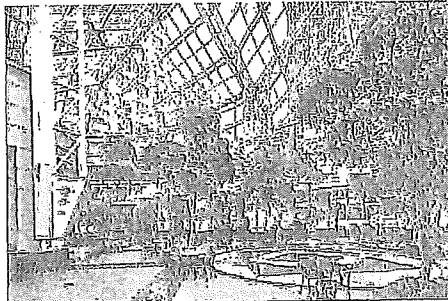
**460,500 SF**  
OFFICE TOWER



**4.7 MILES**  
TO AIRPORT

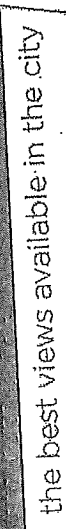


**UNDERGROUND**  
PARKING GARAGE



**BUCKINGHAM PROPERTIES**

Real Estate...*Reimagined* T: (585) 295-9500 [www.buckprop.com](http://www.buckprop.com)



11  
25/5/59

Five Star Bank Plaza

# PROPERTY INTRODUCTION

For the bank plans to be fully accepted in the United States, a change in business habits and attitudes is essential. The business community must become more socially conscious and forward-looking. The business community must be able to identify and develop the right kind of financial institution, capable of financing the kind of business that is needed. As well as some of the business community, the

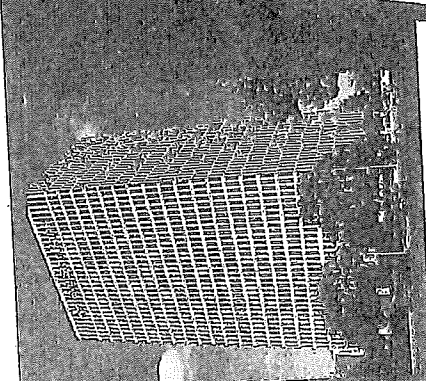
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The number of people who are  
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The number of people who  
are in the country for a long  
time is not the same as the  
number of people who are  
in the country for a short  
time.

College students at Five Star Books Times Square bookstore, New York City, 1968. The store was a meeting place for students and activists, and was a hub for the New York City Black Panther Party. The store was a meeting place for students and activists, and was a hub for the New York City Black Panther Party.

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ENDERSON  
DEVELOPMENT

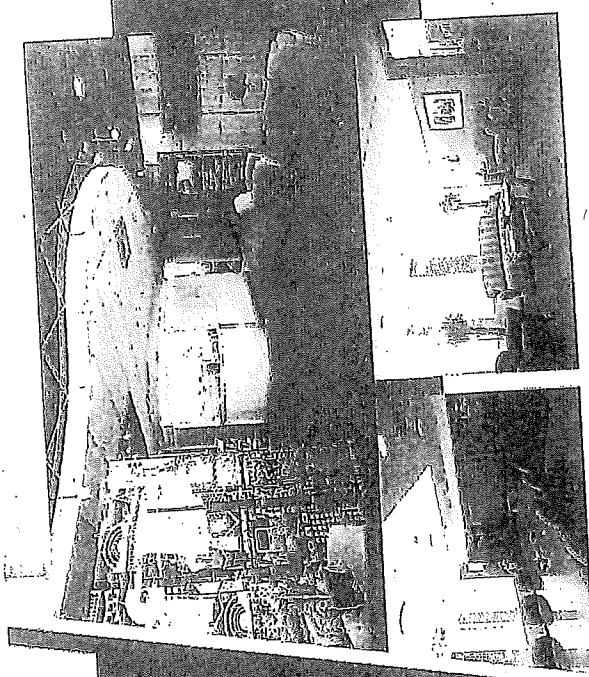
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## BUILDING FEATURES

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BYRON NELSON  
DEVELOPMENT



**FULL-SERVICE  
LEASE INCLUDES**

- Electricity and Water
- Heating Systems
- Building Materials
- HVAC and Building Maintenance
- Appliances and Fixtures
- Zoning and Land Use

138  
THE NEW  
SACRED

BENDERSON  
DEVELOPMENT

50-11



FOR LEASE

# 3 CITY CENTER

180

SOUTH CLINTON AVENUE

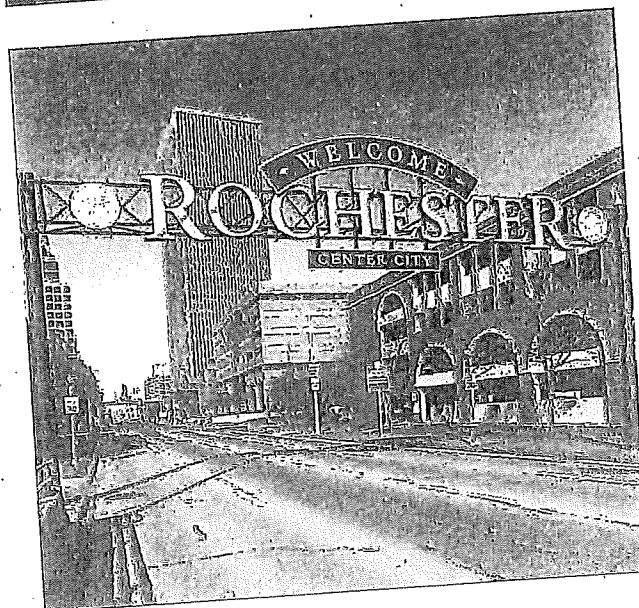
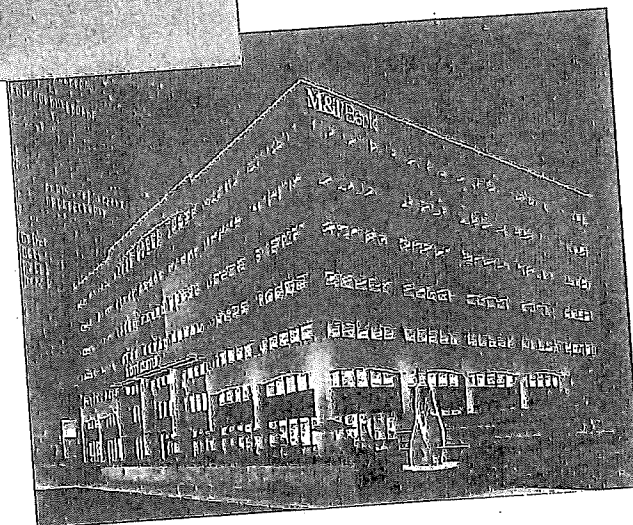
Rochester, NY 14607



## PROPERTY OVERVIEW

Centrally located at 180 South Clinton Avenue in Downtown Rochester, 3 City Center is a modern 200,000 square foot, 7 floor, Class A office building. Offering unparalleled visibility and convenience, 3 City Center is undergoing a multi-million dollar investment which will bring new amenities and design enhancements to the property. Features of 3 City Center include:

- ✦ 3,500 - 120,000 square feet available for lease with suite sizes to accommodate a wide range of businesses
- ✦ Highly efficient, open floor plates
- ✦ Second floor enclosed bridge connection to Washington Square Parking Garage provides secure and comfortable access in inclement weather
- ✦ Excellent visibility entering Downtown from I-490, and immediate expressway access in and out of Downtown
- ✦ Central location offering highly convenient access and close proximity to numerous businesses and amenities
- ✦ Superior exposure with 20,000 car daily traffic count on S. Clinton Ave



## CONTACT US

120 Corporate Woods | Suite 210 | Rochester, NY 14623 | +1 585 240 8080 | twitter: @cbrerochester

### MICHAEL FRAME

Managing Director  
Licensed Real Estate Broker  
+1 585 784 3622  
michael.frame@cbre-rochester.com

### ANGELO NOLE

Executive Vice President  
Licensed Associate Real Estate Broker  
+1 585 784 3637  
angelo.nole@cbre-rochester.com

[www.cbre.com/rochester](http://www.cbre.com/rochester)

**CBRE** | Rochester

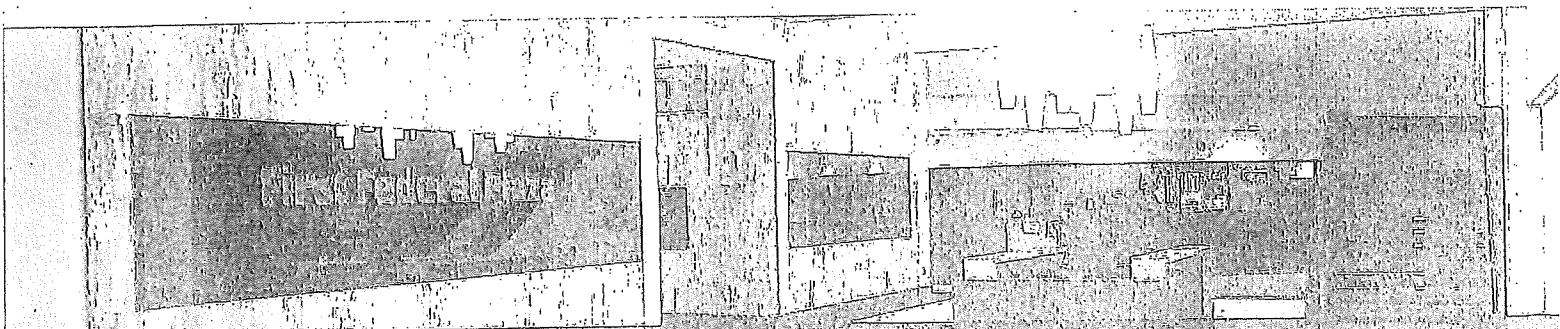
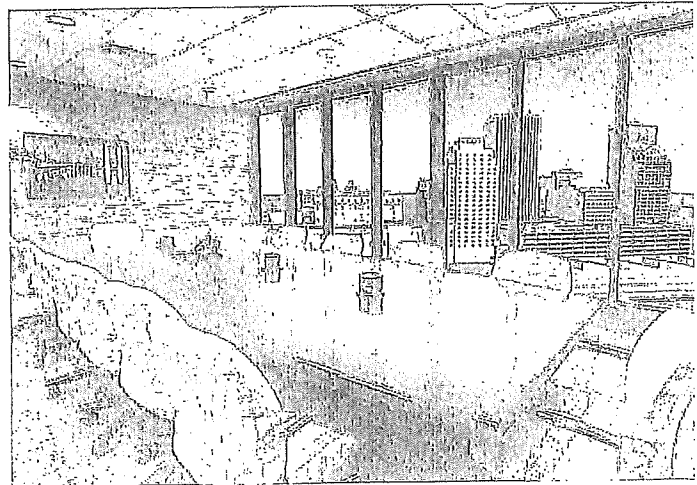
Part of the CBRE affiliate network

FIRST FEDERAL PLAZA

# PUT YOUR NAME IN LIGHTS

Office space and naming rights  
available in one of Rochester's  
most iconic buildings.

Located in the heart of downtown Rochester and overlooking the Genesee River, First Federal Plaza has long been one of the city's most recognizable buildings. Now, there's a unique and rare opportunity to lease up to 80,000 square feet and secure naming rights to this architectural jewel.



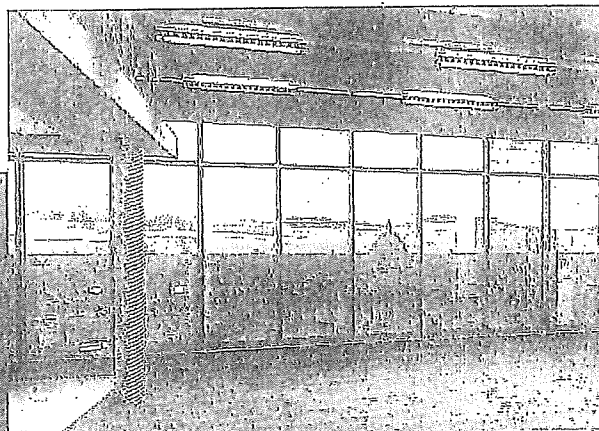
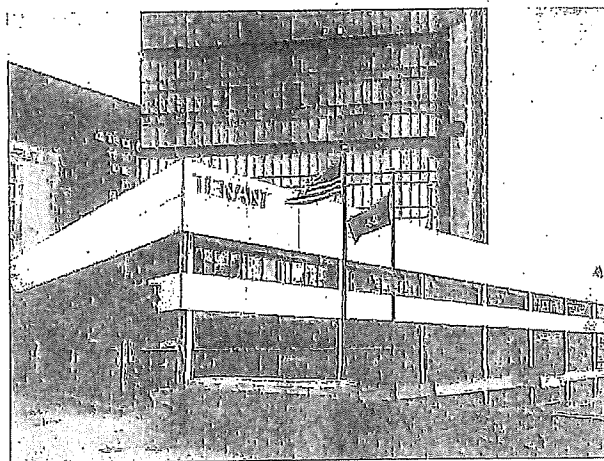
For additional information, please contact: Bob Moore | 585-546-4170 ext. 301 | [bob.moore@moorecre.com](mailto:bob.moore@moorecre.com)





## A unique opportunity to lease a part of Rochester's history

- 40,000–80,000 square feet, which includes the entire second floor; additional space available on higher floors
- Opportunity for naming rights to building
  - Aggressive and all-inclusive rental rates, with utilities and janitorial included
- Turnkey build-out designed by Hanlon Architects, including newly renovated lobby and common areas
  - On-site parking, security and building management
- Amenities include: ground and top floor conference centers, on site banking, restaurant and convenience store



FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

**Bob Moore**

585-546-4170 ext. 301

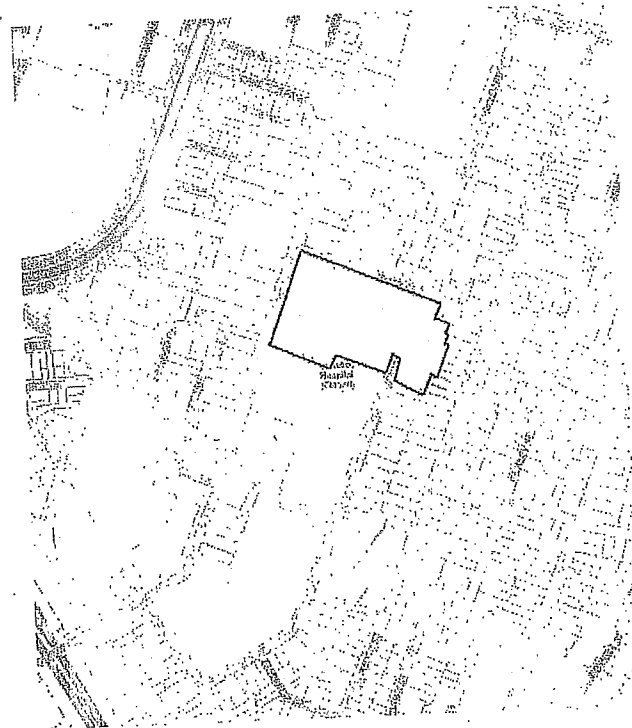
[bob.moore@moorecre.com](mailto:bob.moore@moorecre.com)

# ► ALEX PARK

230 - 250 ALEXANDER STREET, ROCHESTER, NY 14607

Buckingham Properties owns 7.45 acres of development land on Alexander Street in the City of Rochester. On the south end of the site, Buckingham successfully redeveloped a former hospital into multi-tenant offices, and constructed a new 80,000 square foot Class A office building, as well as additional free-standing retail and office buildings.

Planned construction includes a new parking garage along with multiple mixed-use buildings including office, retail, and residential.



7.45 ACRES  
DEVELOPMENT  
LAND



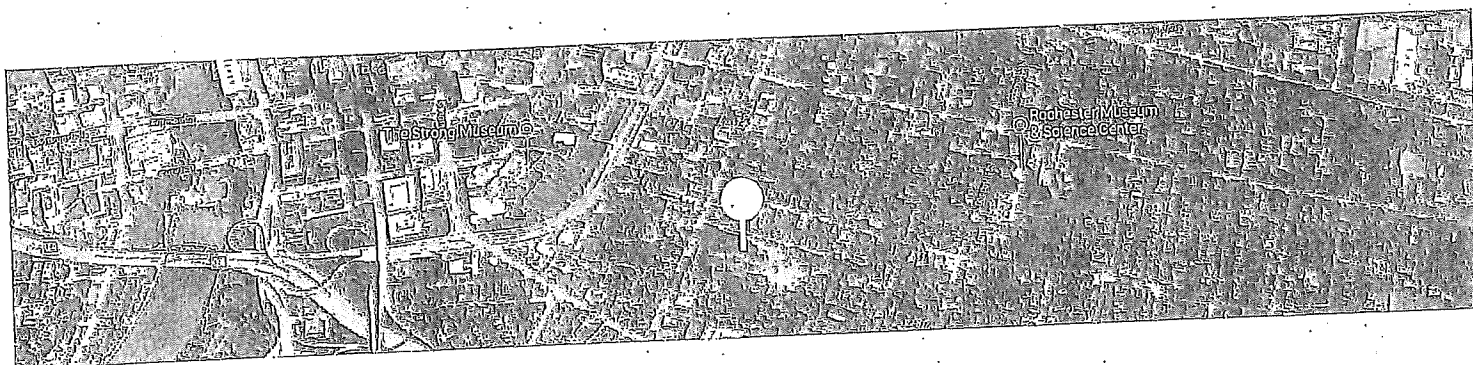
5.0 MILES  
TO AIRPORT



ZONED FOR  
FLEX/OFFICE/  
RESIDENTIAL



ON-SITE  
PARKING GARAGE

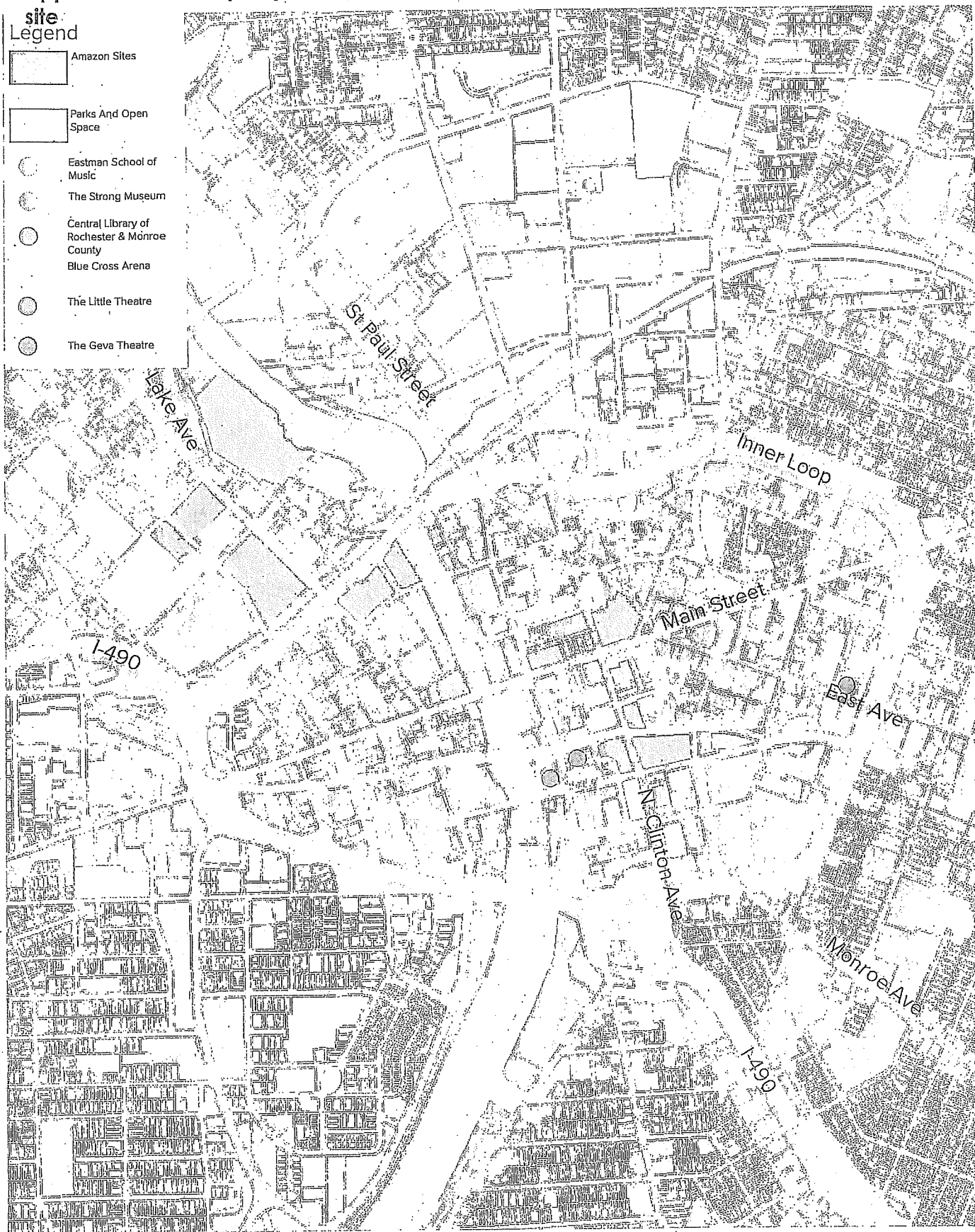


BUCKINGHAM PROPERTIES

TEL: 585.205.0500 WWW.BUCKINGHAMPROPERTIES.COM



## Appendix A.2.ii. Map of public plazas and green space in close proximity to Rochester



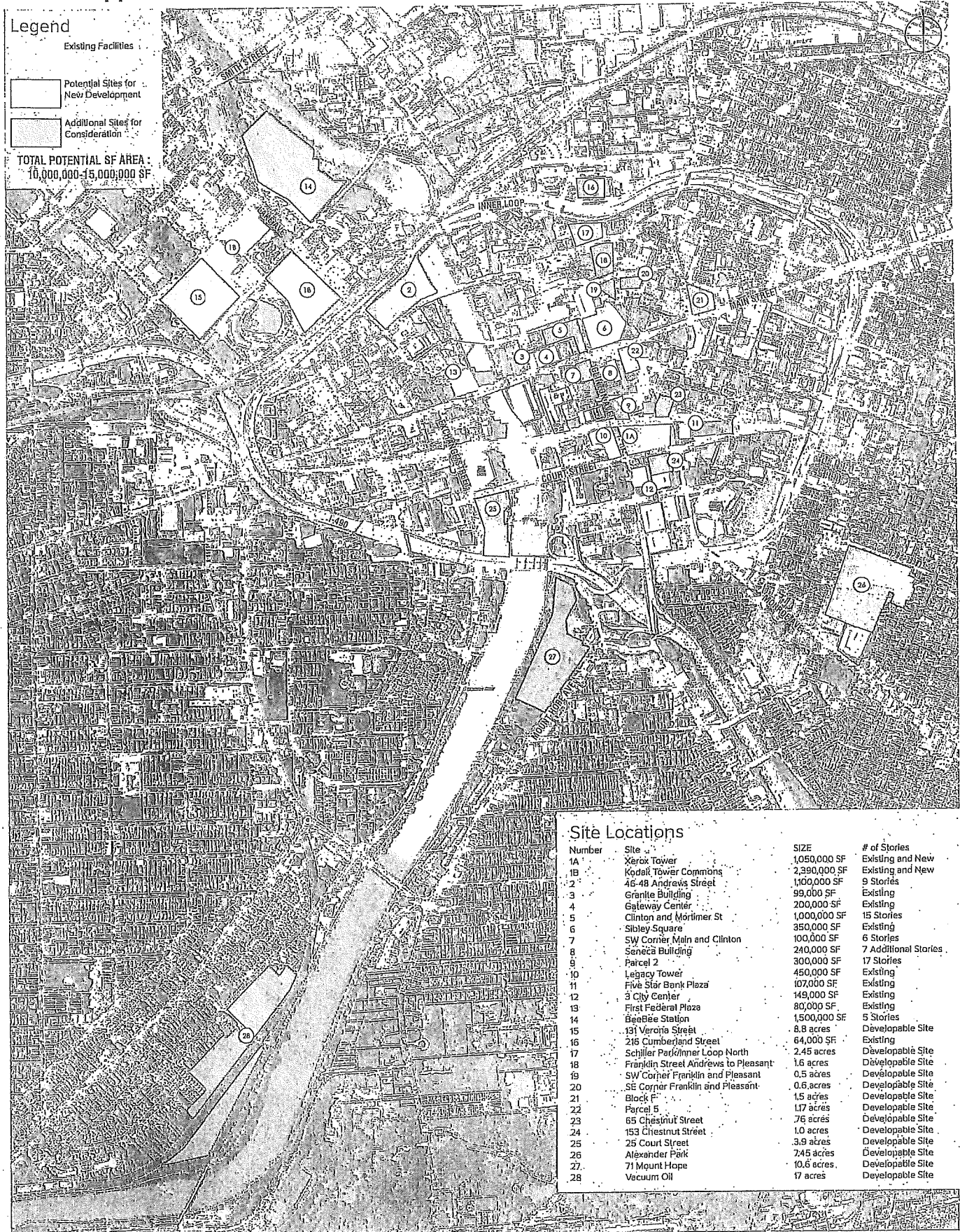
Parks, Open Space & Cultural Amenities

**BERGMANN**  
ASSOCIATES

Greater Rochester, NY Amazon HQ2 Sites  
City of Rochester New York

**Map 15**

# Appendix A.2.iii. Plan for Phase I, II, and III (graphical)



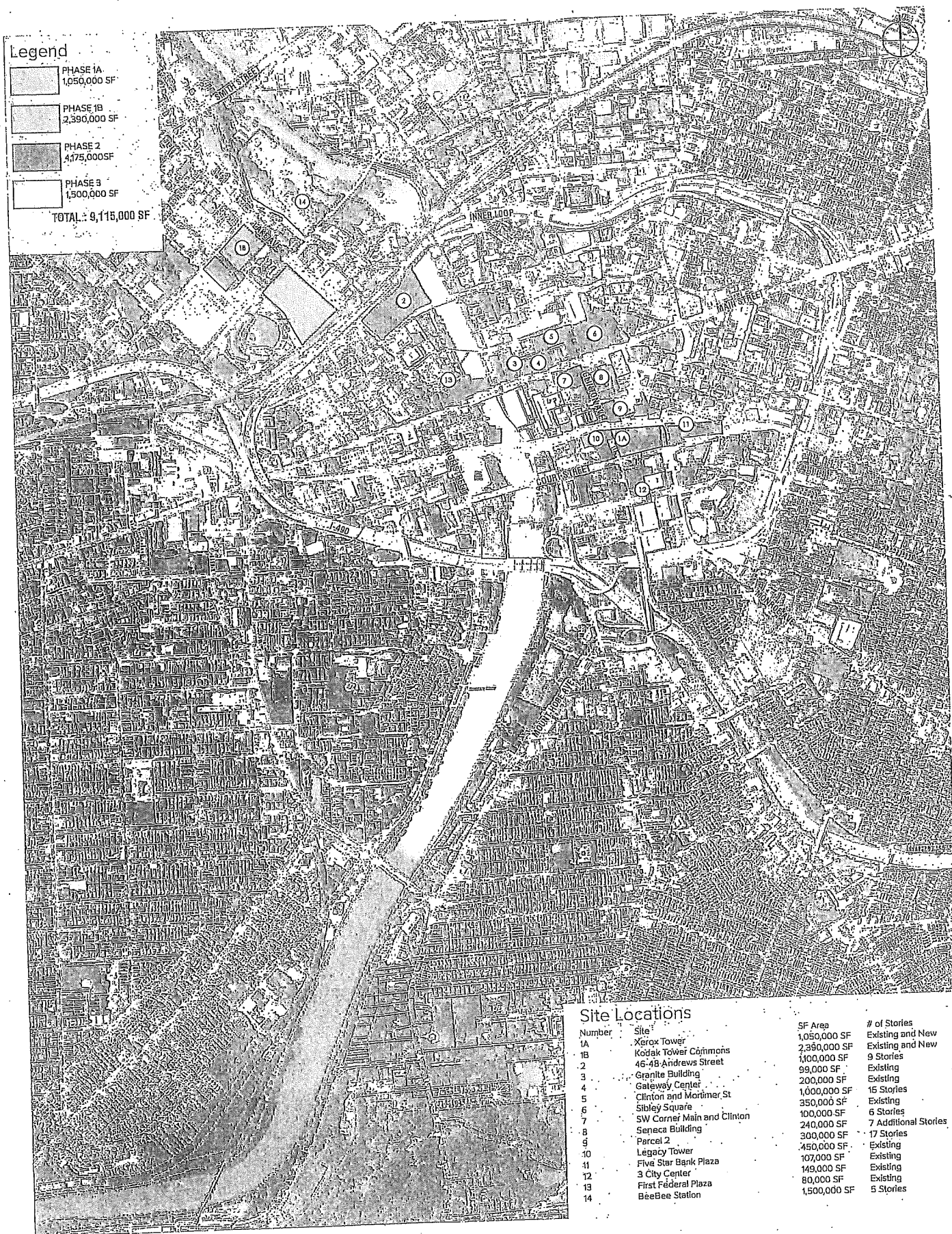
Potential Amazon Site Locations

**BERGMANN**  
ASSOCIATES

Greater Rochester, NY Amazon HQ2 Sites  
City of Rochester New York

Map 1



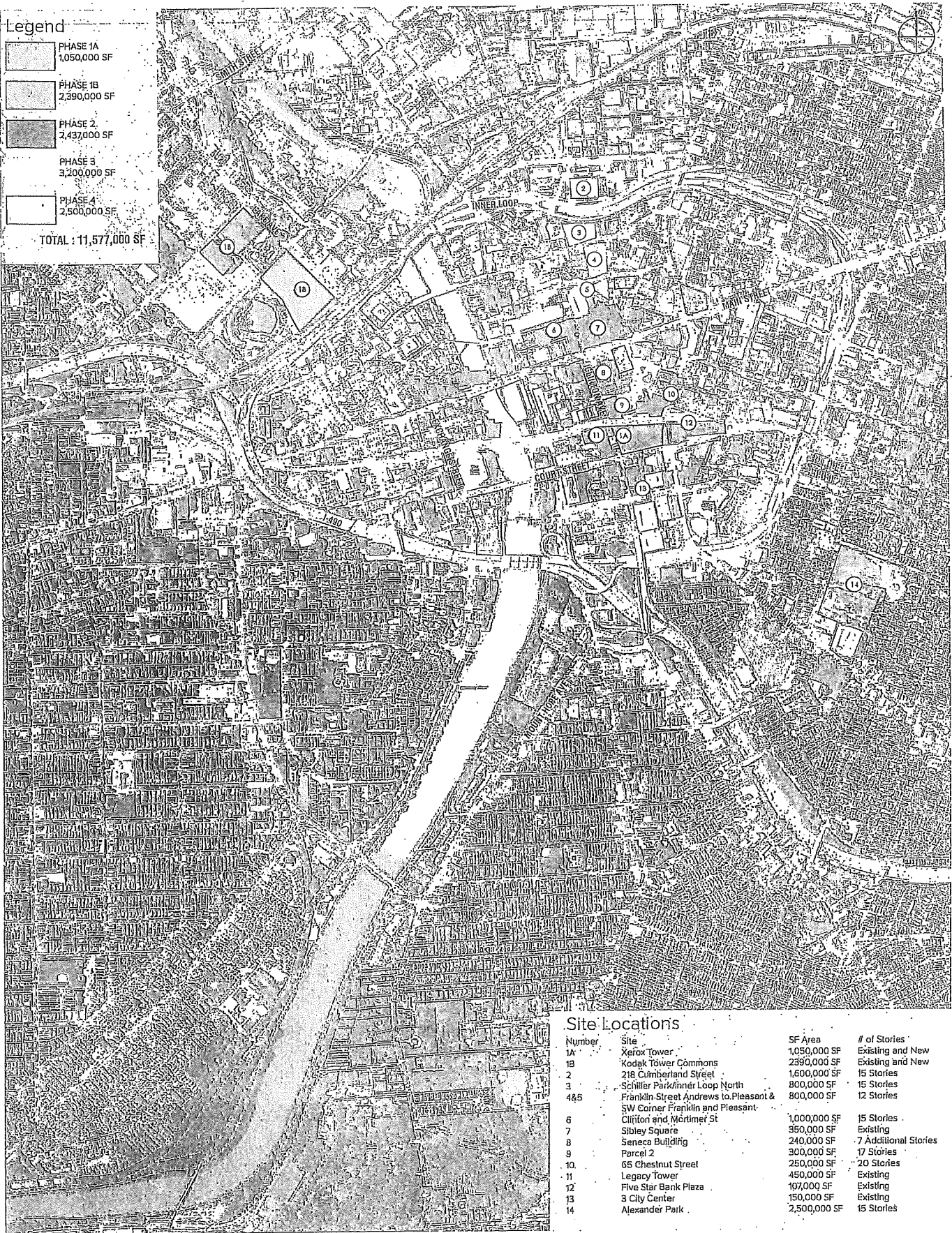


Concept 1 | Potential Amazon Downtown

**BERGMANN**  
ASSOCIATES

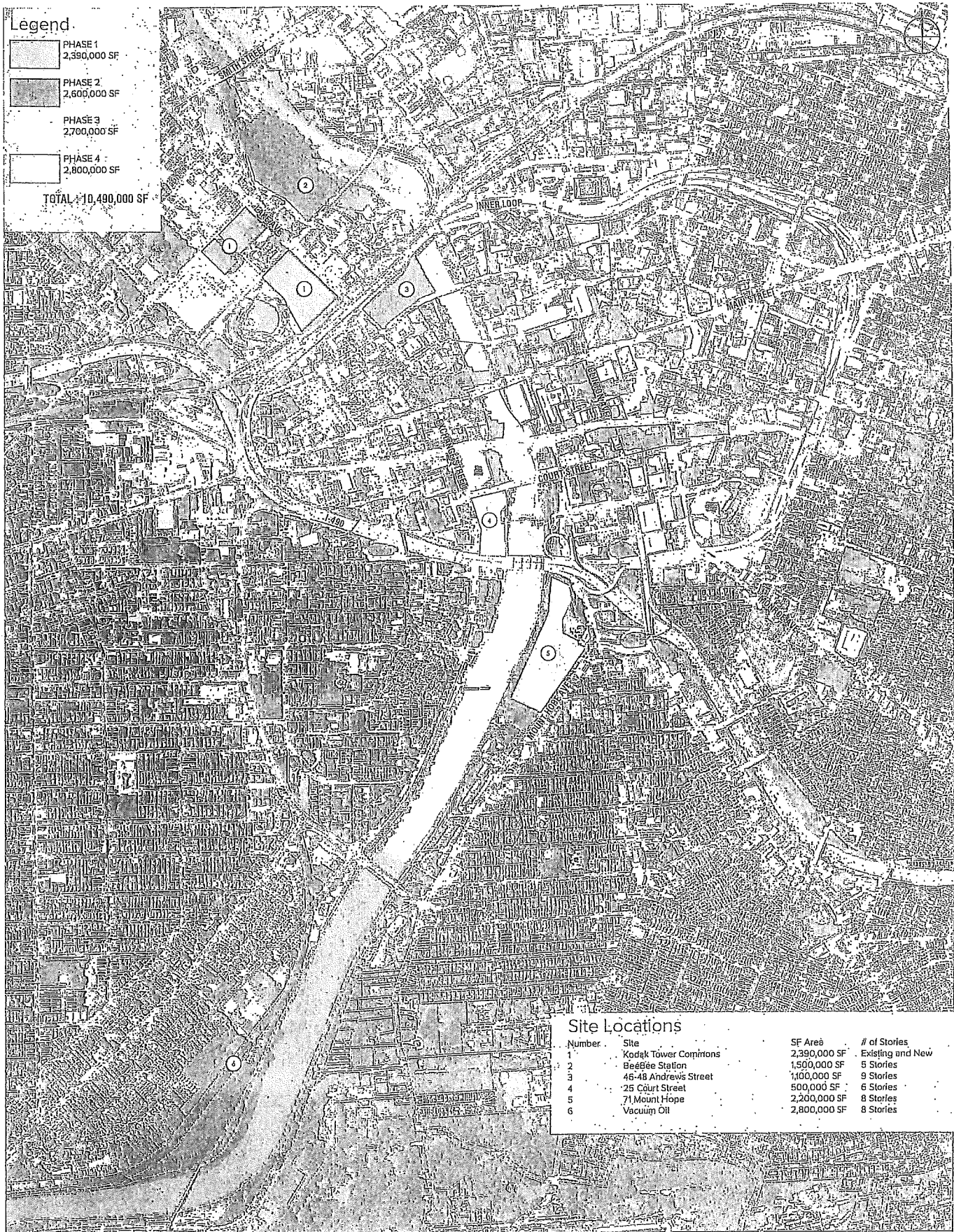
Greater Rochester, NY Amazon HQ2 Sites  
City of Rochester New York

Map 2



Concept 2 | Potential Amazon Downtown





Concept 3 | River Development

### Appendix A.2.iv Current ownership of property

Site	Site Control
Xerox Tower	Buckingham Properties
Kodak Tower Commons	Eastman Kodak Co.
46-48 Andrews Street	RG&E
Granite Building	Bob Bartosiewicz, CGI Communications
Gateway Center	Bob Bartosiewicz, CGI Communications
Clinton and Mortimer St	City of Rochester
Sibley Square	Winn Development
SW Corner Main and Clinton	Gallina
Seneca Building	The Pike Company
Parcel 2	Buckingham Properties
Legacy Tower	Buckingham Properties
Five Star Bank Plaza	Benderson Development
3 City Center	Landers Management
First Federal Plaza	I Gordon
BeeBee Station	RG&E
131 Verona Street	Eastman Kodak Co.
216 Cumberland Street	US Postal Service
Schiller Park/Inner Loop North	City of Rochester
Franklin Street Andrews to Pleasant	City of Rochester
SW Corner Franklin and Pleasant	City of Rochester
SE Corner Franklin and Pleasant	Titan Property And Management Group Of Rochester
Block F	University of Rochester
Parcel 5	City of Rochester
65 Chestnut Street	Benderson Randall & Baldauf David H
25 Court Street	City of Rochester
Alexander Park	Buckingham Properties
71 Mount Hope	Time Warner Entertainment-Advance
Vacuum Oil	City, DHD, Other



**City of Rochester**

Neighborhood and Business Development  
City Hall Room 125B, 30 Church Street  
Rochester, New York 14614-1290  
[www.cityofrochester.gov](http://www.cityofrochester.gov)

Bureau of Buildings  
and Zoning

October 16, 2017

Mr. Matt Hurlbutt  
Interim President & CEO  
Greater Rochester Enterprise  
100 Chestnut Street, Suite 1910  
Rochester, New York 14604

Dear Mr. Hurlbutt:

All of the properties that have been identified to fulfill the Amazon site locations are located within the Center City District (CCD) in our downtown core. The CCD is intended to foster a vibrant, safe, twenty-four-hour Center City by encouraging residential development while retaining and further developing a broad range of commercial, office, mixed-use, institutional, public, cultural and entertainment uses and activities. The goals of the CCD regulations are to define and promote the Center City as the anchor for the region and as a desirable place to live, work, play and visit.

Within Center City, development and redevelopment is subject to design-based criteria rather than land use-based criteria. All uses are permitted within completely enclosed buildings. Almost all development and redevelopment is reviewed through administrative processes under the jurisdiction of the Manager of Zoning. There are very few instances which necessitate public hearings associated with the approval processes in the Center City District. The CCD regulations encourage outside the box thinking and interesting design solutions that result in the integration of each project into the unique fabric of our community, contributing to what makes Rochester great!

The Zoning Office is comprised of a dedicated team of professionals with a wide range of disciplines, at the ready to assist in any way possible in facilitating any proposal from inception to operation.

If you have any questions, please contact me at (585) 428-7054.

Regards,

Zina Lagonegro, AICP, EIT  
Manager of Zoning

November 7  
Woodburn

Discount rate 0.007



Appendix A.2.vii Description of local incentive package



October 13, 2017

Matt Hurlbutt  
Interim President & CEO  
Greater Rochester Enterprise  
100 Chestnut St, #1910  
Rochester, NY 14604

Dear Matt:

In conjunction with our partners at Empire State Development, Greater Rochester Enterprise, and Monroe Community College, we are pleased that AMAZON.COM, INC. (Amazon) is considering significant expansion of operations and a long-term commitment in Monroe County. This project will have a significant impact our community. We are very grateful to you and your team for working with us and we look forward to working with Amazon in Monroe County. I have estimated the value of incentives below to be in excess of \$700 million based on the following information. **(SUBJECT TO SATISFACTORY REVIEW OF FINANCIAL INFORMATION, TOWN and AGENCY approvals):**

Investment: \$ 2.3billion

Total Job Estimates: to be created over 15 years: 45,000

- ❖ *Local Tax Jurisdiction Sponsored Property Tax Abatement* - as outlined below may be applied for if there is an anticipated incremental increase in assessment associated with new construction or renovation to the project properties. These benefits are available to the project through direct ownership or via a landlord conduit. An estimate of the benefit is as follows:

Year 1	95%	Year 11	45%
Year 2	90%	Year 12	40%
Year 3	85%	Year 13	35%
Year 4	80%	Year 14	30%
Year 5	75%	Year 15	25%
Year 6	70%	Year 16	20%
Year 7	65%	Year 17	15%
Year 8	60%	Year 18	10%
Year 9	55%	Year 19	5%
Year 10	50%	Year 20	0%

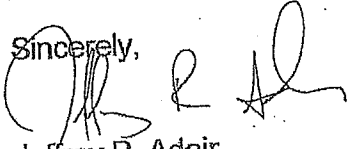
*The project must use all local labor and suppliers in the development of the facility. "Local" is defined as suppliers from the following counties: Monroe, Ontario, Livingston, Wayne, Genesee, Orleans, Wyoming, Yates or Seneca.*

- ❖ *Sales Tax Exemption* - Exemptions from State and County sales tax on construction materials and non-manufacturing equipment purchased for the facility. The sales tax exemption will apply to equipment, furniture and fixture purchases also, savings of 8%.
- ❖ *GreatRebate* - Grants up to \$500,000 for the purchase of equipment and correlated job creations, terms to be negotiated.
- ❖ *LadderzUp Training Grant* - Customized training program in conjunction with our partners at Monroe Community College.

Incentives noted above are estimates, actual incentives will be based on project cost, need and purpose. The process from application intake to board approval typically takes less than 30 days (Application, Public Hearing and Board Approval).

We are excited about the impact this project would have in our community and are grateful for the opportunity to continue supporting job growth in Monroe County. Please call me at 585.753.2020 with any questions.

Sincerely,

  
Jeffrey R. Adair  
Director

XC: Cheryl Dinolfo, County Executive



Joseph M. Rizzo  
Manager, Economic Development  
NYSEG & RG&E

**Business Confidential**

October 13, 2017

Mr. Matt Hurlbutt  
Interim President & CEO  
Greater Rochester Enterprise  
100 Chestnut Street, Suite 1910  
Rochester, NY 14604

Dear Mr. Hurlbutt,

New York State Electric & Gas (NYSEG) and Rochester Gas and Electric Corporation (RG&E) work collaboratively with our community partners at the local, regional, and state level, to help attract new businesses, and grow existing businesses in upstate New York. We are strong partners in our communities, providing safe and reliable electricity and natural gas service.

Our Companies offer a variety of economic development programs which include grant assistance for electric/natural gas infrastructure and energy efficiency, assistance to start-up companies/entrepreneurs, revitalization of main streets/business corridors, and investments in technological innovation zones. In concert with our community partners, we provide very competitive business attraction incentive packages to help attract new businesses to our regions.

We look forward to working on the Amazon HQ2 project and are excited about the possibility of this new business development.

As further background, NYSEG and RG&E, are subsidiaries of AVANGRID, Inc. (NYSE:AGR). NYSEG serves approximately 890,000 electricity customers and 264,000 natural gas customers across more than 40% of upstate New York. RG&E serves approximately 376,000 electricity customers and 311,000 natural gas customers in a nine-county region surrounding the City of Rochester.

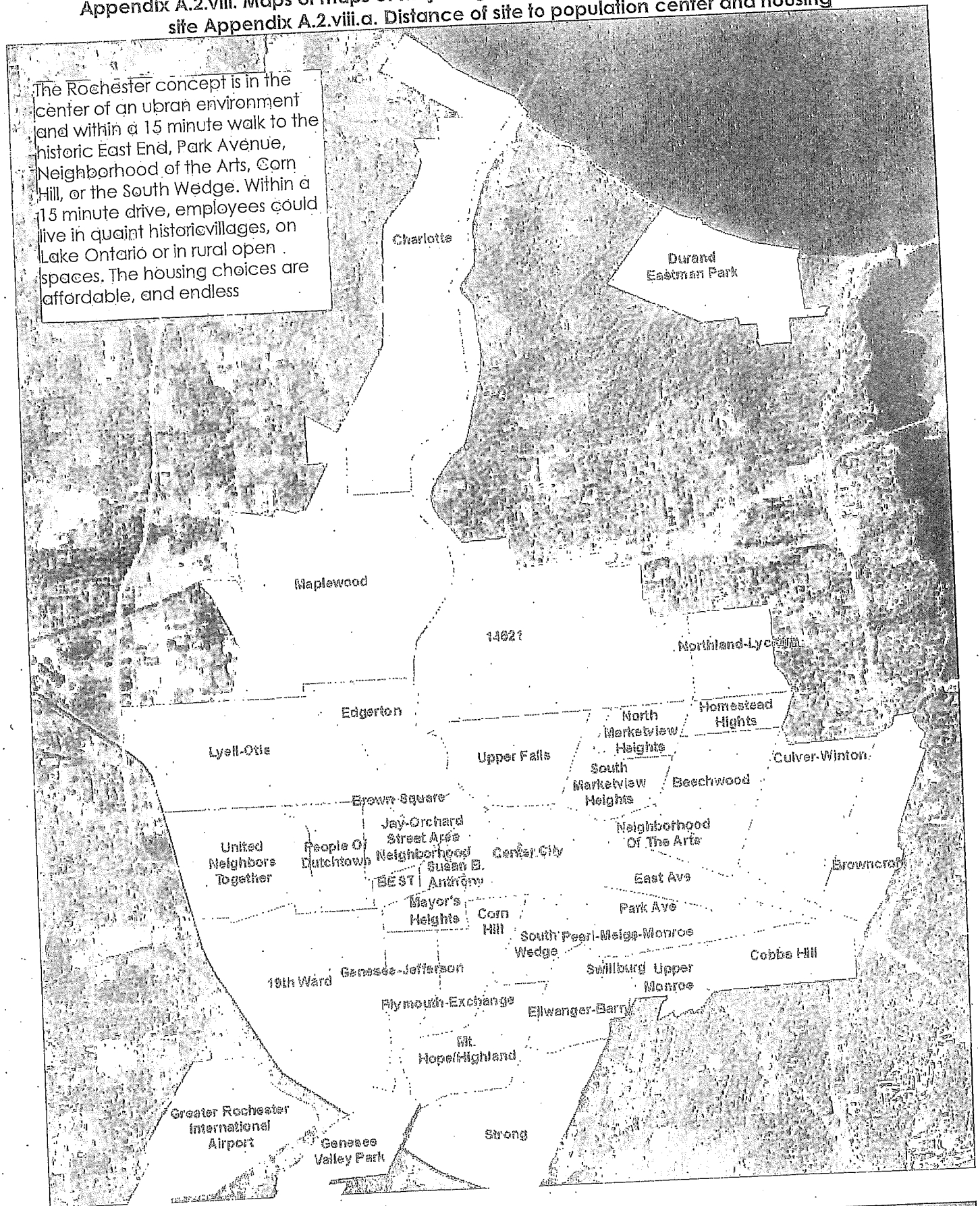
Sincerely,

Manager, Economic Development  
NYSEG and RG&E



Appendix A.2.viii. Maps of maps of major highways and arterial roads surrounding Rochester  
 site Appendix A.2.viii.a. Distance of site to population center and housing

The Rochester concept is in the center of an urban environment and within a 15 minute walk to the historic East End, Park Avenue, Neighborhood of the Arts, Corn Hill, or the South Wedge. Within a 15 minute drive, employees could live in quaint historic villages, on Lake Ontario or in rural open spaces. The housing choices are affordable, and endless



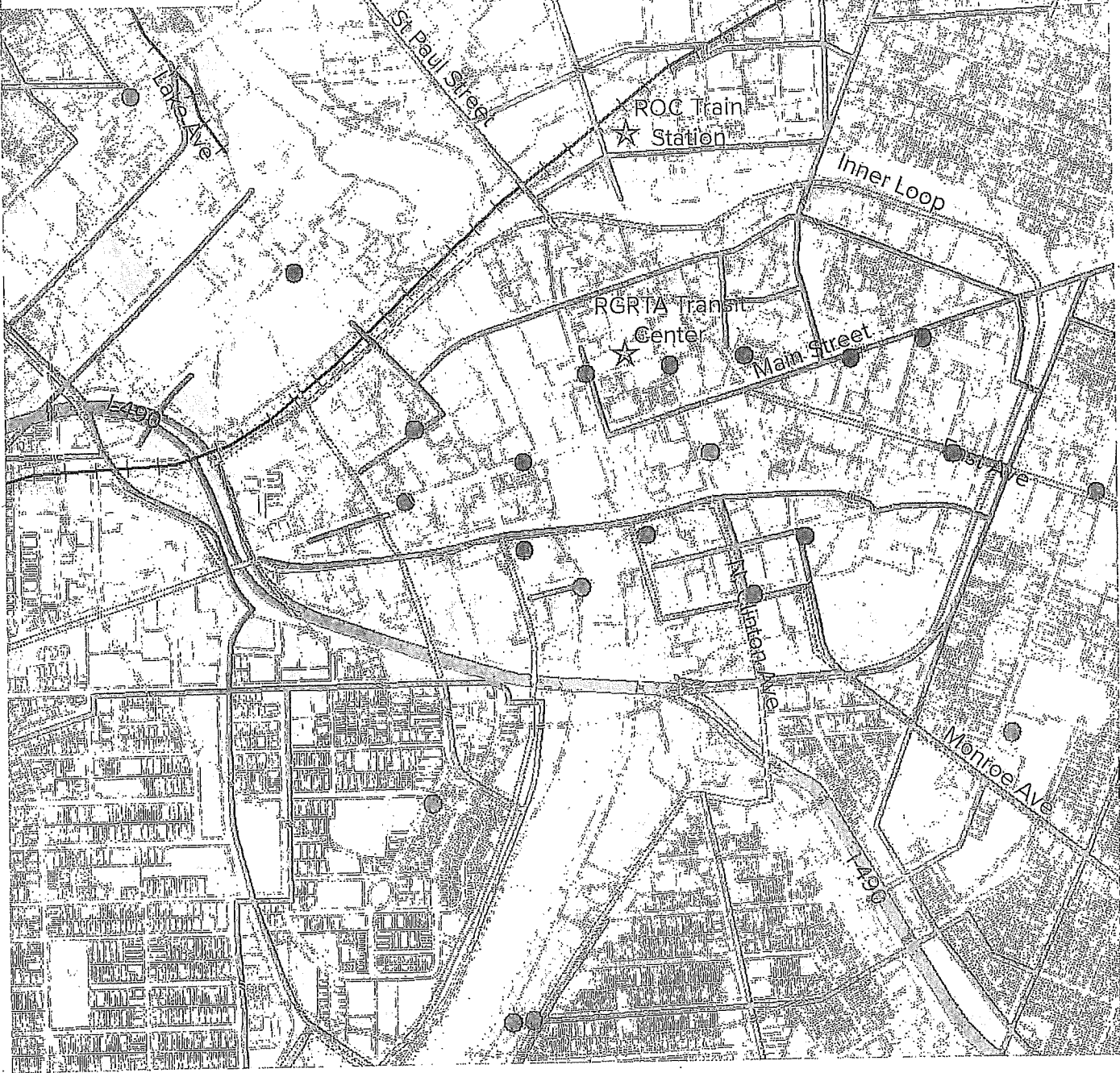
Rochester Neighborhoods



# Appendix A.2.ix Mass transit routes Appendix A.2.ix.a Downtown Transit map

## Legend

- Amazon Sites
- Existing and Planned Bike Facilities
- Bike Share Stations
- New York State Roads
- Trail
- New York State Thruway
- Rail Line
- Major Roads
- Interstates
- 1/4 Mile Buffer



Infrastructure | Downtown Transit Map

## **Appendix A.2.x. Description of commuter, bike share and ride share options**

### **Commuter transit options**

As seen in Map 11, there are abundant transportation options in the City of Rochester. Over the past ten years, the City has actively invested in public transit improvements, such as the new centrally located RGRTA Transit Center, the bicycle network and multi-use trails.

### **Bike share options**

Since 2011, Rochester has been dedicated to making the city friendly for Bicyclists. Rochester NY was voted a Bicycle Friendly Community in the fall of 2016 by the League of American Bicyclists- the city currently holds a bronze rating. Rochester was also granted the Bicycle Champion Award by the New York Bicycling Coalition in 2012. To date, 64 miles of Bike lane facilities have been installed and an additional 140 miles have been planned. Most recently, Zagster, the leading provider of bike share programs for cities, entered the Rochester market, with more than 40 docking stations and 300 bicycles available for residents and visitors. Several regional trails also provide access to the downtown core, as identified in Map 11.

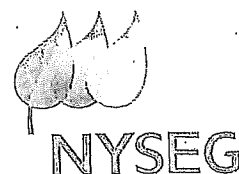
### **Availability of ride share options near Rochester site**

**Uber/ Lyft:** The ride hailing service became available in Rochester, NY and most of the upstate region in the summer of 2017. The service is available in both the downtown area and the surrounding suburbs.

**Bus:** The Rochester Transit Center offers transportation via bus for \$1 per ride and services nearly 1,000,000 customers every month. RTS also employs a complementary paratransit system for those with disabilities who would normally be unable to ride the transit buses in accordance with ADA regulations. RTS Buses run through 8 of the 9 counties in our region.

**Car:** Most Rochester commuters choose to travel by car considering they are readily available and affordable. Rochester has been voted one of the shortest commutes in the United States. Rochester commuters only spend 4% of their travel time in congestion and have an INRIX congestion score of 1.8- one of the lowest in the country. According to the 2015 American Community Survey, the average commute time to work in Monroe County is 19.9 minutes; average travel time is about 15-20 minutes around the city and surrounding neighborhoods. (Texas Transportation Institute; US Census Bureau; 2015 American Community Survey)

**Taxi Service:** Though not generally used for day to day travel, taxi services are readily available by phone and are usually visible downtown in the evenings and on weekends.



MAY 2016

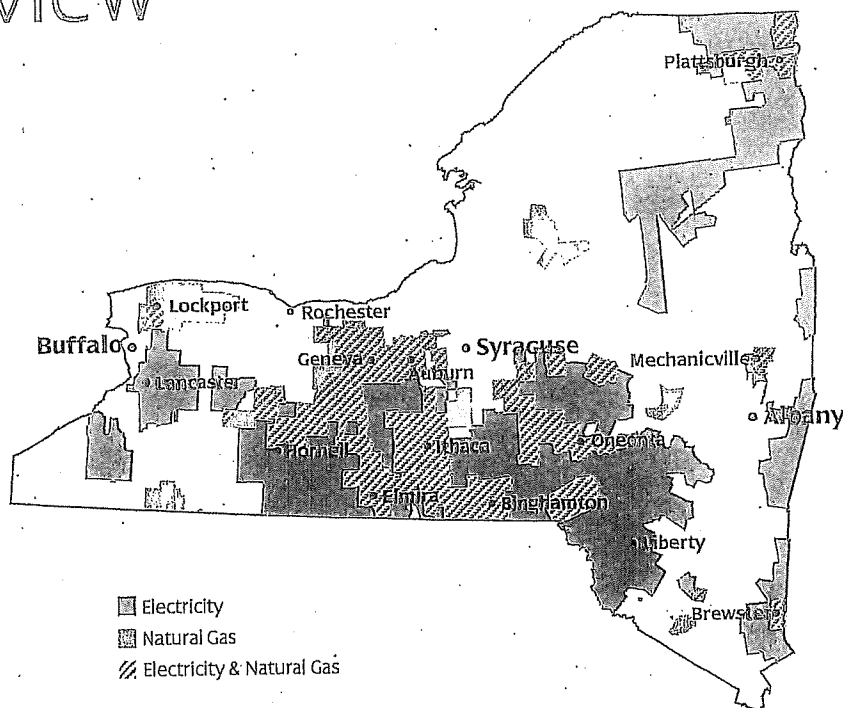
# NYSEG Overview

## ABOUT NYSEG AND AVANGRID:

NYSEG, a subsidiary of AVANGRID, serves 886,000 electricity customers and 265,000 natural gas customers across more than 40% of upstate New York. We are a team of dedicated individuals working as one to deliver value to our customers, employees and shareholders. By providing outstanding customer service and exceptional reliability, while holding safety and the environment in high regard, we aspire to be a world-class energy company.

AVANGRID, a subsidiary of global energy leader Iberdrola, S.A., is a diversified energy and utility company with operations in 25 states and \$30 billion in total assets.

For more information, visit [nyseg.com](http://nyseg.com) and [avangrid.com](http://avangrid.com).



## FACTS AND FIGURES:

<b>Service Area</b>	20,000 square miles
• Population Served	2.5 million
<b>Electricity Service</b>	42 counties, 151 cities and villages, 379 towns
• Electricity Customers	886,192
Residential	764,418
Nonresidential	121,774
• Miles of Transmission Lines	4,513
• Miles of Distribution Lines	34,959
• Substations	436
• Electricity Delivered (2015)	15,735 gigawatt-hours
• Revenue (2015)	\$1.3 billion
• Rate Base (2015)	\$1.8 billion
<b>Natural Gas Service</b>	33 counties, 92 cities and villages, 169 towns
• Natural Gas Customers	265,465
Residential	234,275
Nonresidential	31,190
• Miles of Transmission Pipeline	20
• Miles of Distribution Pipeline	4,752
• Regulator Stations	523
• Natural Gas Delivered (2015)	56,444,765 dekatherms
• Revenue (2015)	\$318 million
• Rate Base (2015)	\$0.5 billion
<b>Employees</b>	1,815



Appendix A.2.xiv Alternate sites for considerations: Eastman Business Park and Rochester  
Tech Park Complex  
(Additional information to be provided upon request)

23 acres

60 acres

27 acres

Genesee River

Realigned Maplewood

West Ridge Road



**EASTMAN BUSINESS PARK**  
Revised Planned Development District #12



Open Available Land

BERGMANN  
ASSOCIATES



# Rochester Tech Park Complex

2600 MANITOU ROAD

ROCHESTER, NY

OFFICE/MANUFACTURING FOR SUBLEASE

Building Size: 782,041 sf Lot Size: 100.85 Acres



CUSHMAN &  
WAKEFIELD



Pyramid Brokerage  
Company

## Space Breakdown:

Corporate Office: 70,000 ± SF

Executive Office: 50,000 ± SF

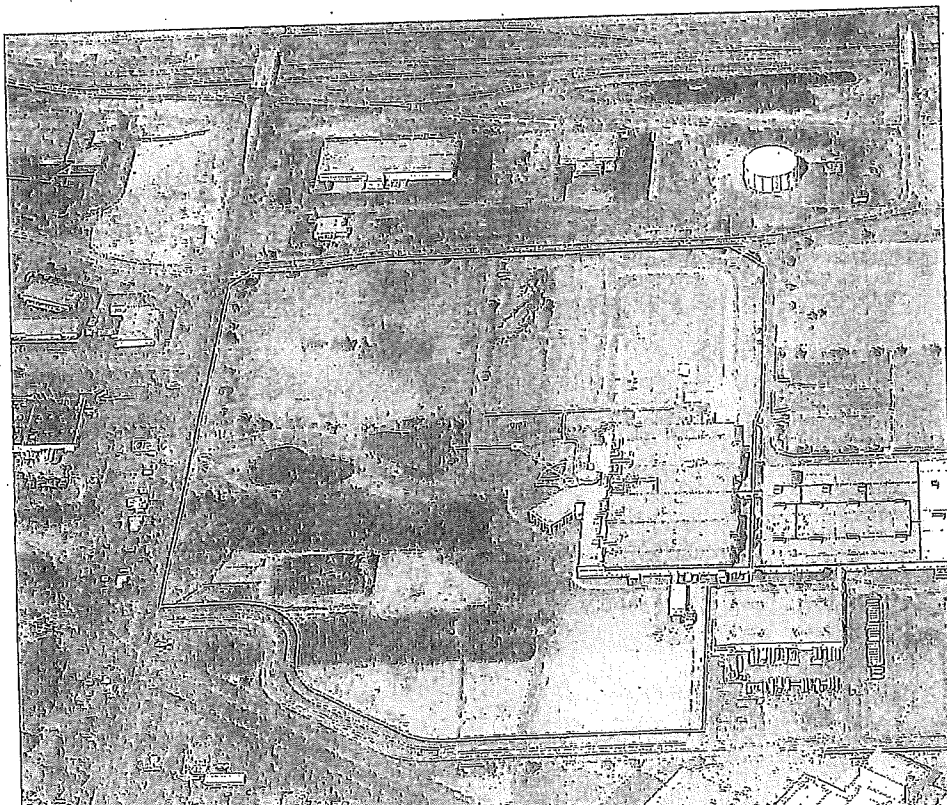
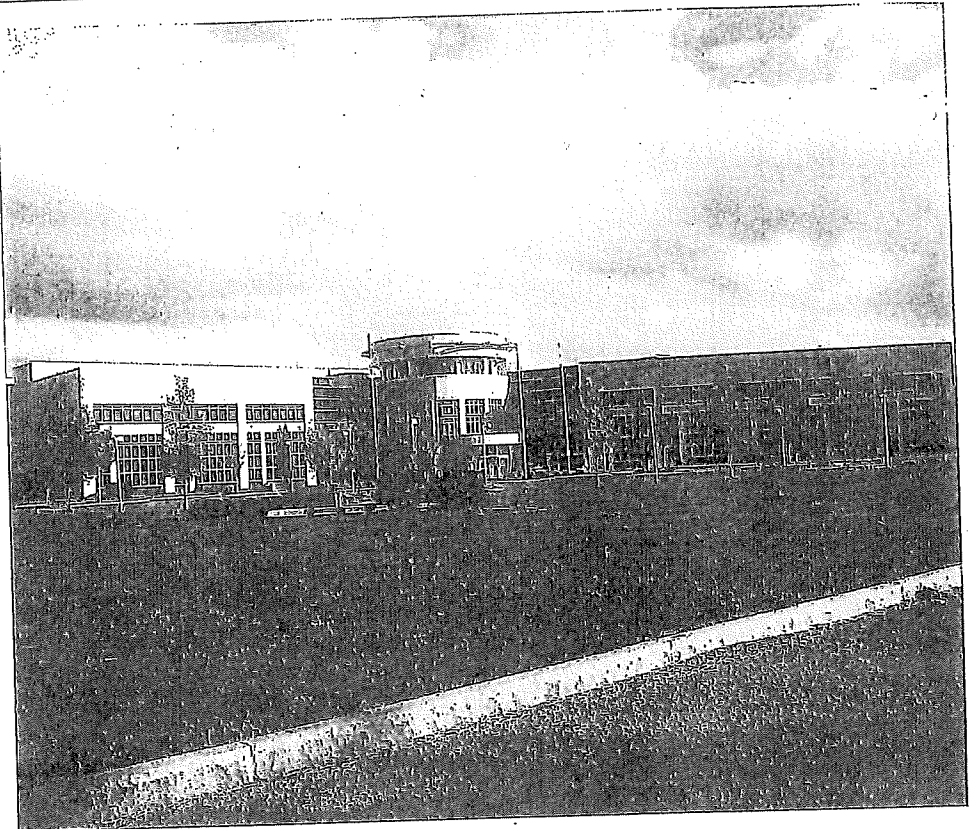
Manufacturing/Warehouse: 141,837 ± SF

Conventional Office: 118,755 ± SF

Lab/R&D: 282,907 ± SF

Cafeteria, Fitness, Atrium: 88,370 ± SF

Utility/Maintenance: 29,456 ± SF



**Address:** 150-250 Wallace Way,  
Rochester, NY

**Location:** Located off NYS Route 531  
near I-490 Expressway and  
the airport

**Town / County:** Town of Gates /  
County of Monroe

**Building Size:** 895,638 square feet

**Available Space:** Up to 895,638 sq ft  
- can be subdivided

## Appendix B:

Access to Top-Tier Talent

## Appendix B.1 Abundant Educational Resources

### Appendix B.1.i. Buffalo-Rochester Metro Corridor Statistical Area details

The combined Buffalo-Rochester metropolitan area comprises of 8 counties in Western New York.

Population (2017)	2,233,074
Population growth trend across 2015 – 2017	0.37%
Average age (2016)	40.4 years

### Appendix B.1.ii. Supporting Details on higher education

#### Appendix B.1.ii.a. Universities and Colleges within 2 hour drive of Buffalo-Rochester Metro Corridor

Table 1: 67 regional Universities and Colleges in 2 hr drive radius of Buffalo-Rochester Metro Corridor; 53 offering target STEM programs

Institution	Total Degrees (2016)	Institution	Total Degrees (2016)
University at Buffalo	8,743	Roberts Wesleyan College	640
Cornell University	7,380	Corning Community College	637
Syracuse University	6,719	Keuka College	623
SUNY at Binghamton	4,868	SUNY College of Enviro. Science and Forestry	621
Rochester Institute of Technology	3,852	Hobart William Smith Colleges	601
University of Rochester	3,574	St Bonaventure University	587
SUNY Buffalo State	2,547	Alfred University	583
SUNY College at Brockport	2,417	Cayuga County Community College	506
Monroe Community College	2,161	Elmira College	456
SUNY College at Oswego	1,973	Bryant & Stratton College-Online	435
Erie Community College	1,961	Upstate Medical University	432
SUNY Cortland	1,815	Trocaire College	322
Ithaca College	1,713	New York Chiropractic College	317
SUNY College at Geneseo	1,439	Houghton College	292
Canisius College	1,433	Hilbert College	265
Onondaga Community College	1,273	Cazenovia College	218
SUNY at Fredonia	1,235	St Joseph's College of Nursing at St Joseph's Hospital Health Center	201
Niagara University	1,203	Bryant & Stratton College-Southtowns	155
Saint John Fisher College	1,192	Bryant & Stratton College-Buffalo	151
SUNY Broome Community College	1,182	Pomeroy College of Nursing at Crouse Hospital	144
SUNY College of Technology at Alfred	1,074	Wells College	141
SUNY College of Technology at Delhi	979	Elmira Business Institute	138
Niagara County Community College	967	Bryant & Stratton College-Syracuse North	136
Daemen College	933	Bryant & Stratton College-Syracuse	134
Nazareth College	922	Bryant & Stratton College-Amherst	102
Le Moyne College	896	Jamestown Business College	98
Colgate University	840	Bryant & Stratton College-Henrietta	92
Finger Lakes Community College	816	Bryant & Stratton College-Greece	82
Genesee Community College	811	Villa Maria College	73
D'Youville College	788	Finger Lakes Health College of Nursing	68
Jamestown Community College	703	Davis College	51
Tompkins Cortland Community College	691	Northeastern Seminary	39
Medaille College	655	Elim Bible Institute and College	34
Morrisville State College	643		

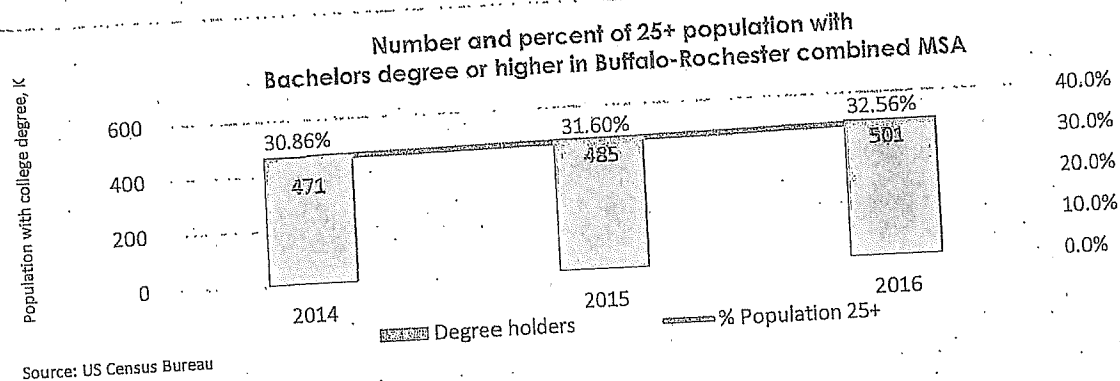
\* University or colleges shaded in grey do no offer target STEM programs

Table 2: Canadian Universities and Colleges close to the Buffalo-Rochester Metro Corridor provide a pipeline to additional talent

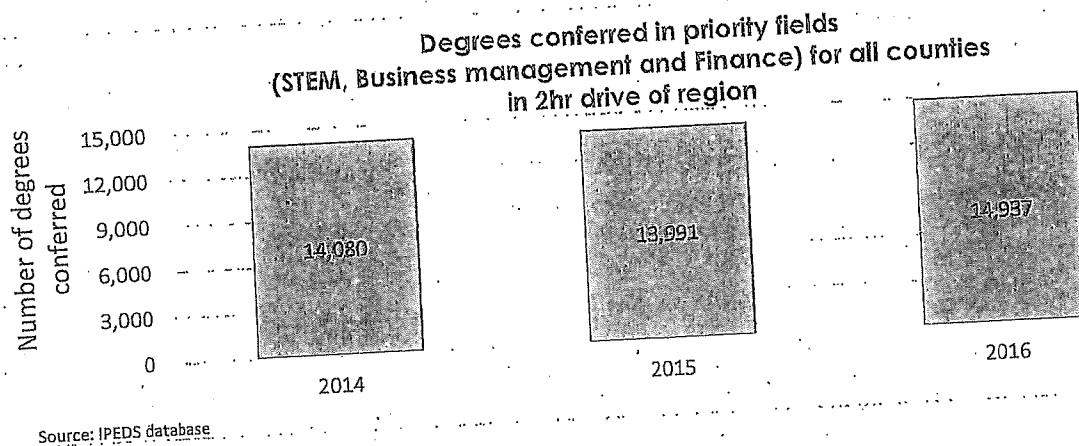
Institution	Total Degrees (2016)
McMaster University	6,196
Brock University	3,957
McMaster University - Mohawk	156
McMaster Divinity College	42
Niagara College Canada	40
Mohawk College of Applied Arts and Technology	39

\*University or colleges shaded in gray do not offer target STEM programs

# Appendix B.1.ii.b Number and percent of 25+ population with Bachelor's degree or higher in Buffalo-Rochester combined MSA



# Appendix B.1.ii.c. Three year Target degree completions from Universities and Colleges within 2 hour drive of Buffalo-Rochester Metro Corridor



# Appendix B.1.ii.d Buffalo-Rochester Metro Corridor Alumni in fifteen largest metro areas

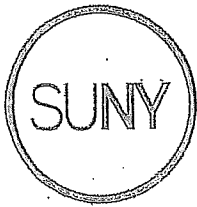
Table 1. ~19,000 alumni of regional Colleges and Universities with targeted technology occupations in the fifteen largest US metro areas within an 8 hour drive

Technology occupations	No. of Alumni
Computer and Information Research Scientists	465
Computer and Information Systems Managers	4930
Computer Hardware Engineer	253
Computer Network Architects	709
Computer Network Support Specialist	347
Computer Programmer	1026
Computer Systems Analyst	2998
Computer User Support Specialist	2697
Database Administrator	476
Information Security Analyst	606
Mathematicians	16
Network and Computer Systems Administrators	2174
Statisticians	386
Web Developer	1787
<b>Total</b>	<b>18,870</b>

Source: EMSI database



Appendix B.1.ii.e. Letters of Support from higher education institutes



The State University  
of New York

Kristina M. Johnson, PhD  
Chancellor

State University Plaza  
Albany, New York 12246

[www.suny.edu](http://www.suny.edu)

October 11, 2017

Amazon Review Committee

Amazon  
410 Terry Ave. North  
Seattle, WA 98109

Dear Sir or Madam:

As chancellor of The State University of New York (SUNY)—the nation's largest comprehensive university system—I know how vital higher education is to creating a twenty-first-century knowledge economy in our local communities and across the nation. Thanks in part to SUNY, New York State's workforce is highly educated—ranked third among states in terms of the percentage of the workforce that holds a bachelor's degree or higher. Across SUNY's 64 campuses, the impact of our teaching, research and innovation, and community engagement is improving lives and driving economic growth by making advances in healthcare discoveries and clinical treatment, educating tomorrow's teachers and thought leaders, promoting entrepreneurship and economic development, and supporting and greatly contributing to the vibrancy of local communities.

In Buffalo and the Western New York region, the University at Buffalo serves as an anchor for this knowledge-based economy driven by innovation, knowledge, and discovery. UB impacts its community by educating the skilled workforce in many of the critically important employment areas that align with Amazon's priorities, thereby enriching the local talent pool, and by helping to ensure that these jobs—and the people who make Buffalo work—stay in the region. UB continues to be successful at putting more of its talented graduates to work in the region, as well as bringing in and retaining an influx of new, young talent from outside the region. As chancellor, I am committed to working with the University at Buffalo and our other academic institutions in building and expanding those programs that best meet Amazon's needs and look forward to collaborating with Amazon to help provide talent through our statewide public education system.

Indeed, UB is already well-positioned to be a pipeline to Amazon for talented graduates from its highly regarded schools of Management, Law, and Engineering and Applied Sciences. UB annually produces many graduates in fields such as computer science and engineering, information technology, supply chain management, and information management, among many others that would provide top-level talent for Amazon's second headquarters. SUNY supports UB's continued growth for programs like these while also identifying and rectifying any educational gaps. Keeping UB and SUNY at the forefront of emerging technology benefits our students as well as Amazon. As one example, UB's School of Engineering and Applied Sciences has seen a 16 percent increase in this year's freshman class and anticipates 10 percent growth annually for the next three years. As chancellor, I pledge continued support for reasonable growth and expansion, paying special

attention to those disciplines that are becoming increasingly critical to our twenty-first-century economy.

Research and innovation have long been hallmarks of American higher education, and SUNY is a national leader in educating the workforce of tomorrow. Within Western New York alone, more than a dozen SUNY institutions are strong links in the education pipeline. Additionally, they are the foundation of a knowledge economy and a creative community, which attracts additional talent for a highly educated workforce. Together we could harness these resources to the benefit of all.

Sincerely yours,



Kristina M. Johnson, Ph.D.  
Chancellor

KMJ:jfn

R·I·T

Rochester Institute of Technology

**Statement from RIT President David Munson supporting Rochester-Buffalo proposal for  
an Amazon North American Headquarters**

"Rochester Institute of Technology firmly believes our region is the best location for Amazon's second North American headquarters," said RIT President David Munson. "RIT alone has connections with the company that are strong and deep—more than 300 alumni who work for Amazon, plus nearly 200 students who have worked there through our co-op program and renowned academic programs in packaging science, computing, mechanical engineering, sustainability, imaging science and other disciplines that can directly support the company's work. When you add what RIT and the other universities have to offer into the mix with the region's highly skilled workforce and affordable cost of living, it just makes good business sense."

October 17, 2017

Amazon Review Committee  
Amazon  
410 Terry Avenue North  
Seattle, WA 98109

Dear Sir or Madam:

I am writing to strongly recommend Buffalo and the Western New York region for Amazon's HQ2. Buffalo has so much to offer a company such as Amazon and your workforce.

A community on the rise, Buffalo is experiencing a renaissance now years in the making as a result of careful planning and strategic investment. In just the past five years, the city has received more than \$19 billion in development investments from both public and private entities. In recent years it has attracted companies such as Tesla and Panasonic to the region, and it continues to boost confidence for further public and private investment.

This capital has also given life to a vibrant waterfront district in downtown Buffalo. Young millennials are now flocking to the city to live and work in an area highly rated for walkable streets, bike lanes, an easy and accessible public transportation system, and a vibrant entertainment and cultural scene. With nearly two dozen colleges and universities in Western New York, a steady stream of top talent is drawn to this region.

The University at Buffalo is proud to have a vital role in our region's resurgence. An anchor institution for this knowledge-based economy, UB is driven by innovation, knowledge, and discovery. Every day, we impact the Western New York region through our research, our community engagement, and by educating the skilled workforce in many of the critical employment areas that align with Amazon's priorities.

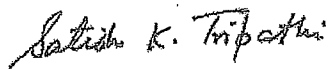
A flagship institution in the State University of New York (SUNY) system, UB is the largest and most comprehensive school in the 64-campus SUNY system. A member of the American Association of Universities, UB enrolls more than 30,000 undergraduate, graduate, and professional students annually. We have more than 255,000 alumni worldwide, with more than half living in New York State and greater than 75,000 residing in the Western New York region. The majority of Western New York's licensed professionals—including 9 of 10 dentists, 7 of 10 pharmacists, and 8 of 10 lawyers—are UB graduates.

UB is already extremely well-positioned to be a pipeline to Amazon for talented graduates from its highly regarded schools of Management, Law, and Engineering and Applied Sciences. UB annually produces many graduates in fields such as computer science and engineering, information technology, supply chain, and information management programs, among many others that would provide top-level talent for Amazon's second headquarters. And we anticipate even further growth in these areas in the years ahead. Our School of Engineering and Applied Sciences has seen a 16 percent increase in this year's freshman class and anticipates 10 percent growth annually for the next three years. Additionally, in the fall of 2018 UB is launching a new

undergraduate degree—Information Technology and Management—that will complement the already-existing graduate program in Management Information Science.

Working alongside our community to produce impactful research, educational initiatives, innovation and discovery, UB plays a critical economic role in entrepreneurship and commercialization through partnerships with business and industry that grow deeper every year. Research and innovation have long been hallmarks of American higher education, and UB is a leader nationally, and here in Western New York, as we educate the workforce of tomorrow. The higher education community in Buffalo is the foundation of our knowledge economy and creative community, attracting top talent for our highly educated workforce. It is my pleasure to express my enthusiastic support for this region's bid for Amazon HQ2, as together we could harness Western New York's many resources to the benefit of all.

Sincerely,



Satish K. Tripathi  
President



OFFICE OF THE PRESIDENT

Joel Seligman  
President and Chief Executive Officer  
G. Robert Witmer, Jr. University Professor



October 13, 2017

Greater Rochester Enterprise  
100 Chestnut Street, Suite 1910  
Rochester, NY 14604

To Whom It May Concern:

On behalf of the University of Rochester and its more than 40,000 employees and students, and our more than 100,000 Rochester alumni around the globe, I am writing to offer my full support and enthusiasm for Amazon to locate its headquarters in our region.

Following years of manufacturing losses that altered our economic landscape, our region is in the midst of an economic renaissance that would be forever impacted if Amazon chose to locate its headquarters here. By any measure, this region consistently ranks as one of the most educated and innovative in the country. Be it R&D expenditures, the number of STEM jobs and degrees, or patents, the Rochester region outperforms the nation on almost all innovation benchmarks. With our unparalleled research and education and workforce development programs, a highly skilled and entrepreneurial workforce, a thriving start-up environment, low health care and business costs, a strong supply chain, and key industrial assets, the Finger Lakes has the talent, assets, and capacity to meet Amazon's needs and the University of Rochester is proud to partner in this transformational proposal.

The University of Rochester is one the nation's leading research institutions and places a strong emphasis on entrepreneurship, technology commercialization, and collaboration with industry. The University has received almost \$2 billion in research funding over the last five years and has some of the top ranked schools and programs in the country. We are also the region's largest health care provider anchored by a nationally ranked academic medical center, which includes a Level One Trauma Center and a new \$150 million children's hospital. Our collaboration with employers, insurers, and the community has led to health care costs that are 20% below the national average with excellent quality and access. The University also ranks among the top U.S. institutions in international student enrollment, and our world-class research facilities and renowned schools host thousands of visiting scientists from around the country and the world.

The University is also a significant contributor to the region's rich cultural offerings and quality of life that are of particular interest to Amazon. The University's Eastman School of Music is widely regarded as our nation's premier music school, boasting world-class faculty and teaching facilities right in the heart of downtown Rochester. The Eastman Theatre attracts more than 300,000 annual visitors to historic Kodak Hall, which is also home to the Rochester Philharmonic Orchestra. The Eastman School is the epicenter of the Xerox Rochester International Jazz Festival, an acclaimed nine-day event that draws nearly 200,000 visitors each

year, and the Rochester Fringe Festival, which is one of the only festivals of its kind in North America, attracting more than 68,000 people to its performances in downtown Rochester. The Memorial Art Gallery, a University-affiliated art gallery that also serves as a public art museum, hosts nearly 300,000 visitors annually and consistently ranks among the top 20% in attendance among all art museums in the country.

The University is highly collegial and is focused on building and enhancing the University's relationships with industry partners, fostering collaborations that can help maximize the potential for business, our faculty, and students. This includes access to University leaders; visionary faculty; basic and innovative research; state-of-the-art facilities and cutting-edge technology; and student talent and alumni expertise. All units of the University are within a 10 minute walk or drive, facilitating a highly collaborative, multidisciplinary research environment.

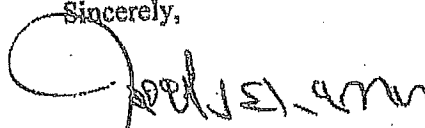
As part of our support, we pledge in the strongest possible terms our commitment to work and partner with Amazon to meet all their innovation, workforce, health care and cultural needs to help make Rochester the most attractive place to work, live, and play. Our innovation ecosystem offers numerous ways to partner, including:

- research projects that could result in novel products;
- access to state-of-the-art infrastructure;
- entrepreneur-ready technologies and innovations into a company's existing intellectual property portfolio to enhance a product line or help launch a new one;
- customized curricula and tailored programming to meet emerging industry needs;
- experiential learning opportunities for students with internships, capstone and practicum projects, and hackathons;
- access to specialized health care services; and
- close relationships with faculty, students, and alumni.

Amazon has a tremendous opportunity to make a strategic, once in a generation, transformational investment that will forever change a community. We believe that Rochester, with the foundation that has been laid, is the community that is best positioned to meet Amazon's needs now and into the future. The Rochester region is ready and excited for this transformation and Amazon is the catalyst that can make our true potential a reality.

If I can offer any additional information or support on behalf of the University in support of this effort, please do not hesitate to contact me.

Sincerely,



Joel Seligman  
President and Chief Executive Officer  
G. Robert Witmer, Jr. University Professor



**ERIE COMMUNITY COLLEGE**  
STATE UNIVERSITY of NEW YORK

**Dan Hocoy, Ph.D.**

*President*

October 16, 2017

Mr. Jeff Bezos  
Amazon  
410 Terry Ave. North  
Seattle, WA 98109-5210

Re: Buffalo-Rochester Amazon H2Q Proposal

Dear Mr. Bezos,

I am writing to express my enthusiastic support for the joint proposal between Invest Buffalo Niagara and the Greater Rochester Enterprise to bring Amazon's second North American headquarters to the Western New York region. SUNY Erie Community College (SUNY Erie) currently offers more than 100 two-year degree and one-year certificate programs with specializations that prepare people of varying backgrounds and skill sets to gain employment in areas from office support and management to sales and development.

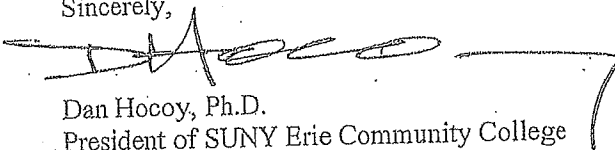
SUNY Erie is committed to serve as an active partner in this Western New York collaboration through the creation of educational programs to fill the Amazon hiring pipeline. SUNY Erie's Workforce Development Department can also provide customized non-credit training for workers with a need to upgrade their skills and advance their careers. As a College community, we have offered similar support to ensure the success of the Tesla/Panasonic collaboration on the Solar City project in Western New York.

In support of this initiative, SUNY Erie will commit its institutional resources and comprehensive student support services to help future Amazon employees successfully complete their degree, certificate and training programs to become a contributing member of the workforce ecosystem.

The joint venture to bring the Amazon H2Q to Western New York has my full support. Having recently moved to Buffalo from Seattle, I have been impressed at how similar these two cities are with regard to their dynamism, infrastructure and local pool of talent. I know Western New York would provide immense opportunities for Amazon.

If I may provide any additional information, please contact my office at (716) 851-1200. Thank you for your consideration of the Western New York region as the location for Amazon H2Q.

Sincerely,



Dan Hocoy, Ph.D.  
President of SUNY Erie Community College

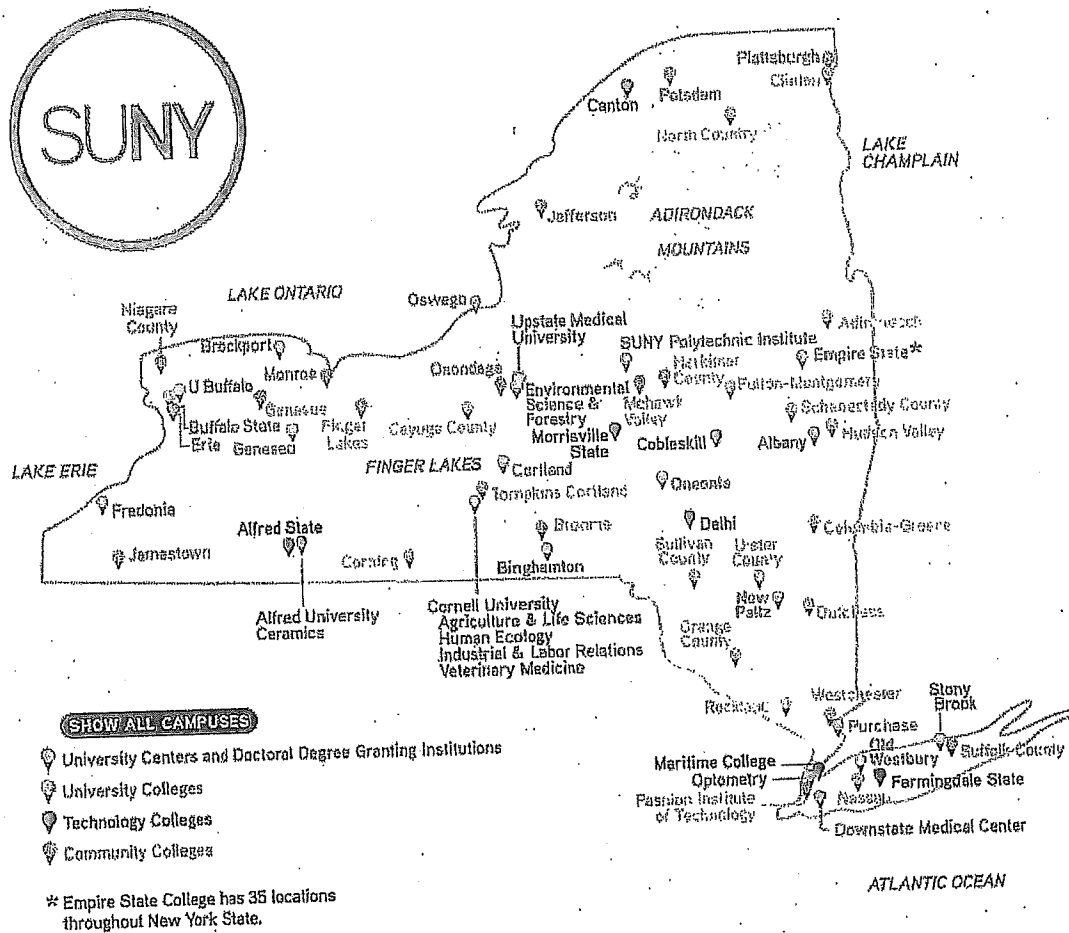
**ERIE COMMUNITY COLLEGE**

Office of the President, 121 Ellicott Street, Buffalo, New York 14203

Telephone: (716) 851-1200 · Fax: (716) 851-1029

Email: Hocoy@ecc.edu

## Appendix B.1.ii.f. Details of support from SUNY for Amazon



# State University of New York

## CAPABILITIES IN SUPPORT OF AMAZON HEADQUARTERS<sub>2</sub>

Kristina M Johnson, Chancellor and Executive Leadership Team

The State University of New York

October 9, 2017



## Executive Summary

The State University of New York (SUNY) is the largest and most comprehensive university system in the United States. Our impact in New York State and across the globe begins with our 64 institutions, including research universities, academic medical centers, liberal arts colleges, community colleges, colleges of technology and an online learning network. We serve nearly 1.3 million students, including nearly 600,000 in credit bearing courses and programs and more than 700,000 through continuing education and community outreach programs. Our nearly three million SUNY alumni are located around the globe, each making their own unique impact. In all, SUNY is a critical determinant of New York State's diverse, trained, and ready workforce.

SUNY was created out of a commitment to opportunity and access, and designed to meet diverse needs across a vast geographic landscape. We reflect both the land grant mission reborn and a reputation for embracing new thinking and brighter ideals. Our faculty and students are constantly seeking, generating, analyzing, and sending knowledge back into the world through informed citizens, revitalized communities, and experts who transform entire sectors. There is a SUNY campus within 30 miles of 95% of the citizens of New York State.

SUNY's colleges and universities are state-supported and our graduates have been giving back and transforming the lives of local and global citizens since we were established over 65 years ago. Millions of SUNY alumni are working in their communities every day, changing and improving the world with exceptional contributions—whether defined as a medical breakthrough, a technological innovation, an inspirational piece of art, or the birth of a new business.

Through SUNY's robust credit and non-credit workforce development programs our colleges are experienced in providing tailored certificate courses, modules, and/or degree programs that provide "Just-In-Time" learning for employees, adding to organizational value and creating lifelong learners. SUNY has a long history of developing innovative programming and providing high-quality certificate and degree programs aligned with the needs of business and industry partners across the state and nation. We have the capacity and the infrastructure to create and scale-up any program, from artificial intelligence and machine learning to aviation and aeronautics, IT and cyber security, logistics, operations, supply chain management, renewable energy and storage, communications, sales and marketing, legal, healthcare, biomedical sciences, and aerofarming.

We summarize in this document examples of specific programs and resources in education, healthcare, and sustainability where SUNY can support the successful establishment and operations of the Amazon HQ2 in the State of New York.

## 1.0 Education – The Key to a Trained and Ready Workforce

### 1.1 Just-In-Time Learning

SUNY is pioneering Just-in-Time Learning (JITL) through its extensive applied learning programs as a strategy to develop critical workforce needs and strengthen campus relationships with business and non-

profit partners. SUNY faculty deliver JITL both onsite and via video conferencing, telepresence, online courses and augmented reality systems. In the 2016-17 academic year alone, 185,000 SUNY students engaged in 32,000 approved applied learning course sections.

## 1.2 SUNY Amazon Scholars Program

The goal of Amazon Scholars Just-In-Time Learning program is to offer high-quality, flexible, and just-in-time learning opportunities to employees of Amazon and Amazon's partner organizations, helping them achieve their education goals while improving on-the-job performance.

Employees at Amazon and its select partners would be eligible to apply to be an Amazon Scholar. The applications will be jointly reviewed by Amazon and SUNY. Amazon Scholars will be automatically enrolled in the SUNY program of their choice for up to 10 credit-bearing or non-credit bearing courses per semester that can assist the Scholar to: (1) work towards and ultimately achieve an associate, bachelor's or master's degree; and/or (2) receive Just-In-Time education in an area that is critical to their current and future career success. On-line, credit-bearing and non-credit bearing courses will be no-cost to Amazon Scholars.

SUNY is uniquely positioned to partner with Amazon in providing JITL to its employees. First, SUNY offers over 7,000 degree programs. The breadth and depth of SUNY's current and future programs would meet the varied interests and needs of Amazon and its employees. Second, SUNY has a system-wide online learning platform, providing an unparalleled opportunity to access over 500 online programs. Third, SUNY campuses are distributed across the state of New York, making it possible for in-classroom experience when desired regardless of where the employees are located. Finally, SUNY's online and on-site educational experience is flexible enough to balance the need for continuous learning with the demands in the home and workplace.

As a result, SUNY has unparalleled capacity for large-scale, industry partnerships tailored to individualized employee needs, including:

- **Applied Learning Centers** delivered at an industry partner's site to provide "Just-In-Time" learning to employees in all the fields mentioned in the Request for Proposal (RFP) including cyber security, machine learning, cognitive computing, supply chain management, autonomous vehicles and aviation science, while offering access to SUNY's high-quality faculty and laboratories across 64 campuses through video conferences and augmented reality delivery systems;
- **Customized curricula** for emerging industry needs;
- **Unique modes of education delivery** that utilize stackable, modularized courses and certifications making it easier for student entry and completion;
- **Improved support services for student programs** for math and reading that reduce the amount of time needed for completion of certificates and degrees.

To increase the pipeline of students who enter our colleges, graduate and succeed in the workforce, SUNY has set an ambitious agenda to increase college completion among our students and raise the number of

SUNY students earning certificates and degrees by 50% by 2020. To reach this goal, we have developed a comprehensive strategy that is multifaceted and includes:

- *Seamless transfer of credits* across SUNY campuses;
- *Remediation* through an evidence-based Quantway/Statway math tool;
- *Early College matriculation for High School students* -Pathways to Technology (P-TECH);
- *Flexible and accelerated portals*, including online courses and programs available through OpenSUNY and competency-based evaluation;
- *Alignment between credential programs and workforce* (Job Linkage);
- *Robust support services*, including child and elder care services, transportation, counseling, and legal aid to help students stay on track to degree;
- *Data analytics and data-guided decision-making*, to maximize education and training program individualization and success (applying machine learning to human learning).

### 1.3 OpenSUNY

SUNY's system-level, online learning platform, called "OpenSUNY", is an initiative designed to extend the reach of SUNY campuses nationally and internationally. Open SUNY draws on more than 20 years of online learning and innovative instruction across the SUNY system. SUNY campuses deliver more than 20,000 online courses annually in a wide range of disciplines and serve to increase access to a SUNY education and improve students' opportunity to complete. Forty-three SUNY campuses offer fully online degree and certificate programs through Open SUNY, for a total of more than 500 online programs across the systems. Specific programs and courses available online can be found at [open.suny.edu](http://open.suny.edu).

Below is a summary of the credit-bearing online courses currently available in the subject areas listed in the RFP:

Subject Area	# of Courses
Cybersecurity	116
Machine learning	2
Cognitive computing	8
Supply chain management	32

The following degree and certificate programs are currently available online:

#### Cybersecurity

- Certificate Program in Cybersecurity (Westchester Community College)

- Associates Degree in Computer Security and Forensics (Broome Community College)
- Associates Degree in Information and Network Technology (Monroe Community College)
- Bachelor's Degree in Informatics (University at Albany)
- Master's Degree in Information Design and Technology (SUNY Polytechnic)
- More than 20 online programs at the Associates level in Computer Science or Information Technology disciplines where students may focus or concentrate on Cybersecurity.

#### **Machine learning**

- More than 20 Computer Science or Information Technology programs where students may focus or concentrate on Machine Learning.

#### **Supply chain management**

- Associates Degree in Supply Chain Management (Schenectady County Community College)
- Associates Degree in Business with a concentration in Supply Chain Management (Genesee Community College)
- More than 30 online programs in Business Administration at the Associate's, Bachelor's and Master's levels, where students could focus or concentrate on Supply Chain Management.

And SUNY is also prepared to put online, any in-classroom course offering including, but not limited to, classes in autonomous vehicles, aviation science and instruction for operating and piloting drones.

OpenSUNY partners with Coursera as a *massive open online course* (MOOC) platform provider. SUNY MOOCs offer breadth and depth of content, with planning, producing, and scaling up courses occurring at an impressive "content to market" speed in support of personal, professional, and workforce development (<https://www.coursera.org/suny>). SUNY MOOCs currently in development include *Computer Vision*, *Introduction to Block Chain*, *Enterprise Information Systems*, and *Minecraft for Educators*. There is solid interest in launching a course in drone management, with conversations underway among internal and external research partners.

We are well equipped to move classroom courses and programs online, as well as the development of new online MOOCs, courses, and programs, in order to meet the workforce development and continuing education needs of Amazon.

Quality has always been a priority for SUNY's online learning efforts. We have been active both in establishing quality standards in the online learning field and ensuring the quality of our own online courses and programs. OpenSUNY contributed to the development of the Online Learning Consortium's Quality Scorecard for the administration of online program and we utilize this scorecard in assessing individual campus readiness for ensuring quality in online learning through the OpenSUNY Institutional Readiness Process.



Because of these and many other efforts, SUNY is recognized as a national leader in online learning and consequently has received numerous awards and national recognitions for establishing quality standards and ensuring quality in online learning (see Appendix A).

## 1.4 Aviation Science

Seven SUNY campuses including Dutchess, Jamestown, Mohawk Valley, Suffolk and Tompkins Cortland Community Colleges and Farmingdale State College, offer certificate and Associate's level offering programs in aeronautics and aviation science (see Appendix A for specific course listings). In addition, Mohawk Valley recently launched a drone program, "Remotely Piloted Aircraft Systems".

SUNY's Aviation Flight Center at SUNY-Farmingdale State College includes thirteen faculty and is conveniently located off the Long Island Railroad and is the largest school in the northeastern United States for training certified flight instructors and airline, charter, corporate, banner tow plane, traffic watch and air ambulance pilots. The 4-year degree in aviation and aeronautical sciences provides 5800 flight hours a year in solo and dual flight instruction.

In addition to the 4-year degree, the SUNY Aviation Flight Center has a non-credit bearing Remote Pilot (Drone) certification course designed to prepare students to take and pass the FAA written exam required to receive a Remote Pilot license.

## 1.5 STEM Education Infrastructure

SUNY's physical infrastructure is massive and comprehensive ranging from large University Research Centers and regional teaching hospitals, to small, rural community colleges. In total, there are over 2,800 buildings with more than 106 million square feet. In the last 12 years, New York State has invested \$9.4 billion in SUNY's State-operated academic and hospital facilities, supporting the regional economies throughout the State.

This capital investment was largely targeted towards critical maintenance to ensure the core operations of the University, and rehabilitate, renovate and construct facilities necessary to support growing STEM academic programs to meet our State's workforce needs. Nearly \$3.4 billion supported STEM-related construction. Both the State of New York and SUNY recognized that investment in STEM facilities is vital to the economic well-being of the State and to higher education. A sampling of large-scale projects that will support STEM education in key locations in the State include:

- **Stony Brook University (Long Island)**

- A new \$450 million Medical and Research Translation Building (MART) and Bed Tower is currently in construction and, when complete in 2018, will provide the University with a ten-story building (510,297 gross square feet) located adjacent to the existing Health Sciences Tower and Stony Brook (SB) Hospital on the Stony Brook East Campus. The MART will house Stony Brook's new headquarters for Cancer Research, Advanced Medical Imaging, and Cancer Care Center. The Bed Tower will house a new Children's Hospital, Heart Hospital, Imaging, Neuro and Surgical ICU's.

- **University at Buffalo (Western New York)**

- A new \$385 million School of Medicine and Biomedical Sciences Building (SMBS) is currently in construction and will be completed by the end of 2017. The new eight-story building (624,000 gross square feet) located in downtown Buffalo adjacent to the Buffalo-Niagara Medical Campus and will provide state-of-the-art medical education spaces, medical research labs, human anatomy labs, clinical competency labs, surgical labs, and a vivarium.

- **University at Albany (Capital Region)**

- A new \$184 million Emerging Technologies and Entrepreneurship Complex (ETEC) will be bid for construction in Fall 2017. The new four-story (246,000 gross square feet) building will house research labs, classrooms, and support spaces for the Department of Atmospheric and Environmental Sciences, Atmospheric Sciences Research Center, Department of Physics and Electronics Technology Cluster and the College of Emergency Preparedness, Homeland Security and Cybersecurity.

## 2.0 Accessible, Quality, and Cutting-Edge Healthcare –Essential for the Growth of Businesses

Quality of life is one of the principle conditions attracting industry and businesses to a community. A significant determinant of the quality of a community's life rests on the ready availability of high quality educational and healthcare offerings, and in particular Academic Health Centers (AHCs), which bring together excellent, specialized and cutting-edge care, innovative and relevant biomedical research and discovery, and quality medical and health professions education and training. The state of New York is fortunate to have some of the best healthcare and AHCs available anywhere in the United States. We briefly describe these in some detail three areas of particular interest, Long Island, the Capital Region, and the Buffalo/Western New York Region.

### 2.1 LONG ISLAND:

Healthcare in Long Island is anchored by Stony Brook University (SBU), one of the top AHCs nationally. Stony Brook Medicine is the term used to describe all the health sciences resources at SBU, encompassing research, education, clinical care, and community outreach. Stony Brook Medicine comprises the 603-bed tertiary care Stony Brook University Hospital (SBUH), a 900+ physician School of Medicine faculty practice, six health science schools (Medicine, Dental Medicine, Health Technology, Nursing, Pharmacy and Social Welfare), as well as a number of non-medical Stony Brook University departments and institutions that are engaged in health-related fields (e.g. Institute of Chemical Biology and Drug Development, and the Institute of Engineering Driven Medicine).

The Stony Brook healthcare system is characterized by high quality and high value, offering a wide range of services from primary care to cutting-edge surgery and cancer care. A large number of healthcare services in Suffolk County are only offered at SBUH, including the only American College of Surgery Level 1 Trauma

Center for adults and children, the only accredited heart failure and ventricular assist device program, the only burn unit, the only 24/7/365 devoted pediatric emergency room, the only regional perinatal center, the only comprehensive psychiatric emergency program, and several others.

SBUH will soon open a 150-bed expansion, which will allow the hospital to provide all private, acute adaptable rooms, including a Children's Hospital, the only such facility in Long Island. Several examples of the quality of care administered at SBUH include a US Department of Health & Human Services assessment as having the lowest mortality rate on Long Island for patients with myocardial infarction, over 500 consecutive cardiac surgeries with zero mortality, a top 5th percentile national ranking for clinical outcomes by Healthgrades, and ranked in the top decile nationally by the American College of Surgeons for surgical mortality, only one of two such designations in the entire New York metropolitan region.

SBUH also provides ambulatory care for hundreds of thousands of patients throughout Suffolk County. As but one example, SBUH just opened a 120,000 sf "Advanced Specialty Care" clinic in Commack, at the geographic center of Long Island, within 30 seconds of two New York State Parkways and 1.5 min of the Long Island Expressway. Physicians that represent over 30 specialties and subspecialties attend at the clinic; practices also include extended hours of care. As two examples of the quality of its ambulatory care, SBUH was recently rated 4-star quality by Vizient, the largest and most reputable healthcare quality organization for AHCs, and received a 99<sup>th</sup> percentile ranking in the Press-Ganey patient satisfaction survey.

In addition to the medical services offered by Stony Brook Medicine, two other healthcare systems are present on Long Island and interact with Stony Brook Medicine. Northwell Health operates more than a dozen hospitals of varying size and capacity, and the Catholic Health Services of Long Island operates six hospitals with a range of capacities on the island. Both organizations also offer a range of ambulatory services in both urgent care centers and multidisciplinary and single specialty medical facilities. Needless to say, Long Island has a medically sophisticated and richly resourced healthcare community.

## 2.2 CAPITOL REGION

The Capitol region is fortunate to have excellent healthcare and health professionals, anchored by two large healthcare systems, Albany Medical Center and St. Peter's Health Partners.

Albany Medical Center (Albany Med) is the Region's only Academic Health Center (AHC) and includes the 734-bed Albany Medical Center Hospital, offering a wide range of medical and surgical services, and the Albany Medical College, which trains the next generation of doctors, scientists and other healthcare professionals and which also includes a biomedical research enterprise. It also includes the region's largest physicians practice with more than 450 doctors. Further, Albany Med works with dozens of community partners to improve the region's health and quality of life. Albany Med is affiliated with Columbia Memorial Health and Saratoga Hospital. Centers of Excellence are designated in Alzheimer's Care, Cancer Care, Critical Care, Donation and Transplant Medicine, Emergency Care, Family Medicine, Gastroenterology, Kidney Care, Neonatal Intensive Care, and Stroke, Heart Attack and Heart Failure care.

St. Peter's Health Partners is the region's largest and most comprehensive not-for-profit network of high quality, advanced medical care, primary care, rehabilitation, and senior services. It includes St. Peter's Hospital, a Magnet®-designated hospital for nursing excellence, and its affiliated facilities: St. Mary's Hospital in Troy, Samaritan Hospital in Troy, Albany Memorial Hospital in Albany, and Sunnyview

Rehabilitation Hospital in Schenectady. St. Peter's sponsors two Schools of Nursing, one located at Albany Memorial Hospital and the other at Samaritan Hospital. The St. Peter's Health Partners Medical Associates is a multi-specialty physician group with more than 350 physicians and advanced practitioners, in more than 20 specialties and in more than 80 practice locations.

The healthcare of the Capital region is further enhanced by the work and research of the School of Public Health at the SUNY University at Albany (U Albany). The School is a unique partnership between the New York State Department of Health and U Albany, with the aim of serving as leader in designing solutions and developing models that address current and emerging public health challenges, achieved through collaborative research, education, and practice activities.

### 2.3 BUFFALO REGION

The Western Region of New York State, encompassing Buffalo and surrounding counties, ranks in the top quartile among U.S. regions local health system performance (as evaluated by The Commonwealth Fund, 2014), reflecting the collective efforts of local nonprofit health plans and physicians to improve quality and develop a regional health information exchange. The Buffalo region is served by 17 hospitals, concentrated around two large nonprofit health systems.

The Great Lakes Health System, an affiliation of Kaleida Health, has five hospitals and 250 employed physicians, and includes Erie County Medical Center, SUNY University at Buffalo (UB), the Visiting Nurse Association of Western New York, and the Center for Hospice and Palliative Care. The second large nonprofit health system is Catholic Health, which operates three hospitals and a range of primary and community care facilities and services, and employs some 60 physicians. It is affiliated with Catholic Medical Partners, an independent practice association of 980 physicians that has formed an accountable care organization (ACO) in collaboration with other local providers. Other major providers in the region include Niagara Falls Memorial Medical Center, Eastern Niagara Health System, which operates a merged hospital with campuses in two rural communities, and the Roswell Park Cancer Institute in Buffalo.

The Region's only Academic Health Center (AHC) is the SUNY UB comprehensive AHC, headquartered on the Buffalo Niagara Medical Campus located in the city of Buffalo. It includes the Jacobs School of Medicine and Biomedical Sciences, and the UB Schools of Nursing, Dental Medicine, Pharmacy and Pharmaceutical Sciences, Public Health and Health Professions, and Social Work. It also includes Buffalo General Medical Center, Millard Fillmore Suburban Hospital, Oishei Children's Hospital, Roswell Park Cancer Center, Gates Vascular Institute, Western New York Veterans Hospital, Erie County Medical Center, and the Conventus Ambulatory Care Center-Multidisciplinary ambulatory care facility.

The SUNY UB AHC also includes facilities fostering and supporting cutting-edge biomedical discovery, such as the Clinical and Translational Research Center, the Hauptman Woodward Medical Research Institute, the New York State Center of Excellence in Bioinformatics and Life Sciences, the Institute for Healthcare Informatics, the Buffalo Institute for Genomics and Data Analytics. The UB-MD Physician's Group (UB faculty clinical practice) is the Region's largest physician group with over 550 primary care and specialty physicians attending to patients at over 60 locations through the region. Lastly, the Roswell Park Cancer Institute is one of only 41 National Cancer Institute (NCI)-designated comprehensive cancer centers



in the country assuring public access to latest new and investigative therapies for patients refractory or intolerant to standard-of-care treatments.

### 3.0 SUNY Energy and Sustainability Programs at Scale

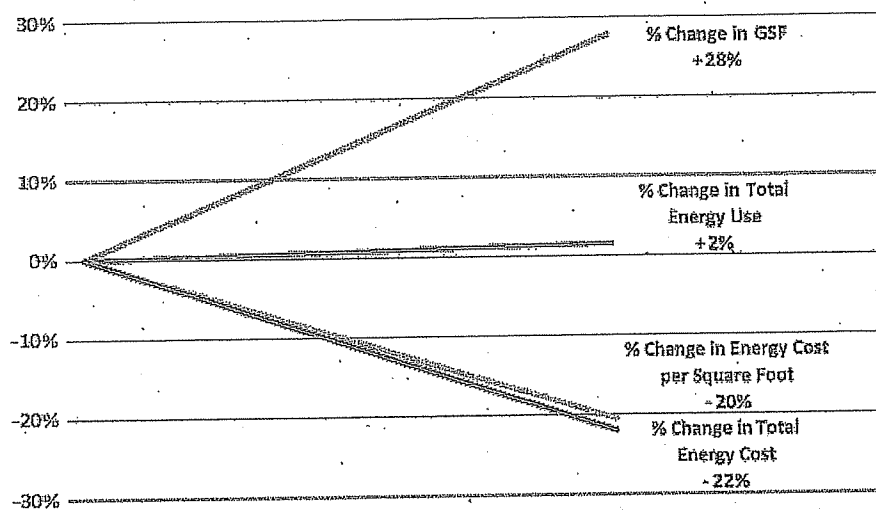
#### 3.1 REDUCING ENERGY USE AND GREENHOUSE GAS EMISSIONS

SUNY is committed to serving as both a model and a leader in the advancement of research, applied learning, and community development for implementation of sustainable practices in New York and across the nation. SUNY has a proven track record in improved energy efficiency and greenhouse gas (GHG) reduction. Leveraging successful implementation of requiring LEED Silver standard or higher for all new SUNY buildings and major rehabs since 2007, SUNY achieved a GHG reduction of 26.5% from 1990 levels, notwithstanding an overall footprint increase of 57% from 1990 to 2016. SUNY is on the verge of meeting the State's goal for GHG reduction of 30% by 2020. Yet there is more to do, including an additional 19.7% reduction from 2005, to *meet and exceed* the USA goals in the Paris Accord of 28% reduction of GHG by 2025, from the 2005 level, and an ultimate goal of net zero.

SUNY's accomplishments in building green and managing energy usage and cost is also demonstrated in the graph on the following page. Since 2005, targeted capital investments in upgrading aging buildings, building systems and core infrastructure at campuses throughout the State has resulted in an additional 22,860,000 gross square feet, or 28%, while at the same time, only increasing energy usage by 180,000 MMBTU, or 2%. The total energy use for SUNY for 2016/2017 was 12,113,947 MMBTU at an annual cost of \$189M.

Given the amount of energy usage and cost to keep SUNY's facilities operational, SUNY has made and will continue to make significant investments in managing its energy portfolio. SUNY's capital improvements will strategically include solar photovoltaics, ground source heating/cooling, upgraded mechanical systems, increased thermal insulation, building energy management systems, and energy efficient lighting. Additionally, the installation of dual fuel capabilities will allow for interruptible fuel supplies, which provide better pricing opportunities. Other procurement strategies include aggregated purchasing from the wholesale market. These combined strategies have resulted in a 22% reduction in total energy costs borne by SUNY over the past decade, despite a 28% increase in total gross square footage over the same period.

SUNY Energy Efficiency Percent-Change in Relevant Measures 2005/06 to 2016/17



SUNY also has a long and demonstrated track record of success in research and innovation in clean energy, weather data tracking, disaster mitigation and preparedness, artificial intelligence, wireless technologies and cybersecurity. Boasting the tenth largest university-owned clean energy patent portfolio in the United States and one of the largest university-owned clean energy patent portfolios in New York State (Source: Clean Energy Patent Growth Index), SUNY has unparalleled capacity to enable solutions that will synergize our research and innovation capacity with our commitment to a sustainable and resilient future, and as a provider of talent necessary to power a clean energy and smart-technology focused workforce.

### 3.2 Sustainability through Aerofarming

According to Maria-Helena Semedo, a senior UN official at the Food and Agriculture Organization, as of 2014 the Earth has only sixty harvests left if we continue to farm in a business as usual (BAU) manner.<sup>1</sup> Researchers at the College of Agriculture and Life Sciences (CALS), a Cornell College that is part of the State University of New York (SUNY) developed an approach to farming that does not require soil and yields three to four times the number of harvests of traditional farming.<sup>2</sup> This “24/7” approach used by the company born out of this research notes its process allows for farm-to-table vegetables and spices year-round at scale without the use of pesticides.<sup>3</sup>

In 2003, Dr. Ed Harwood at the CALS started experimenting with different around-the-clock lighting and environmentally controlled agriculture processes in order to provide vegetables and spices on demand,

<sup>1</sup> Arsenault, C. (2014, December 6). *Only 60 Years of Farming Left If Soil Degradation Continues*. Retrieved October 6, 2017, from <https://www.scientificamerican.com/article/only-60-years-of-farming-left-if-soil-degradation-continues/>

<sup>2</sup> Frazier, I. (2017, January 2). *The Vertical Farm: Growing crops in the city, without soil or natural light*. Retrieved October 6, 2017, from <http://aerofarms.com/2017/05/03/vertical-farm-growing-crops-newark/>

<sup>3</sup> AeroFarms: *Our Story*. (2017). Retrieved October 6, 2017, from <http://aerofarms.com/story/>

without the use of pesticides or soil. Known as “vertical farming” or “aeroponics,” this unique, state-of-the-art approach to agriculture can quadruple the harvests, while reducing the amount of soil, fertilizer and pesticides required to basically zero. Aeroponics also uses 70% less water than hydroponic farming, a technique where plants are grown in water, which itself uses 70% less water than traditional farming methods.

The environmentally controlled agriculture (ECA) technique involves illuminating seeds 24 hours a day and seven days a week, which yields a harvest in half the time as a traditional field farmer. For example, crops that usually take 30 to 45 days to grow, such as gourmet salad greens, take as little as 12. Moreover, vertical farming uses less than 1% of the land required by conventional growing, meaning it is over 390 times more productive per square foot compared to traditional agriculture.<sup>4</sup> The key to the process is the wavelength and intensity of light made available by light-emitting diodes (LEDs) and surface emitting laser technology. The process replaces soil with a proprietary cloth material, which alongside the constant light and frequent watering that is collected and reused within the system, cuts down on resources and harvest time. “They got to know me well at the Jo-Ann Fabric store in Ithaca,” Dr. Harwood said describing the repeated trial and error to perfect this technique.<sup>5</sup>

Another application of similar technology has been adopted by another company, Freight Farms, to grow the plants in an enclosed cargo container. A typical cargo container is 40 ft. x 8 ft. x 9.6 ft. in volume and produces 2-4 tons of produce per year, the equivalent of 2.3 acres producing leaf lettuce.<sup>6</sup> The United States consumes 12.3 pounds of lettuce per capita in 2016,<sup>7</sup> and traditional farming techniques produce 9.38 tons of leaf lettuce per acre.<sup>8</sup> To supply fresh leaf lettuce to 100,000 people, traditional farming would require over 65 acres, while ECA could supply the same amount of produce through 150 containers that would occupy 1% of a single acre.<sup>9</sup>

These factories could be co-located at the Amazon headquarters and/or at local Whole Foods Stores and supply the local community with fresh vegetables and spices throughout the year. Further, the research by Dr. Harwood continues to improve by reducing energy use, increasing yield and further automating the operation allowing franchising and scale.

<sup>4</sup> AeroFarms: *Our Technology*. (2017). Retrieved October 6, 2017, from <http://aerofarms.com/techonology/>

<sup>5</sup> Frazier, I. (2017, January 2). *The Vertical Farm: Growing crops in the city, without soil or natural light*. Retrieved October 6, 2017, from <http://aerofarms.com/2017/05/03/vertical-farm-growing-crops-newark/>

<sup>6</sup> Freight Farms: *Ready, Set, Grow*. (2017). Retrieved October 6, 2017, from <https://www.freightfarms.com/home#ready-set-grow>

<sup>7</sup> U. S. Food and Drug Administration. (2017) *U.S. fresh market vegetables, mushrooms, potatoes, and sweet potatoes: supply utilization and price*. Washington, DC.

<sup>8</sup> Tourte, L., Smith, R. F., Klonsky, K. M., & De Moura, R. L. (2009). *Leaf Lettuce Costs and Returns Study*. Retrieved October 6, 2017, from [https://coststudyfiles.ucdavis.edu/uploads/cs\\_public/7d/96/7d96db67-49ca-442f-9543-4482187c9cd1/lettuceleaforganiccc09.pdf](https://coststudyfiles.ucdavis.edu/uploads/cs_public/7d/96/7d96db67-49ca-442f-9543-4482187c9cd1/lettuceleaforganiccc09.pdf)

<sup>9</sup> 1 container (40ft x 8ft = 320 sqft, 1 acre = 43,560 sqft)

### **Appendix B.1.iii Buffalo-Rochester Metro Corridor Medical and Research Institutes**

The region boast several nationally recognized medical and research institutes. Several are highlighted below:

- Additive Manufacturing and Multifunctional Printing (AMPrint) Center
- American Institute for Manufacturing Integrated Photonics (AIM Photonics)
- BioXFEL (National Science Foundation funded science and technology consortium)
- Buffalo Institute for Genomics and Data Analytics (BIG)
- Buffalo Niagara Medical Campus and collaborative research park
- Center for FreeForm Optics
- Center for Sustainable Packaging created at RIT
- Goergen Institute for Data Science
- Golisano Institute for Sustainability
- Institute for Lasers Photonics and Biophotonics
- Institute for Sustainable Transportation and Logistics
- Laboratory for Laser Energetics
- Niagara Medical Campus and collaborative research park
- Property Drone Consortium and Unmanned Aerial Systems (UAS) Research Initiative
- Robotics and Artificial Intelligence Laboratory (RAIL)
- UB Center for Computational Research
- UB Center for Unified Biometrics and Sensors
- UB Center for Excellence in Information Systems Assurance Research and Education
- UB RENEW (Research and Education in eNergy, Environment and Water
- University of Rochester Medical Center

### **Appendix B.1.iv. Education and Private sector partnerships**

#### **Appendix B.1.iv.a Amazon HQ2 RFP Support from NY State Governor Andrew M. Cuomo**

##### **Accomplishments to Date**

- In his 2017 State of the State, Governor Cuomo highlighted the importance of computer science education and outlined plans to support the expansion of computer science education through private sector partnerships.
- New York State has invested \$10 million a year in Early College High School Programs, such as P-TECH, an innovative program that connects high school, college, and connections to employment through college and industry partnerships. Students graduate with an associate's degree at no cost to their families. There are now 32 P-TECHs across the state.
- In 2017, State has committed an additional \$4 million to expand PTECH/ECHS programs to include pathways to education and employment in the tech sector, with a preference for programs with a focus on computer science.
- In 2017, New York State passed the Excelsior Scholarship. The first-in-the-nation program that makes NYS public universities tuition-free for families making up to \$125,000 per year.
- In 2014, New York initiated the \$2 billion Smart Schools Bond Act program to equip K-12 schools with 21st century technology including wireless connectivity, high-speed internet, and hand-held devices. Every school district in the State received an allocation under this program.
- In 2013, New York started the successful Master Teacher program, which provides a \$15,000 stipend for four years for highly effective STEM teachers in order to recruit and retain STEM teachers. The most recent round of awards will include a preference for computer science teachers.
- In 2014, New York launched the NYS STEM Incentive Program, which provides a full SUNY tuition scholarship to the top 10 percent of students in each NYS high school if they pursue a STEM degree

##### **What's Next**

- Recognizing that in today's economy, it is essential to equip students with a deeper understanding of the fundamentals of computing, just as we do with English, math, or science, New York State is working towards a robust computer science education initiative that will reach all of New York's students.
- New York State is exploring a computer science education initiative that includes:
  - High School Graduation Requirement: This first-in-the-nation statewide computer science high school graduation requirement ensures all high school students will take an introductory computer science course. This policy will be phased in over a 10-year period and will tie the credit to rigorous computer science education, not a technology applications or keyboarding course.
  - \$5M Teacher Training: NYS will expand access to computer science in all New York State schools by providing roughly \$5 million for professional development training of in-service teachers each year for the next seven years. This investment will bring computer science coursework to all elementary, middle, and high school students in New York State over the next seven years; will train roughly 8,447 teachers in 21st century skills; and will make New York's the largest state investment in computer science education



- o CS Standards: NYS will introduce new computer science academic standards for Pre-K-12. New computer science standards will create a foundation for curriculum and enable implementation across the state.

## **Appendix B.1.iv.b Buffalo-Rochester Metro Corridor Education and Private sector partnerships**

Dozens of unique strategic partnerships with private industry and university exist in the region and leverage regional strengths in Optics, Photonics and Imaging (OPI), Sustainable Packaging, Game Design / IT, Robotics, and Big Data.

### **Rochester Institute of Technology (RIT) partnerships**

#### **1. Property Drone Consortium Unmanned Aerial Systems (UAS) Research Initiative with RIT**

Announced in June 2016, the research initiative with RIT and the Property Drone Consortium (PDC), is a collaboration that consists of insurance carriers, roofing industry leaders and supporting enterprises that will assess the usefulness of various Unmanned Aerial Systems (UAS) and a variety of sensors for up close property inspection by applying the University's expertise in remote sensing, sensor technologies, and machine learning.

#### **2. One of Three Digital Gaming Hubs in New York State Located in Rochester**

The Digital Gaming Hubs, which include Rochester Institute of Technology (RIT), Rensselaer Polytechnic Institute and New York University, will receive \$150,000 each, per year for three years. The hubs' objective is to increase the economic impact to New York State by fostering innovation and creating collaborative activities that spur new games or companies as well as providing resources and mentoring to encourage students and entrepreneurs to enter the growing gaming industry. In addition, the gaming hubs will assist existing companies with gaming concepts, technologies and trends and host events focused on assisting the gaming community.

#### **3. Rochester Institute of Technology's (RIT) MAGIC (Media, Arts, Games, Interaction and Creativity) Spell Studios**

The Rochester Institute of Technology MAGIC Center was established in 2013 with a mission to lead higher education in the exploration, experimentation, design, development and deployment of interactive, experimental, expressive and social media. In 2016, Rochester Institute of Technology students, through a studio course offered through MAGIC and the School of Interactive Games & Media, enabled Rochester Institute of Technology to become the first university to publish a video game on the Xbox One gaming platform. The game, "Hack Slash & Backstab", won third place in the Best Visual Quality category of the 2016 Intel University Games Showcase.

Building on the success of the MAGIC Center, the university recently launched MAGIC Spell Studios, with funding from the State of New York, Cisco Systems, The Wegmans Family Foundation and Dell Computers. MAGIC Spell Studios, which will be housed in a new building currently under construction on the Rochester Institute of Technology campus, is designed to capitalize on the increasing convergence of digital media, film and animation, all disciplines in which RIT has internationally recognized top ranked programs. The new facility will provide additional facilities for commercialization of digital media technologies and industry collaboration as well as a state of the art sound stage. Rochester Institute of Technology, through the MAGIC Center and MAGIC Spell Studios, also has designation as a New York State Gaming Hub.

#### **4. Center for Sustainable Packaging created at RIT**

The Wegman Family Charitable Foundation and American Packaging Corp. invested \$2.2 million to create the Center for Sustainable Packaging, an education and research center dedicated to the development and use of sustainable packaging at RIT. The center is a testing ground for new ideas and solutions for students, researchers, faculty and corporate partners interested in sustainable packaging. In the last year, the center completed 122 projects with 48 different companies while launching applied research efforts in the areas of flexible packaging, food packaging/safety and packaging supply chain sustainability.

#### **5. Additive Manufacturing and Multifunctional Printing (AMPrint) Center**

The university's Additive Manufacturing and Multifunctional Printing (AMPrint) Center is one of the first research centers in the world to focus on the industrial opportunities and applications of multifunctional 3D printing. The Center is a NYS-designated Center for Advanced Technology.

### **University of Buffalo partnerships**

#### **1. City of Buffalo**

The City of Buffalo now has a wireless network tailored for the internet of things (IoT) thanks to a partnership between France-based Sigfox and the UB School of Engineering and Applied Sciences. The cutting-edge technology puts the city among the ranks of the country's other few dozen high-tech hotbeds.

#### **2. Center for Multisource Information Fusion**

A partnership between UB, SUNY and CUBRC (a non-profit research center in WNY). The process combines information from multiple sources and sensors for analysis and decision-supporting inferences that cannot be achieved with a single sensor or source.

### **3. UB Institute for Sustainable Transportation and Logistics**

This institute combines engineering and management to address the growing field of transportation, logistics and supply-chain management.

### **4. Buffalo State College Professional Applied and Computational Mathematics (PACM)**

An innovative Professional Science Master's (PSM) degree program. This program, a collaboration between Buffalo State and a group of partners from the area, brings together a diverse interdisciplinary group of active faculty from academia and adjunct faculty and advisory board members from business, industry, non-profit organizations, and government agencies. The goal of the program is to train graduate students for careers in many emerging fields that now demand a new type of workforce with solid and in-depth background in applied and computational mathematics, as well as with effective business and communication skills.

### **5. The University at Buffalo School of Engineering and Applied Sciences**

The University at Buffalo School of Engineering and Applied Sciences hosts New York's largest and most comprehensive engineering programs and is the largest engineering research portfolio within SUNY at \$59 million for academic year 16/17. In order to increase student graduation rates, the University is actively growing the number of teaching professors (from 15% to 20%) along with a 5% growth in staff to support the student and faculty growth.

**6. University at Buffalo Center for Computational Research (CCR)** enables researchers and affiliated partners, including industry, with access to advanced computing resources. The center provides access to high-performance computing and visualization resources, including staff with expertise in computational science, parallel computing, software development, advanced database engineering, graphical user interfaces, portal design, bioinformatics, advanced data analytics and data driven science. CCR resources have more than 170 Tflops of peak performance capacity making it a leading academic supercomputing center. The Center's extensive computing facilities are housed in a state-of-the-art 4000 square foot machine room in the heart of the University's downtown medical campus.

### **University of Rochester (U of R) Partnerships**

#### **1. University of Rochester's Institute of Optics**

The nation's first optical science, engineering, and design program has granted more than half of all degrees in optics awarded in the U.S. Nearly 135 optics alumni, current and former faculty and staff from the Institute of Optics have started approximately 229 companies over the past six decades. The Institute's Industrial Associates Program provides training and informational benefits to participating companies and allows the Institute to learn more about industry needs and concerns. Current partners include Apple, Microsoft, BAE Systems, Corning, and Johnson and Johnson, among others.

#### **2. The Center for FreeForm Optics (CeFO)**

The joint venture of the University of Rochester and the University of North Carolina Charlotte brings universities and companies together at the precompetitive stage of a promising new technology. The projects they share are at the interface between fundamental and applied research and are driven by applications that companies could eventually market. The center started with seven pioneer members—Air Force Research Laboratory (AFRL), Ball Aerospace and Technologies Corp., OptiPro Systems, PolymerPlus LLC, Rochester Precision Optics, SCHOTT North America Inc., and Zygo Corporation. It has more than doubled that number during the past year with the addition of Aperture Optical Sciences Inc., Corning, Eminess Technologies, Jet Propulsion Laboratory, L-3 Communications, Microsoft, Nikon Research Corporation of America, Oculus, and global partners ARRI, PerkinElmer Health Sciences, and Zeiss.

#### **3. The Laboratory for Laser Energetics (LLE) of the University of Rochester**

The Laboratory for Laser Energetics (LLE) is the U.S. Department of Energy's (DOE) largest university-based program in the nation, and the OMEGA lasers (Omega and Omega EP) at LLE are the largest and most capable, cost-effective found at any academic institution in both the U.S. and worldwide. LLE has attracted \$2 billion in federal funding to NYS, partners with three national laboratories (Lawrence Livermore, Sandia and Los Alamos), has more than 300 individuals currently involved in the program, and its National Laser User's Facility (NLUF) annually hosts more than 400 scientists from many of the world's leading research universities and national laboratories.

#### **4. Goergen Institute for Data Science at the University of Rochester**

Goergen Institute for Data Science at the University of Rochester: Support from New York State and IBM enabled the University of Rochester to become one of the most powerful university-based supercomputing sites in North America, and home to the most advanced computer system dedicated to health research in the nation. In 2014, the University opened the Visualization-Innovation-Science-Technology-Appliation (VISTA) Collaboratory, which created the immersive visual experience necessary to allow researchers

to understand and manipulate large and complex sets of scientific information, develop analytical tools, collaborate with other institutions and companies, and train new researchers and engineers. The University recently launched the Rochester Data Science Consortium with Harris Inc., a top defense contractor. The unique data science capabilities at the University have generated more than \$800 million in research funding over the last six years.

#### **5. American Institute for Manufacturing Integrated Photonics (AIM Photonics)**

The University of Rochester partnered with RIT, SUNY Polytechnic and New York State on the U.S. Department of Defense's \$600 million AIM Photonics initiative. The U of R has leadership in five core elements of AIM Photonics: 1. Sensors; 2. Testing, Assembling and Packaging (TAP) 3. Electronic & Photonic Design Automation; 4. Education and Workforce Development and 5. Administration of the Rochester Headquarters. U of R is the technical leads for both the TAP Facility being built in Rochester and Sensors. U of R is leading a coalition of researchers to develop sensors that can be employed by photonics-based systems. Integrated photonics sensors represent a large and rapidly growing market, potentially reaching more than \$15 billion globally by 2020.

#### **6. Robotics and Artificial Intelligence Laboratory (RAIL)**

The University of Rochester's Robotics and Artificial Intelligence Laboratory (RAIL) is an interdisciplinary research laboratory where researchers investigate algorithms and models for robot intelligence and human-robot interaction in complex, uncertain, and dynamic environments to advance robotic exploration, manufacturing, rehabilitation, and medicine. Research projects at RAIL have been supported by the National Science Foundation, Army Research Office, Army Research Laboratory, and the New York State Center of Excellence in Data Science. The laboratory maintains research platforms including robotic torsos, mobile manipulators, unmanned ground vehicles, mobile robots, robotic manipulators, and small humanoid robots.

### **Appendix B.1.iv.c Creative programs with higher education institutions**

The University of Rochester Warner School of Education is committed to defining educational leadership that is research based and tested against the realities confronting our nation's schools and communities.

Over the past 15 years, the Warner School has been awarded nearly \$20 million in grants that have supported education reform in more than 20 school districts in western New York, including focusing on ways to improve educational outcomes in urban education. These grants supported programs in mathematics, science, literacy, and early childhood education; the education of students with significant disabilities as well as English language learners; and the professional development of more than 2,000 educators, more than half of whom engaged in extensive professional development of 50 hours or more.

Warner students in the Get Real! Science program organize and lead the Get Real! Environmental Action Camp, a weeklong summer camp for middle school students. Warner students also support Science STARS (Students Tackling Authentic and Relevant Science), a science club for middle school girls at Rochester's East High School.

Life Sciences Learning Center (LSLC), located at the University of Rochester Medical Center, is a unique hands-on science inquiry center for students and community members throughout the Greater Rochester Area. LSLC programs and curricula emphasize hands-on and minds-on learning to boost science literacy and increase enthusiasm towards learning science. Our facilities include two teaching laboratories that can accommodate up to 30 learners per day and are fully equipped with up-to-date science equipment and supplies.

Networking Networking Women (N2 Women), is an international organization that fosters connections among the under-represented women in computer networking and related research fields. Today, the organization includes more than 900 members worldwide and hosts career- and research-focused meetings and panels at major conferences, professional development workshops and mentoring opportunities.

### **Appendix B.1.v Buffalo-Rochester Metro Corridor K-12 education programs related to Computer Science and STEM**

The region is home public and private K-12 schools that offer Computer Science and STEM curricula. Top STEM schools include:

- Brighton High School
- Buffalo Academy of Science Charter school
- Pittsford Sutherland High School
- Pittsford Mendon High School
- Allendale Columbia School
- McQuaid Jesuit Preparatory School
- Penfield Senior High School
- Victor Senior High School
- The Harley School
- Fairport Senior High School

- Honeoye-Falls-Lima Senior High School
- Our Lady of Mercy High School
- Thomas High School
- Canandaigua Academy
- Ruben A. Cirillo High School
- Spencerport High School
- Lewis J. Bennett School of Innovative Technology
- RIT Charter School

Additionally, several regional and private K-12 STEM programs ensure that our children have access to quality Computer Science and STEM experiences. Programs include:

#### Regional K-12 programs

WNY STEM Girls Coding Experience partners with Buffalo State's Computer Information Systems Department will host this camp for girls entering Grades 7-12. Girls will learn how to create basic websites, design games, build storyboards, and gain skills in leadership and creativity.

Niagara Falls City School District is the only District in the State to construct dedicated STEM classrooms in EVERY school. Students will benefit from STEM education beginning in Kindergarten and continuing through grade 12. Catholic Schools of WNY (STREAM: Science, Technology, Religion, Engineering, Arts and Mathematics)

F.I.R.S.T Robotics is a regional Engineering competition where High School Robotics teams build industrial size robots and compete both locally and nationally. There are more than 40 competitive teams in the 9-county region.

Engineering for Kids brings science, technology, engineering, and math (STEM), to kids ages 4 to 14 in a fun and challenging way through classes, camps, clubs, and parties. It helps children build critical thinking and problem solving skills; improves creativity, and creates independent thinkers

#### Higher Education K-12 partnerships

Buffalo State College STEM program partners with the Google Computer Science for High School (CS4HS) to provide exemplary CS professional development for teachers. Currently 57 High Schools and 13 Middle Schools are participating

Monroe Community College (MCC) Pathways in Technology Early College High School plots a new map for college and career readiness and success for students in grades 9-12. Sophomore students focus on job shadowing with local I.T. companies. Over 80 current juniors have already earned 3 or more college credits toward their degrees.

Totally STEM/Totally Health Field series includes a half day career-oriented STEM exploratory event for K-12 afterschool program staff, students, and parents. Each event takes up to 50 students on a journey preparing them for the transition to college-life, providing information on career possibilities in STEM and health care.

University of Buffalo School of Engineering and Applied Sciences engages in a wide variety of K-12 educational activities, all of which aim to stimulate interest in science, technology, engineering and mathematics (STEM), and encourage students to be curious about the world around them. Programs include UB Cybersecurity Camp, Engineering Design Camp, and Tinker (Engineering Camp for High School Girls)

University of Rochester Warner School of Education provides students in the Get Real! Science program the opportunity organize and lead the Get Real! Environmental Action Camp, a weeklong summer camp for middle school students.

Rochester Institute of Technology Project Lead the Way is the nation's single largest provider of K-12 STEM curricula offering programs at the elementary (Launch), middle (Gateway), and high school level (Computer Science, Engineering, and Biomedical Science). Students are challenged to solve authentic real-world problems while simultaneously applying the math and science knowledge learned in their core academic classes

RIT urban charter high school partnership with Rochester Prep High School offers a two-year Design Survey course that introduces students to the principles of design (the critical addition that converts STEM to STEAM) and provides instruction in computer operation. By the end of their sophomore year, RPHS students are proficient in computer and software usage and are on-track for AP Computer Science courses.

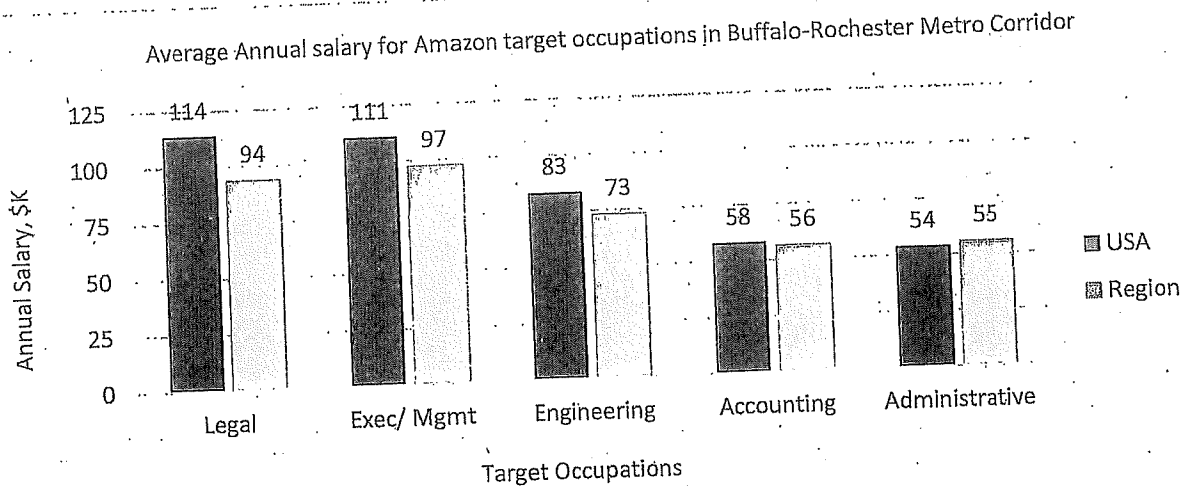
RIT Kids on Campus Summer Program (KOC) brings youth in grades 5-12 to campus for one or two week sessions to participate in hands-on workshops in the STEAM fields that are taught by RIT faculty, graduate, and undergraduate students.

RIT Learning Assistant (LA) Program facilitates student-centered activities and encourage discourse with STEM undergraduates. As a result, it is believed that more STEM majors pursue elementary education careers and encourage discipline-based educational research and K-12 outreach.

## Appendix B.2 Robust existing labor force

### Appendix B.2.i. Labor force in target occupations

#### Appendix B.2.i.a Buffalo-Rochester Metro Corridor Annual Salary in target occupations



#### Appendix B.2.i.b Buffalo-Rochester Metro Corridor labor force in target occupations

Target Occupations	2017 Jobs	Target Occupations	2017 Jobs
Executive Secretaries and Administrative Assistants	5,964	Computer Network Support Specialists	2,303
Financial Managers	5,631	Web Developers	1,616
Computer Systems Analysts	4,970	Computer Network Architects	1,110
Software Developers, Applications	4,574	Database Administrators	734
Financial Analysts	3,648	Information Security Analysts	396
Software Developers, Systems Software	3,113	Computer Hardware Engineers	393
Network and Computer Systems Administrators	3,083	Computer and Information Research Scientists	189
Computer Programmers	2,806	Statisticians	96
Computer and Information Systems Managers	2,542	Mathematicians	16

Source: EMSI database

#### Appendix B.2.ii Tenure rates for top Buffalo-Rochester Metro Corridor companies

The regional labor force is not only highly skilled but also very loyal and employee retention rates are high. There is high commitment to and affinity for work coupled with Midwest humility. Average turnover rate in the region is 8.6%, lower than the 9.2% national average (Source: Buffalo Niagara Labor Market Assessment, 2017). Average Employee tenure for top companies are highlighted below:

Table 1: Local companies have high employee retention rates

Company	Average Employee Tenure
Eastman Kodak Co.	16.3 years
Xerox Corp.	9.7 years
Carestream	8.2 years
Bausch + Lomb	7.7 years
Harris Corp.	7.6 years
Wegmans Food Markets	7.5 years
Paychex	6.9 years
CGI	6.1 years
Constellation Brands	5.6 years





## Phillips Lytle LLP

October 9, 2017

Carolyn Powell  
Invest Buffalo Niagara  
257 West Genesee Street, Suite 600  
Buffalo, NY 14202

**Re: Immigration Information for Amazon Proposal**

Dear Carolyn:

As we discussed, a significant advantage for companies based in cities like Buffalo that are located on the U.S. - Canadian border is that such companies can readily draw from the Canadian workforce pool. And while companies based anywhere in the U.S. can, of course, also hire Canadians, for the majority of such hires, the Canadian citizen and resident would need to relocate. But in Buffalo, it is common for employees from Toronto and other cities in Southern Ontario to continue to reside in Canada and commute to Buffalo for work.

The proximity and access to potential employees from Canada is of particular importance because Canadian citizens have available to them a visa under NAFTA that allows for temporary employment in the U.S. in situations where similar visas are not available to citizens of other countries. Specifically, the TN visa (Trade National visa) allows citizens of Canada or Mexico to work in the U.S. in particular professions and positions as set forth in the NAFTA regulations. These positions include, among others, Computer Systems Analysts, and other high tech and IT positions - professions where U.S. companies often need to look outside the pool of U.S. workers to find qualified persons.

In many respects, the TN visa is similar to the popular H-1B visa, as both allow foreign professionals to temporarily work in the U.S. However, unlike the H-1B visa, there is no cap on the number of TN visas which may be issued per year. By contrast, H-1B visas are capped at 65,000 per year (plus 20,000 more for professionals with advance degrees). Every April, when applications for H-1B visas for the upcoming fiscal year are accepted, applications flood in and the visa cap is reached within a week or so,

ATTORNEYS AT LAW

RANA JAZAYERLI, PARTNER DIRECT 202 617 2711 RJAZAYERLI@PHILLIPSLYTLE.COM

800 17TH STREET NW SUITE 450 WASHINGTON, DC 20006-3962 PHONE 202 617 2700 FAX 202 617 2799  
BUFFALO, CHATTANOOGA, GARDEN CITY, NEW YORK, ROCHESTER | WASHINGTON, DC | CANADA: WATERLOO REGION | PHILLIPSLYTLE.COM



Page 2

leaving no slots left for the rest of the year. With no quota, TN visas will be available all year round. In addition, unlike the H-1B visa, there is no minimum prevailing wage requirement that must be met for employment positions under the TN visa. However, one significant disadvantage is that the employment positions that are eligible to apply for TN visas is more restrictive than those that are eligible to apply for H-1B visas.

The TN process is very simple for Canadian citizens. They are not required to apply for a visa at a U.S. consulate. Rather, they may establish their TN eligibility at a U.S. Port Of Entry or designated pre-clearance/pre-flight inspection station by providing the following documents to a CBP officer: Proof of Canadian citizenship, a letter from their prospective employer specifying certain details such as purpose of employment, length of stay and qualifications, evidence of credentials and a credentials evaluation (if applicable) with any applicable fees. Alternately, a prospective TN employer may choose to file on behalf of a Canadian citizen who is outside the United States by submitting Form I-129, Petition for Nonimmigrant Worker to USCIS. If approved, the prospective worker may then bring the I-129 Approval Notice and proof of Canadian citizenship to a U.S. Port Of Entry or designated pre-clearance/pre-flight inspection station to establish TN eligibility.

And while employers all over the nation may hire employees with TN visas, as noted above, when working in Buffalo, employees may continue to live in Canada and commute across the border to work.

The hiring of Canadian citizens through TN classification is a common process and a viable solution to the question of hiring employees and personnel for a Buffalo employer.

Very truly yours,  
Phillips Lytle LLP

By  
Rana Jazayerli



BUSINESS IMMIGRATION SOLUTIONS

To Whom It May Concern:

I am the Managing Partner of Berardi Immigration Law, a business immigration law firm based in Buffalo, New York. Our firm is minutes away from the U.S./Canadian border and we process dozens of work permits for Canadian citizens who have job offers in the United States. A review of the Amazon proposal indicates the need for several Computer Systems Analysts, Software Developers, Computer Hardware Engineers, Mathematicians, Financial Analysts and Lawyers. The TN nonimmigrant category is the perfect vehicle for employing Canadian citizens in these occupations in the United States.

• **Basic Information about the NAFTA ("TN") Visa**

The TN nonimmigrant visa category is designated for a Canadian or Mexican professional who possess a job offer from a U.S. corporation for a position listed on the NAFTA treaty. Frequently utilized positions include, but are not limited to: Accountant, Engineer (all fields), Computer Systems Analyst, and Economist.

The NAFTA treaty also includes the position of Management Consultant, which is intended for professionals who are retained by a U.S. corporation to look at the "big picture" of its organization and make suggestions or recommendations for change or improvement. This category is intended for hands-off work and designated for professionals who can assist a U.S. corporation in identifying business opportunities, efficient solutions and increased production.

Generally, to qualify for TN status as a NAFTA Professional, an applicant must demonstrate:

1. S/he is a Canadian or Mexican citizen;
2. S/he possesses a job offer from a U.S. corporation; and
3. S/he holds a Bachelor's degree in related field, or, for Management Consultant, at least five years of associated industry experience.

• **Duration**

A Canadian citizen who qualifies for admission may be admitted for a period of up to three years. This validity may be renewed indefinitely, provided the applicant can demonstrate s/he does not intend to remain in the U.S. permanently.

BUFFALO

TORONTO

NEWPORT BEACH

LONDON

2300 Wehrle Drive | Buffalo, NY 14221 | 716.634.1010 | 877.721.6100 (Toll Free)  
www.berardiimmigrationlaw.com

- Processing Information

A Canadian application for TN nonimmigrant status can be made at any U.S. port of entry or through a USCIS Service Center. The Department of Homeland Security charges a processing fee of \$50.00 (USD), and \$6.00 for an I-94 card if filing at a port of entry. Please note that a TN work permit is issued on the spot for an applicant who meets the regulatory requirements.

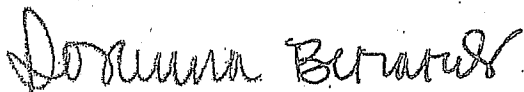
If the applicant does not want to appear at a U.S. port of entry, he or she may file a TN application through a USCIS Service Center, the filing fee is \$460, plus an additional \$1225 for the optional 15-day Premium Processing Service. Once the petition is approved, the applicant will present the original Approval Notice, along with his or her passport, for entry to the U.S.

- Conclusion

The TN nonimmigrant category is a simple, efficient and cost-effective way of filling U.S. jobs with Canadian citizens. The NAFTA treaty is a valuable tool for the facilitation of an international work force. We highly recommend the TN category as a viable option to fill many of Amazon's U.S.-based positions.

Please contact us if you require any additional information.

Very truly yours,



Rosanna Berardi, Esq.  
Managing Partner & Attorney at Law

## Appendix B.3 Grow new business

### Appendix B.3.i Organizations supporting the Entrepreneurial spirit in the Buffalo-Rochester Metro Corridor

Region is home to 292 Tech HQs and has developed an active entrepreneurial ecosystem led by innovators, techies, and thought leaders that care deeply for our cities. A continuum of financial and consultative resources is available to support and foster these emerging businesses so they may take hold and thrive in our community.

#### Incubators and accelerators

- Blackstone LaunchPad
- BNMC Innovation Center
- Center for Urban Entrepreneurship (CUE)
- Finger Lakes Business Accelerator Cooperative
- High Tech Rochester (HTR)
- Luminare
- UB technology Incubator
- UB Biosciences Incubator
- Venture Creations - (RIT Incubator)
- WNY Incubator Network
- Z80Labs

#### Business parks

- Downtown Rochester Innovation Zone
- Eastman Business Park
- Rochester Tech Park Complex

#### Start-Up Funding

- Buffalo Angels
- Excell Partners, Inc.
- Launch NY
- Rochester Angel Network
- Rochester Venture Challenge

#### Business competitions

- 43 North (largest business plan competition in the world)
- Bright Buffalo Niagara
- Buffalo Startup Weekend
- Pitch-In
- Startup Grind
- Student Sandbox

## Appendix B.4. Home to world-class business

### Appendix B.4.i Notable companies located in the Buffalo-Rochester Metro Corridor

**Bausch + Lomb:** This leading global eye health organization is solely focused on protecting, enhancing and restoring people's eyesight. Its core businesses include over-the-counter supplements, eye care products, ophthalmic pharmaceuticals, contact lenses, lens care products, ophthalmic surgical devices and instruments. Bausch + Lomb develops, manufactures and markets one of the most comprehensive product portfolios in the industry, which is available in more than 100 countries.

**Constellation Brands:** This Fortune 500® company is a leading international producer and marketer of beer, wine and spirits with operations in the U.S., Mexico, New Zealand, Italy and Canada. In addition, Constellation is the world leader in premium wine. Founded in 1945, Constellation has grown to become a significant player in the beverage alcohol industry with more than 100 brands in its portfolio.

**Computer Task Group, Incorporated:** Founded in 1966 in Buffalo, the company provides information technology staffing and solutions.

**Cutco Corporation:** Formerly Alcas Corporation (The parent company of CUTCO Cutlery Corp.) Headquartered in Olean, NY, and founded in 1949, the company is a brand of cutlery and kitchen accessories marketed to customers through in-home demonstrations.

**Delaware North:** This global food service and hospitality company is headquartered in Buffalo, New York.<sup>[1]</sup> The company also operates in the lodging, sporting, airport, gaming and entertainment industries. The company employs over 55,000 people worldwide.



**Eastman Kodak Company:** This technology company, headquartered in Rochester, NY, is focused on imaging, which provides hardware, software, consumables and services to customers in graphic arts, commercial print, publishing, packaging, electronic displays, entertainment and commercial films, and consumer products markets.

**Fisher-Price:** The toy company is headquartered in East Aurora, NY, and was founded in 1930. In 1993, the company became a subsidiary of Mattel.

**Harris Corporation:** A leading technology innovator, solving customers' toughest mission-critical challenges by providing solutions that connect, inform and protect. Harris supports government and commercial customers in more than 100 countries and has approximately \$6 billion in annual revenue. The company is organized into three business segments: Communication Systems, Electronic Systems and Space and Intelligence Systems.

**M&T Bank Corporation:** This financial holding company is headquartered in Buffalo, NY. M&T's principal banking subsidiary, M&T Bank, operates banking offices in New York, Maryland, New Jersey, Pennsylvania, Delaware, Connecticut, Virginia, West Virginia and the District of Columbia.

**Merchants Insurance Group:** The regional property and casualty insurance company is headquartered in Buffalo and was founded in the city in 1918. The company services the Northeast and North Central U.S.

**Moog, Inc.:** Headquartered in East Aurora and founded in 1951, the designer and manufacturer of motion and fluid controls and systems for aerospace, defense, industrial and medical device markets services worldwide. The company has sales, engineering, and manufacturing facilities in 26 countries.

**New Era Cap Company:** The Buffalo-based headwear manufacturer was founded in 1920 and is the provider and marketer of the official on-field cap worn by every Major League Baseball team and their minor affiliate as well as a provider of licensed entities for the NHL, NBA, NRL, Big Bash League, Little League as well as hundreds of colleges and universities.

**Paychex, Inc.:** Headquartered in Rochester, NY, Paychex is a leading provider of integrated human capital management solutions for payroll, HR, retirement, and insurance services. By combining its innovative software-as-a-service technology and mobility platform with dedicated, personal service, Paychex empowers small- and medium-sized business owners to focus on the growth and management of their business.

**Rich Products Corporation:** The multinational food products corporation was founded in 1945 and is headquartered in Buffalo.

**Roswell Park Cancer Institute:** Founded in 1898 as the nation's first cancer center, Roswell Park brings together the best medical and scientific minds in cancer care.

**Seneca Gaming Corp:** Seneca Gaming Corporation (SGC) is a wholly owned, tribally chartered corporation of the Seneca Nation of Indians (Nation) which operates all of the Nation's Class III gaming operations in Western New York.

**Tops Markets LLC:** Based in Williamsville, NY, the supermarket chain has stores throughout the state as well as in Vermont and Pennsylvania. It was founded in 1962, and has over 150 locations.

**Wegmans Food Markets, Inc.:** The family-owned company, headquartered in Rochester, NY, is recognized as an industry leader and innovator, celebrated its 100th anniversary in 2016. Wegmans has been named one of the '100 Best Companies to Work For' by FORTUNE magazine for 20 consecutive years, ranking #2 in 2017. This 94-store supermarket chain operates stores in New York, Pennsylvania, New Jersey, Virginia, Maryland, and Massachusetts.

**Xerox Corporation:** This \$11 billion company provides leading-edge document technology, services, software and genuine Xerox supplies for graphic communication and office printing environments of any size.

#### Appendix B.4.ii Support from Government leaders

October 13, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

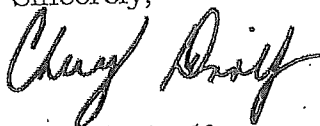
To Whom It May Concern:

On behalf of the nearly 750,000 residents of Monroe County, New York, I am proud to write in strong support of the proposed Amazon headquarters in our region. Monroe County has a rich history of innovation, collaboration, and economic success. With our highly-skilled workforce, first-rate colleges and universities, affordable living, and world-class quality of life, our community is uniquely suited to fit much of Amazon's core site selection criteria.

In addition to our many recognized regional strengths, Monroe County government is currently engaged in a wide variety of projects, programs, and endeavors that will likely be of importance to Amazon in its scoring process. We recently launched a groundbreaking \$80 million project, driven by a unique State and County partnership, which will completely redevelop the Greater Rochester International Airport into a modern, state-of-the-art hub for travel, commerce, and innovation. We are also making unprecedented investments in local quality of life attractions, including \$13 million in Phase 1 improvements to our award-winning and family-friendly Seneca Park Zoo. Finally, Monroe County offers several custom economic and workforce development initiatives, such as our first-of-its-kind LadderzUp Program, which provide growing businesses like Amazon with the skilled workers, logistical resources, and community support they need to succeed right here in our region.

I am very confident that these exciting initiatives, combined with our region's many natural and historic strengths, make Monroe County an ideal fit for a forward-thinking company like Amazon. I am happy to discuss this matter in greater detail whenever and wherever necessary. Thank you for your time and consideration.

Sincerely,



Cheryl Dinolfo  
Monroe County Executive



## COUNTY OF ERIE

**MARK C. POLONCARZ**

COUNTY EXECUTIVE

October 13, 2017

Mr. Jeffrey Bezos, CEO  
Amazon Corporate Office  
410 Terry Ave. North  
Seattle, WA 98109-5210

Dear Mr. Bezos:

I am writing to recommend Buffalo and Erie County as a great location for Amazon's HQ2. Known as the "City of Good Neighbors," Buffalo has much to offer from a business, personal, and family perspective. From our world-class galleries, restaurants, inexpensive high quality of life, and being situated near our own natural wonder of Niagara Falls, the Buffalo-Niagara region is experiencing an economic renaissance few would have predicted ten years ago; a renaissance that is a perfect fit for HQ2.

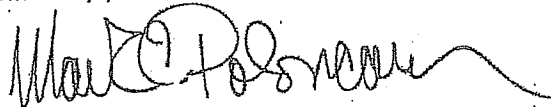
Over the last five years, Buffalo has been on the receiving end of over \$19.2 billion in development investments, and those investments are transforming our city and region. Our waterfront is bustling with activities and events year round and the downtown sector is thriving with new hotels, housing, restaurants, and nightlife, but commute times still remain short. Our suburban communities are mirroring Buffalo's success in their own business and community centers, with transformational projects of their own that are creating sustainable, walkable, family-friendly neighborhoods.

Millennials and families are locating here to enjoy the walkable neighborhoods, easy public transit, abundant biking and recreational opportunities, and an overall quality of life that is second to none. They are also coming to Western New York for opportunity: Buffalo consistently attracts and retains top talent from our own 21 colleges and universities, as well as bringing new talent from outside our market. When coupled with the strong educational and university portfolio that the City of Rochester possesses, a joint bid between our two cities would offer a young, motivated, and ready workforce that would not be available elsewhere.

Buffalo's boom is great for residents but is built on business, with room to grow. Over \$3 billion in investment has gone into the city's Central Business District alone, while our entrepreneurial ecosystem was ranked #2 in the country by Entrepreneur.com. An increase in both public and private investment has made Buffalo a hot community, with increased investor confidence and a growing reputation as a great place to live and do business. Major companies like Tesla and Panasonic are finding Buffalo a perfect fit for new operations, and as a result the largest solar panel production facility in the western Hemisphere is now located here on the shores of Lake Erie. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and low cost power is plentiful with Niagara Falls in our own backyard.

I could not be prouder of what we have accomplished in a short period of time. While we are building a bright future today, more remains to be done and we would welcome having Amazon HQ2 as a cornerstone for the new Buffalo. I know if you visit our community and see what we have to offer you will understand why Buffalo would be an unexpected but perfect fit for HQ2. I look forward to hearing from you and giving you a personal tour of our great city!

Sincerely yours,

A handwritten signature in black ink, appearing to read "Mark C. Poloncarz", with a long, sweeping horizontal flourish extending to the right.

Mark C. Poloncarz  
Erie County Executive

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BRIAN HIGGINS  
26TH DISTRICT, NEW YORK

COMMITTEE ON WAYS AND MEANS  
VICE RANKING MEMBER  
SUBCOMMITTEE ON HEALTH  
SUBCOMMITTEE ON TRADE

COMMITTEE ON THE BUDGET

CO-CHAIR, CANCER CAUCUS  
CO-CHAIR, NORTHERN BORDER CAUCUS  
CO-CHAIR, REVITALIZING OLDER CITIES  
TASK FORCE

Congress of the United States  
House of Representatives  
Washington, DC 20515-3226

October 13, 2017

2459 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-3308  
(202) 225-0347 (FAX)

726 EXCHANGE STREET  
SUITE 601  
BUFFALO, NY 14210  
(716) 882-3501  
(716) 852-3929 (FAX)

800 MAIN STREET  
SUITE 3C  
NIAGARA FALLS, NY 14301  
(716) 282-1274  
(716) 282-2479 (FAX)  
higgins.house.gov

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon  
410 Terry Ave. North  
Seattle, WA 98109

Re: Support for HQ2 submission by Buffalo, Niagara Falls and Rochester, NY.

Dear Mr. Bezos:

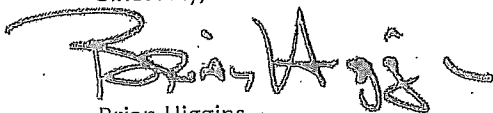
A submission will shortly be made on behalf of Buffalo, Niagara Falls and Rochester NY in order to attract Amazon's HQ2 development project. I write to convey my support for this initiative.

In addition to meeting and exceeding the criteria laid out in your RFP, there are three specific areas that commend Buffalo for your consideration which can be important competitive advantages to you but which may not be entirely obvious:

- 1) **Climate resilience.** Climate change is real, and it will have tangible impacts for metro areas twenty, thirty and fifty years from now. While communities on the Atlantic, Pacific and Gulf coasts will be presented with rising sea levels, and some cities will face draught and some will face increasing heat, models generally agree that Buffalo will continue on with a moderate, four-season climate and an abundance of fresh, clean water.
- 2) **Proximity to Canada.** With the RFP's indication that HQ2 may be located in either the U.S. or Canada, it is clear that the Canadian market, and its 36 million consumers, is an integral part of your plans. No MSA in the US or Canada is more fully integrated with its international neighbor in terms of economy, culture, or even individual families as ours is, and no other market can provide you as effective a platform to reach important markets in both countries.
- 3) **Culture of Innovation.** Western New York returning to its roots from the industrial revolution by rediscovering its culture of innovation. Home to dozens of colleges and universities, including the University at Buffalo, the flagship research university of the SUNY system, and the University of Rochester, the region boasts a well-educated work force with low turnover rates and highly skilled workers. Initiatives like the 43 North business competition and a diverse array of incubators are helping to foster a spirit of entrepreneurship here.

Thank you very much for your consideration of the submission which will be made on behalf of the Buffalo, Niagara Falls and Rochester area. I am confident that a full review of all of the options will commend this metro to you for serious consideration. I am pleased to recommend it to you. Please do not hesitate to reach me at the telephone numbers above if I can be of any assistance.

Sincerely,



Brian Higgins  
Member of Congress

## **The case for western NY**

### **Rochester and Buffalo would be a Prime locale for Amazon's second headquarters**

The search for a dream house takes time, but once you find it, there's nothing like calling that special place home sweet home.

Amazon, the house that Jeff Bezos built, is in the market for a second headquarters for its North American operations. The Seattle-based online retailer has said its "HQ2" will employ up to 50,000 and cost about \$5 billion to build and operate.

A seven-page request for proposals outlines what Amazon wants for its new location, but the essence of what the company is looking for can be summed up in a few words: a home with good bones. That's why a great case can be made for the Buffalo Rochester Metro Corridor. Amazon need look no further than our region, where our moxie matches that of the company that started with a garage as a business office to a company with its main operations spread across 33 buildings in Seattle.

We Echo the entrepreneurial spirit that pulses through Amazon and its founder. Our region is the home of George Eastman, founder of Eastman Kodak Co. in Rochester — the man who brought roll film to families everywhere. We're the region where William George Fargo, 27th mayor of Buffalo, co-founded Wells Fargo and the American Express Co.

We're the number one region in terms of STEM graduates, making our area a Prime location to find a highly educated workforce. From Millennials to those seeking a second career, our talent pool is deep, thanks our collective 40 colleges and universities. With more than 2.2 million people in western New York, our combined strength makes this region rich with people who have the Fire and desire to work for a company that can transform a community.

And speaking of a transformation, the Buffalo Rochester Metro Corridor epitomizes resilience. We've transformed from cities where machines once hummed and large portions of the population worked for Kodak, Xerox, and Bethlehem Steel in Lackawanna, to cities where technology, medicine, packaging and software development are the drivers of our economy. Though our economic drivers have changed, we have the infrastructure and the historical know-how to handle Amazon and all that comes with it.

We're experiencing a renaissance: downtown Buffalo and Rochester are on the rise and development is booming. Our residents who need to get to work and play can do so by biking, driving and taking public transportation. Even in winter, when snow turns our region into a winter wonderland, we're not stuck inside; we're skiing, we're visiting our host of microbreweries, we're enjoying concerts, live theater and museums. We're also taking a quick drive to Niagara Falls or to the Finger Lakes to visit a winery.

Our good bones include the intangibles that come with being a region with deep roots activism and justing for all. We are the home of Susan B. Anthony, Frederick Douglass, and Harriet Tubman. Their legacies Kindle our passion for being a community that embraces altruism.

Home sweet home is where the good bones are. And Amazon would feel right at home with us. Right, Alexa?



STAFF PHOTO ILLUSTRATION



## Constellation Brands

Rob Sands  
President and CEO

October 12, 2017

To Whom It May Concern:

On behalf of Constellation Brands, Inc., I am writing this letter in full support of the proposed Amazon headquarters in our region. The low-cost operational environment, area connectivity, innovative atmosphere and access to top-tier talent, allows our business to thrive. Running our company would be considerably more difficult without access to these valuable resources.

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,

Robert Sands

President and CEO

Constellation Brands, Inc.

*Our vision: To elevate life with every glass raised*

Constellation Brands, Inc. • 207 High Point Drive, Building 100 • Victor, NY 14584  
Direct: 585-678-7100 • Fax: 585-678-7111 • [www.cbrands.com](http://www.cbrands.com)



Delaware  
North.

October 16, 2017

Jeffrey Bezos  
Chief Executive Officer, President, and Chairman of the Board of Directors  
Amazon  
701 5th Ave  
Seattle, WA 98104  
United States

Dear Jeffrey,


We write in support of the selection of Buffalo, New York for Amazon's "HQ2" development.

Buffalo has been our company's hometown for more than 100 years, and we attribute much of our success to this city. It has provided an energetic and dedicated workforce that is bolstered by a high quality of life and a rich diversity of academic and vocational training institutions. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and our region is rich with fresh water in Lake Erie and the hydropower of Niagara Falls.


Buffalo's residents and visitors alike are feeling the positive effects of investments throughout our city, which totaled \$19.2 billion over the last five years. Among other things, this capital has given new life to a now vibrant waterfront. Millennials are coming to the city at rates well over the national average for walkable streets, hundreds of miles of bike lanes, easy public transport, and a lively after-work scene. Most significantly, they are coming to Buffalo for professional opportunities.

For all of these reasons, our company proudly calls Buffalo "home." We hope that Amazon joins us in this city of hardworking and welcoming people.

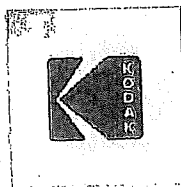
Sincerely,



Jerry Jacobs, Jr., Co-CEO



Lou Jacobs, Co-CEO



Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, NY 14604

October 13, 2017

To Whom It May Concern:

On behalf of Eastman Kodak Company, I write to recommend our region for the new Amazon headquarters. With aligned values, technologies, talent and lots of room to grow, Rochester is right for Amazon.

Rochester has a long history of significance on culture and innovation in the world, from giving birth to America's women's rights movement, to Kodak's invention of the digital camera, to the future innovation driven by the next generation of graduates from R.I.T., University of Rochester, Cornell and Columbia who will change the world working in the Photonics industry right here in Rochester, NY. Rochester is ready to support Amazon's growth.

The Greater Rochester area is a great place to live, making it easy to recruit and keep talent. We have a wealth of natural resources to enjoy, with the Finger Lakes and Lake Ontario only minutes away. We also have professional hockey, baseball, soccer and basketball teams and NASCAR racing at Watkins Glen. The Eastman School of Music has spawned an amazing musical culture, including one of America's largest jazz festivals, and we have a rich and diverse restaurant scene renowned for great chefs.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. Rochester is ready to support Amazon's growth. We thank you for your time and consideration.

Sincerely

A handwritten signature in dark ink, appearing to read 'Jeff Clarke', is written over a light blue horizontal line.

**Jeff Clarke**  
Chief Executive Officer





One M&T Plaza, Buffalo, NY 14203  
716 842 5425 FAX 716 842 5220 EMAIL [rwilmers@mtb.com](mailto:rwilmers@mtb.com)

Robert G. Wilmers  
Chairman and CEO

October 13, 2017

Mr. Jeff Bezos, CEO  
Amazon

Dear Mr. Bezos:

I am writing to strongly recommend Buffalo as the best place to locate Amazon's HQ2. Buffalo has so much to offer, for both businesses and individuals. Our quality of life and strong work ethic are unparalleled—and it is thanks to buy-in from the entire community. Our renaissance is well under way, but the final sign of its success would be Amazon's HQ2.

M&T Bank has been headquartered in Buffalo since 1856 and employs over 7,000 in the region. The city itself has received \$19.2 billion in development investments over the last five years. This capital has given new life to a now vibrant waterfront. Millennials are coming to the city at rates well over the national average for its walkable streets, hundreds of miles of bike lanes, easy public transport, and a lively after-work scene. They're also coming for opportunity. M&T Bank and Buffalo in general consistently attract top talent from the region's 21 colleges and universities and those from outside our region.

Most importantly, Buffalo business is booming. More than \$3 billion in investment has gone into the Central Business District alone. The entrepreneurial ecosystem was ranked #2 in the country by Entrepreneur.com. Both public and private investment has increased confidence. Major companies are finding Buffalo a perfect fit for new operations, like Tesla and Panasonic for their groundbreaking Solar Gigafactory. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and power is premium with the Natural Wonder of the World, Niagara Falls, in our backyard.

M&T Bank has had great success in this city of hardworking and welcoming people. We would be more than happy to have Amazon HQ2 as a new neighbor in town.

Sincerely,

A handwritten signature in cursive script that reads 'Robert G. Wilmers'.



**GEICO.**

**Bill Roberts** President and Chief Operating Officer

Since GEICO decided to build our Amherst office in 2004, the location has proved to be even better than we imagined it would be. There are numerous colleges and universities in the area, and the work force we've attracted is talented, productive and career-minded; most of our associates are college-educated and we promote from within. In just 13 years, our operation has grown from zero to a regional office with more than 3,100 associates who handle all of our northeastern U.S. sales, service and claims operations, and we've expanded our facility from 250,000 to 300,000 square feet. It is one of our most successful regions in terms of career opportunity and development, and supporting our efficiency and our ability to grow.

The economic doldrums that affected Buffalo in the past are a fading memory. The regional economy has rebounded, giving the citizens of Western New York a higher quality of life and affirming the effectiveness of the kind of public-private partnerships that influenced our initial decision to come to Buffalo. A community-focused city with abundant entertainment and transportation options, Buffalo is a great place to live and work. We could not be happier with our decision to locate here.

Sincerely,



Martin Mucci

President and CEO

October 12, 2017

Mr. Robert J. Duffy  
President & CEO  
Greater Rochester Chamber of Commerce  
150 State Street  
Rochester, New York 14614

Dear Bob:

At Paychex, we know the value of calling Rochester home. That's why we believe this community would be the right place for Amazon to choose for its HQ2 project. There are strong business reasons, but equally important, there are compelling reasons why I am confident that Amazon's employees would thrive here.

Since Paychex was founded in 1971, Rochester has been home to our company headquarters. Today, we are a Fortune 1000, publicly traded company with total revenues of \$3.2 billion, a market cap of nearly \$23 billion, and more than 100 locations across the U.S. We pay one in every 12 private sector employees, and more than 600,000 of America's businesses count on us to provide them and their employees with a full suite of payroll and HR services.

Over 4,400 of our nearly 14,000 employees live and work in the Rochester area. The quality of life our employees and their families find here with some of the best suburban school systems in the country and wonderful cultural opportunities leads to our track record of employee retention; our Rochester-based employees stay with us an average of seven years. When we need to recruit and hire new talent, we need look no farther than one of many high-quality, nationally recognized colleges and universities in the Rochester area that offer degrees in relevant areas ranging from computer technology to optics to business and more.

Additionally, something of significant value to both our company and our employees is the cost of health care in Rochester compared with most other areas of the country. A recent study using data collected by the Institute of Medicine in Washington, D.C., found that Rochester's commercial health insurance costs were 22% below the national average. At Paychex, over the last four years, our health care costs in Rochester were 29% less than those in our other locations across the country. A critical point is that these lower costs are in addition to the significant, high-quality care offered by two nationally recognized leaders in health care, the University of Rochester Medical Center and the Rochester Regional Health System.

Thank you for the opportunity to offer my perspective and strong endorsement for the Rochester community as an avenue I believe Amazon should explore.

Sincerely,

Martin Mucci  
President and CEO

John Scannell  
Moog Inc.  
Corporate Bldg, Plant 26  
400 Jamison Road  
East Aurora, NY 14052

13 August 2017


I am writing to recommend Buffalo for Amazon's HQ2. The city has so much to offer, for both business and individual gain. Our quality of life and work in Buffalo is unparalleled—and it is thanks to buy-in from the entire community. Our renaissance is well under way, but the final sign of its arrival would be Amazon.

Buffalo city has received \$19.2 billion in development investments over the last five years. This capital has given new life to a now vibrant waterfront. Young millennials are coming to the city at rates well over the national average for walkable streets, hundreds of miles of bike lanes, easy public transport, and a lively after-work scene. They're also coming for opportunity. Buffalo consistently attracts top talent from its own 21 colleges and universities and those external.

Most importantly, Buffalo business is booming. More than \$3 billion in investment has gone into the Central Business District alone. The entrepreneurial ecosystem was ranked #2 in the country by Entrepreneur.com. Both public and private investment has increased confidence. Major companies are finding Buffalo a perfect fit for new operations, like Tesla and Panasonic for their groundbreaking Solar Gigafactory. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and power is premium with Natural Wonder of the World Niagara Falls in our own backyard.

My company proudly calls Buffalo home. We have found great success in this city of hardworking and welcoming people. We would be more than happy to have new neighbors in town—say, 50,000 Amazonians?

Sincerely,



John Scannell  
Chairman and CEO

# networks

October 12, 2017

Brand Networks  
40 Broad Street  
6th Floor  
Boston, Mass.  
02109

Dear Amazon Site Selectors:

I'm writing to highlight the value that the City of Rochester and the greater Finger Lakes region have added to our company at Brand Networks. As a Boston-based company with additional offices in New York, Chicago, San Francisco, Los Angeles and Sydney, Australia, we are without question a "big city business." However, our Rochester office is one of our best-kept secrets. Today, we build 100% of our software and employ 100% of our technical workforce in Rochester. This city is not a major hub of client interface for us, but it is a primary source of talent and technology for Brand Networks.

Brand Networks does business in the fast-paced arena of social advertising software and services. We are an adtech partner to Facebook, Instagram, Twitter, Pinterest, LinkedIn and Snap. For the last decade, we've been building and delivering leading-edge marketing software solutions serving many of the world's biggest consumer brands and agencies. Earlier this year, we were ranked one of just two "Leaders" in social advertising technology by Forrester Research from among over 140 vendors evaluated in *The Forrester Wave: Social Advertising Technology, Q3 2017*. This year, we will manage well over \$500M in social advertising spend globally.

The work we've done and the momentum we've generated as a business has been possible in large part because of the talent, knowledge, and industriousness of our people in Rochester, New York.

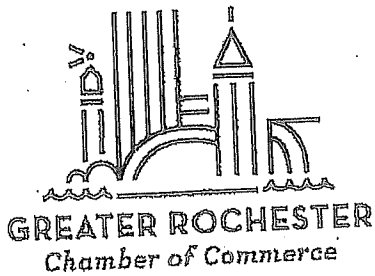
If you're looking for a city with great people who know how to do cutting-edge work and advance at the speed of internet technology --- if you're looking for business people who are ready to be as customer centric in their attitudes as Amazon is known to be --- I would encourage you to give a good, hard look at Rochester and the greater Western New York region.

Regards,



Dave Fall  
CEO  
Brand Networks





ROBERT S. SANDS  
Chairman of the Board  
Constellation Brands

JOHN M. PITTON  
Vice Chairman  
Bank of America

BRIAN G. FLANAGAN  
and Vice Chairman,  
Secretary/Treasurer  
Nixon Peabody

ROBERT J. DUFFY  
President and  
Chief Executive Officer

GreaterRochesterChamber.com

585.244.1800

150 State Street, Suite 400  
Rochester, New York 14614

October 13, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

On behalf of Greater Rochester Chamber of Commerce, which represents over 1,300 employers in the nine-county Rochester, New York region, I am writing this letter in full support of the Rochester-Buffalo Amazon proposal. Rochester is the best kept secret in New York State and beyond. We are home to world class companies, talent, universities, arts and culture, and amenities – and we are the most affordable region in the United States. Our area would be the perfect fit for Amazon HQ2.

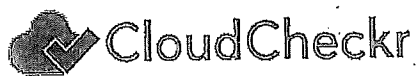
Currently President and CEO of Greater Rochester Chamber of Commerce, I am also the former mayor for the City of Rochester and most recently served as New York State's Lieutenant Governor alongside Governor Andrew Cuomo. I'm passionate about this community, and I believe our region would provide an ideal backdrop for Amazon. As the third largest city in New York, Rochester has a rich history of entrepreneurship, philanthropy, innovation, and business success. We are the home to organizations like Constellation Brands, Wegmans Food Markets, Eastman Kodak Company, Xerox, Paychex, LiDestri Food & Beverage, and other leading corporations.

Within a short drive of the city, we have 19 colleges and universities, including the University of Rochester and Rochester Institute of Technology, two world-renowned institutions that provide us access to top-tier talent. Furthermore, our city is located in the heart of the stunning Finger Lakes region, which affords a setting and quality of life that is second to none. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates.

Rochester has an abundance of strengths that completely align with the needs of this project. Our community is on the move, and we want Amazon to be a part of it. Rochester would welcome Amazon and be genuinely invested in the company's continued success. Thank you for your time and consideration.

Sincerely,

Robert J. Duffy  
President & CEO



## Delivering Amazon to Rochester: An Open Letter from CloudCheckr CEO Aaron Newman

Congratulations on the announcement of Amazon's intention to add a second North American headquarters. Your growth and innovation in the past 23 years are known worldwide—particularly here in Rochester, NY, where technology innovation has blossomed for over 100 years.

The entire CloudCheckr team was thrilled to hear of your plans for HQ2. Your vision for business transformation in the public cloud has helped us become leaders in cloud management and one of the strongest AWS partners. We know the talent and environment in Rochester powered our growth, which has tripled every year for the past three years. We believe it can propel Amazon as well.

Here's why:

- **Rochester has been an innovation leader for over 100 years;** George Eastman pioneered motion picture film, evangelized consumer photography with innovative hardware, and built a globally recognized brand here—Kodak.
- **Xerox, headquartered in Rochester, founded PARC,** which has been in large part responsible for such developments as laser printing, Ethernet, graphical user interface (GUI), and object-oriented programming.
- **Higher education institutions like Rochester Institute of Technology (R.I.T.) and University of Rochester** provide an unparalleled pool of world-class engineering resources and talent. Rochester-area public schools boast some of the highest-performing student bodies in the nation.
- **Rochester is unparalleled anywhere in the country.** The benefits for tech companies in Rochester include top schools, affordable real estate, low cost of living, ideal location with an international airport affording access to major east-coast cities, and an electric grid with energy rates 35% below national average.

CloudCheckr would love to welcome Amazon to this community as an innovator and leader. We look forward to our continued partnership and hope to work together in the future as neighbors as well.

Thank you for your consideration.

Sincerely,

Aaron Newman  
Founder and CEO

**ROCHESTER**  
REGIONAL HEALTH

ERIC J. BIEBER, MD  
President & Chief Executive Officer

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

October 13, 2017

To Whom It May Concern:

As the CEO of Rochester Regional Health, a large 17,000 employee integrated health system, I am writing to lend our full support of the proposed Amazon headquarters in our region. In addition to top-tier health care, we have a low-cost operational environment, area connectivity, an innovative atmosphere and access to top-tier talent. Our business continues to thrive as a result of the exceptional regional resources. Running our company would be considerably more difficult without access to these valuable components.

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates. What sets our region apart is the people – they are our greatest single resource.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,



Eric J. Bieber, MD  
President & CEO

dixon schwabl



585.385.0390

dixon schwabl

October 12, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

On behalf of Dixon Schwabl, I am writing this letter in full support of the proposed Amazon headquarters in our region. For many years, our company has had offices in Philadelphia and Hilton Head. However, we made our corporate headquarters in Rochester and closed the other offices when we doubled our workforce. Rochester offers a much lower cost of living, low-cost operational environment, average 19-minute commute, highly educated workforce and much higher quality of life for our team.

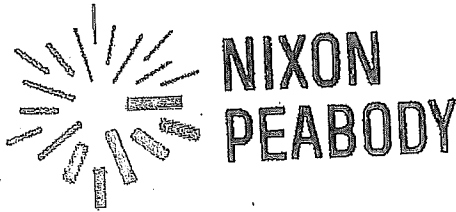
It has been easy for us to recruit top talent from New York City, Boston, Chicago and San Francisco. And one of things that sets Rochester apart is that more than 50% of the New York companies on the nationwide Great Place to Work List are located in Rochester! Dixon Schwabl has been on the list for the past 16 years—ranking #1 in 2008 and 2010. Organizations in our community put an emphasis and focus on creating great work cultures. Others include Wegmans, ESL, Thompson Health, Nixon Peabody and Sage Ratty.

Rochester is a fantastic place to live and work! Our team and community would welcome Amazon and would most definitely be invested in their continued success.

Thank you for your consideration.

Sincerely,

Lauren Dixon  
Chief Executive Officer  
Dixon Schwabl



NIXON PEABODY LLP  
ATTORNEYS AT LAW

NIXONPEABODY.COM  
@NIXONPEABODYLLP

Lori B. Green  
Partner  
T 585-263-1236  
lgreen@nixonpeabody.com

1300 Clinton Square  
Rochester, NY 14604-1792  
585-263-1000

October 13, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

On behalf of Nixon Peabody LLP, I am writing this letter in full support of the proposed Amazon headquarters in the Rochester, New York region.

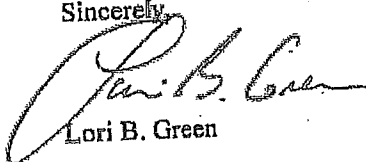
Nixon Peabody is a global law firm with over 600 attorneys and 1400 non-attorney employees in eighteen offices – 14 in the United States and 4 abroad. The firm's roots are in Rochester and date back to 1875. As we have grown over the past 20 years, we have continued to invest in our Rochester office in many ways and for a number of reasons. For example, about a decade ago, we were one of the first national law firms to establish a dedicated location for many operational functions, including IT and finance, and we chose Rochester.

The decision to make this and other investments in Rochester was based in part on our ability to hire well-educated, capable talent trained by our local colleges and universities and easily recruit talent to Rochester. Our recruitment success is due to Rochester's low housing costs, high quality suburban public educational system, short commute times, low health costs and quality providers, cultural attractions, proximity to a variety of recreational activities, and strong civic and philanthropic culture.

Our workforce enjoys all of these benefits of living and working in the greater Rochester region while at the same time being able to visit our clients and offices on the East Coast and in the Midwest with a short one hour flight to New York City, Boston, Washington, D.C., Chicago, Philadelphia and Toronto.

We see a bright future for the greater Rochester region, believe that Amazon would enjoy the same success as we have, and think Amazon would make our community even more dynamic than it is today.

Sincerely,



Lori B. Green





Stantec Consulting Services Inc.  
61 Commercial Street Suite 100, Rochester NY 14614-1009

**Reference: Amazon HQ2**

Stantec is a global top ten professional design firm that has flourished in the Rochester region for over 60 years. With over 450 offices throughout the world, our local staff gets to visit/work in many other cities. These visits constantly remind us why we have an office in Rochester. We can attract and retain highly qualified staff because of all that the region offers.

For those interested in outdoor activities, Rochester has great weather in all seasons. Each season is celebrated with a variety of festivals and outdoor events, including the Xerox International Jazz Festival. If you are a foodie, the numerous restaurants offer the atmosphere and cuisine that rival that found in any large city. From cultural activities (Broadway Theatre League, Rochester Philharmonic Orchestra) to professional sports (professional AAA baseball, lacrosse, soccer, and hockey teams), there are activities for everyone.

With twenty-two colleges/universities located in the region, there is an available workforce with world class talent. That workforce has a variety of housing opportunities, including micro housing units in the city center that millennials find attractive to affordable suburban single family homes. For those that prefer living in the suburbs, the commute time is minimal. A standard Rochester saying is that you can get anywhere you want to be within twenty minutes. If you prefer downtown living, there are many walkable communities, most boasting extensive trail systems.

For those seeking an opportunity to provide offices that will attract employees based on quality of life and cost of living, locating in the Rochester area is not only a great idea but a smart idea. We hope we can be one of the first to welcome you to the neighborhood. Regards,

**STANTEC CONSULTING SERVICES INC.**

A handwritten signature in black ink, appearing to read "Jim Hofmann Jr.", written over a horizontal line.

Jim Hofmann Jr., PE  
Principal, Office Leader  
Phone: 585-413-5257  
Jim.hofmannjr@stantec.com



Joseph M. Rizzo  
Manager, Economic Development  
NYSEG & RG&E

**Business Confidential**

October 13, 2017

Mr. Matt Hurlbutt  
Interim President & CEO  
Greater Rochester Enterprise  
100 Chestnut Street, Suite 1910  
Rochester, NY 14604

Dear Mr. Hurlbutt,

New York State Electric & Gas (NYSEG) and Rochester Gas and Electric Corporation (RG&E) work collaboratively with our community partners at the local, regional, and state level, to help attract new businesses, and grow existing businesses in upstate New York. We are strong partners in our communities, providing safe and reliable electricity and natural gas service.

Our Companies offer a variety of economic development programs which include grant assistance for electric/natural gas infrastructure and energy efficiency, assistance to start-up companies/entrepreneurs, revitalization of main streets/business corridors, and investments in technological innovation zones. In concert with our community partners, we provide very competitive business attraction incentive packages to help attract new businesses to our regions.

We look forward to working on the Amazon HQ2 project and are excited about the possibility of this new business development.

As further background, NYSEG and RG&E, are subsidiaries of AVANGRID, Inc. (NYSE:AGR). NYSEG serves approximately 890,000 electricity customers and 264,000 natural gas customers across more than 40% of upstate New York. RG&E serves approximately 376,000 electricity customers and 311,000 natural gas customers in a nine-county region surrounding the City of Rochester.

Sincerely,

Manager, Economic Development  
NYSEG and RG&E

---

89 East Avenue, Rochester, NY 14649-0001  
Telephone 585.724.8165  
www.rge.com, joe\_rizzo@rge.com

An equal opportunity employer





## O'Connell Electric Company, Inc.

Industrial & Commercial Construction | Power Line & Substation | Communications  
Transportation | Renewable Energy | Service & Maintenance | Technical Services

October 10, 2017

Greater Rochester Enterprise  
100 Chestnut Street, Suite 1910  
Rochester, New York 14604

Re: Amazon Headquarters

Gentlemen:

We are writing this letter in full support of the consideration of Amazon for a second headquarters location in our region. Our company was founded here in 1911 and has expanded over the decades to be one of the largest electrical contractors in the country. This would never have happened without the very high quality and education level of our work force driven in part by the many higher education institutions located here including the University of Rochester, Rochester Institute of Technology and St. John Fisher College, to name a few.

Other than our occasional snow storm, our area is devoid of many catastrophic weather events including hurricanes and tornados and geological events such as earthquakes.

Our cost of living is generally quite reasonable and we have some of the best K-12 school districts in the country. It is a wonderful place to raise a family. We have seen many cases where young people move away only to return when they start to raise a family.

From the stand point of the construction industry that we are an integral part of, we can assure Amazon that we have very vibrant and highly qualified contractors headquartered here and they will be able to support the construction of any of the facilities they would require.

We would welcome them to Rochester and help to guarantee their success.

Sincerely,

O'CONNELL ELECTRIC COMPANY

Victor E. Salerno

Chief Executive Officer

Corporate Headquarters 830 Phillips Road • Victor, NY 14564 • Phone 585.924.2176 • Fax 585.924.4973  
Albany 2360 Mason Road Ext • Schenectady, NY 12308 • Phone 518.346.0077 • Fax 518.346.0728 Rochester 390 Systems Road • Rochester, NY 14623 • Phone 585.424.3472 • Fax 585.424.3486  
Buffalo 9298 Hanson Road • Lancaster, NY 14086 • Phone 716.675.9010 • Fax 716.686.0586 Syracuse 301 Stoutenger Street • East Syracuse, NY 13057 • Phone 315.437.1453 • Fax 315.437.7431

# THE PIKE COMPANIES, LTD.

---

October 12, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

On behalf of The Pike Companies, I am writing this letter in full support of the proposed Amazon headquarters in our region. The Western New York Region provides a low-cost operational environment with area connectivity, an innovative atmosphere and proven access to top-tier talent.

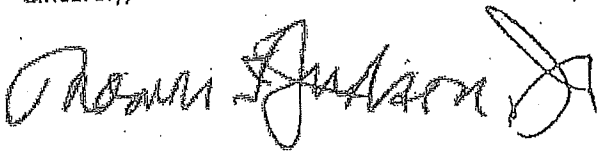
George Eastman and Joe Wilson proved that companies like Kodak and Xerox could recruit and grow their combined local headcount to over 80,000 people at their peak. We can do it again for Amazon.

The Pike Companies do projects all over the country so we really know why Rochester is such a great and affordable place to live and headquarter our operations. Great universities, great cultural institutions, a caring community and a highly educated workforce have proven time and again that people who are recruited to come here never want to leave.

I am certain that Rochester and the Western New York Region will be a perfect place for Amazon to locate its second headquarters.

Thank you for your consideration.

Sincerely,



Thomas F. Judson, Jr.  
Chairman



October 12, 2017

To Whom It May Concern:

On behalf of ESL Federal Credit Union, I am writing this letter in full support of the proposed Amazon headquarters in our region. In addition to the low-cost operational environment, area connectivity, innovative atmosphere and access to top-tier talent, our business continues to thrive as a result of our community's ability to over the years evolve, adapt, and be resilient in an ever changing world. Running our company would be considerably more difficult without access to these valuable resources.

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates. What sets our region apart are numerous year-round, highly affordable and accessible, cultural and recreational offerings. It truly is an amazing place to start and raise a family.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Faheem Masood". The signature is stylized with a large, sweeping "F" and "M".

Faheem Masood  
President and CEO

*Faheem Masood, President and Chief Executive Officer*  
225 Chestnut Street • Rochester, NY 14604-2424  
(585) 336.1240 • fmasood@esl.org



October 11, 2017

Mr. Jeff Bezos, Chairman and CEO  
AMAZON  
410 Terry Avenue North  
Seattle, Washington 98109-5210

Dear Mr. Bezos,

I am writing to recommend Buffalo for Amazon's HQ2. The city has so much to offer, for both business and individual gain. Our quality of life and work in Buffalo is unparalleled—and it is thanks to buy-in from the entire community. Our renaissance is well under way, but the final sign of its arrival would be Amazon.

Buffalo city has received \$19.2 billion in development investments over the last five years. This capital has given new life to a now vibrant waterfront. Young millennials are coming to the city at rates well over the national average for walkable streets, hundreds of miles of bike lanes, easy public transport, and a lively after-work scene. They're also coming for opportunity. Buffalo consistently attracts top talent from its own 21 colleges and universities and those external. Most importantly, Buffalo business is booming. More than \$3 billion in investment has gone into the Central Business District alone. The entrepreneurial ecosystem was ranked #2 in the country by Entrepreneur.com. Both public and private investment has increased confidence. Major companies are finding Buffalo a perfect fit for new operations, like Tesla and Panasonic for their groundbreaking Solar Gigafactory. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and power is premium with Natural Wonder of the World Niagara Falls in our own backyard.

My company proudly calls Buffalo home. We have found great success in this city of hardworking and welcoming people. We would be more than happy to have new neighbors in town—say, 50,000 Amazonians?

Sincerely,



David W. Anderson  
President and CEO  
HEALTHNOW NEW YORK, INC.



October 16, 2017

While there are a lot of cities vying for the opportunity to serve as Amazon's new home for its second headquarters, I believe there is no better choice than Buffalo, NY. Buffalo is known as the city of good neighbors, for good reason. Whether a lifelong resident or a recent transplant, Buffalo is a friendly, inclusive community, making everyone feel right at home. That was my experience when I moved my family to this region 15 years ago from Knoxville, Tennessee.

I know Amazon will find Buffalo a welcoming city with all the amenities any large employer is looking for. As the CEO of one of Buffalo's largest health systems, I can attest to the quality of our local work-force. Buffalo has a wealth of experienced and young talent eager to fill technical, administrative and service positions within your organization. Our public university system, and private colleges are well-respected, and will be a definite asset, not only to educate future employees, but also for continuing education opportunities for your established workforce and their families.

The city has so much to offer, for both business investment and quality of life. Buffalo is in the midst of an economic renaissance, with billions of dollars in new investment, a growing downtown medical and business hub, a vibrant waterfront and entertainment district, and a confident, new attitude that is attracting attention from throughout the country.

This is a great place to live, with home ownership and quality rental properties well within reach. From established city neighborhoods, with their own unique assets; to growing downtown lofts and condos for walkable city living; to suburban and rural communities, that offer reasonable commutes; there is a community to meet everyone's needs.

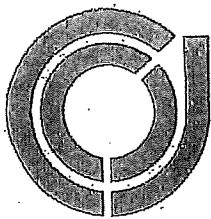
Catholic Health has been serving the healthcare needs of the Buffalo/Niagara region for nearly 170 years. We continue to attract medical professionals to our health system, who are eager to build their careers in a region that is on the upswing. With affordable housing, top talent, and a high quality of life, Amazon will also find that Buffalo is the ideal location for its new headquarters.

I couldn't be happier with my decision to come to Buffalo and am confident you will too. If I can be of any help in your decision-making process, please do not hesitate to call me, 716-862-2410.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe McDonald'.

Joseph D. McDonald  
President and Chief Executive Officer  
Catholic Health



Cochran, Cochran & Yale, LLC

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

October 12, 2017

To Whom It May Concern:

On behalf of Cochran, Cochran & Yale LLC, I am writing this letter in full support of the proposed Amazon headquarters in our region.

I am the co-owner and CEO of the area's largest professional and executive recruiting firm that offers leadership advisory services. Our region of Rochester and the Finger Lakes offers great talent, both experienced technical and professional, as well as an abundant amount of recent graduates from the likes of the University of Rochester, Rochester Institute of Technology, ST. John Fisher College, Nazareth College and others.

The Rochester community has been a very supportive community made up of "nice" people who care for one another and help each other succeed. A recent survey says "where everything is only 20 minutes away" and is the "gateway to the Finger Lakes" with a "small town feel and big city culture". This is where Amazon should establish HQ2 – right here!

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,

  
Gary M. Baker

CEO

Cochran, Cochran & Yale LLC  
955 E. Henrietta Road  
Rochester, NY 14623  
585-785-5719

955 E. Henrietta Road, Rochester, NY 14623  
Phone (585) 424-6060 Fax (585) 424-6069  
E-Mail Address roch@ccy.com



October 11, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

Rochester, New York offers employers such as Amazon access to high quality health care at a price that is 25-30 percent below the national average. Working with our health care partners, we have a nationally recognized tradition of collaboration and community planning. We call it the Rochester Advantage.

On behalf of the area's largest health insurer Excellus BlueCross BlueShield, I am writing to encourage Amazon to join us here. Rochester, NY features a robust transportation infrastructure, access to international airports, 17 colleges and universities, and access to top-tier talent.

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. I am one of the many residents who left the area after college, and returned years later to raise my family here. The excellent public schools, low cost of living, short commute times, and the access to our many lakes and the Adirondack Mountains, are at the top of my list of reasons for living here. We also have a vibrant arts scene including a nationally recognized jazz festival.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Nick Koimpare".

J. Nick Koimpare  
Chief Marketing Officer



Kenneth D. Daly, CFA  
President, National Grid New York

October 13, 2017

Mr. Jeff Bezos  
President & CEO  
Amazon.com, Inc.  
410 Terry Ave. North  
Seattle, WA 98109-5210

Dear Mr. Bezos:

On behalf of National Grid, Western New York's largest electric delivery company, I am writing to recommend Buffalo, NY for Amazon's HQ2. Our city has much to offer for both business and individual gain. Our quality of life and work in Buffalo is unparalleled. Our renaissance is well under way, but the final sign of our arrival would be Amazon.

Buffalo has received \$19.2 billion in development investments over the last five years. These investments have given new life to a vibrant waterfront, a thriving medical campus and rebirth of our downtown area. Young millennials are coming to the city at rates well over the national average. They are attracted by our walkable streets, hundreds of miles of bike lanes, easy public transport and a lively after-work scene. They are also coming for opportunity. Buffalo consistently attracts top talent from its own 21 colleges and universities and those external to the area.

Most importantly, business in Buffalo is booming. More than \$3 billion has been invested in the downtown Central Business District. Our entrepreneurial ecosystem was ranked # 2 in the United States by Entrepreneur.com. Both public and private investment has increased confidence. Major companies are finding Buffalo a perfect fit for new operations, like the Tesla and Panasonic partnership that will produce solar panels and solar roof tiles at their groundbreaking solar gigafactory. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and hydropower is premium with Niagara Falls in our backyard.

National Grid has proudly called Buffalo and Western New York home for over 100 years. Our Company prides itself on delivering affordable and reliable power to our customers. Since 2008, we have invested nearly \$6 billion in our electric and gas infrastructure, and are proposing to invest over \$2 billion more in the coming years.

We have found great success in our city of hardworking and welcoming people. We would be happy to have a great new customer and new neighbors in town – say 50,000 Amazonians?

Sincerely,

A handwritten signature in black ink that reads "Ken Daly".

144 Kensington Ave. Buffalo, New York 14214  
T: 917/693-4183 [Kenneth.Daly@nationalgrid.com](mailto:Kenneth.Daly@nationalgrid.com) [www.nationalgrid.com](http://www.nationalgrid.com)



**KeyBank**



Gary Quenneville  
Regional Sales Leader  
KeyBank  
726 Exchange Street, Suite 900  
Buffalo, New York 14210  
P. 716-819-5769  
gary.quenneville@keybank.com

Tom Kucharski, CEO  
Invest BN  
257 West Genesee Street, Suite 600  
Buffalo, NY 14202

Subject: Amazon Headquarters Consideration

Dear Tom,

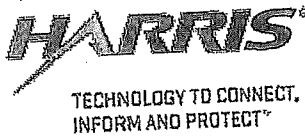
I am writing to recommend Buffalo for Amazon's HQ2. This city has so much to offer, for both business and individual gain. Our quality of life and work in Buffalo is unparalleled—and it is thanks to buy-in from the entire community. So much so that KeyBank elected to grow and invest in our business through the First Niagara acquisition and make Buffalo our NorthEast Region Headquarters. Buffalo's renaissance is well under way, but the final sign of its arrival would be Amazon.

The City of Buffalo has received \$19.2 billion in development investments over the last five years. This capital has given new life to a now vibrant waterfront. Young millennials are coming to the city at rates well over the national average for walkable streets, hundreds of miles of bike lanes, easy public transport, and a lively after-work scene. They're also coming for opportunity. Buffalo consistently attracts top talent from its own 21 colleges and universities and those external.

Most importantly, Buffalo business is booming. More than \$3 billion in investment has gone into the Central Business District alone. The entrepreneurial ecosystem was ranked #2 in the country by Entrepreneur.com. Both public and private investment has increased confidence. Major companies are finding Buffalo a perfect fit for new operations, like Tesla and Panasonic for their groundbreaking Solar Gigafactory. Real estate is controllable and inexpensive, talent is available with cost-efficient wages, and power is premium with Natural Wonder of the World Niagara Falls in our own backyard.

My company proudly calls Buffalo home. We have found great success in this city of hardworking and welcoming people. We would be more than happy to have new neighbors in town—say, 50,000 Amazonians?

Sincerely,



HARRIS CORPORATION

DANA MEHNERT  
Senior Vice President  
Global Business Development  
400 Initiative Drive  
Rochester, NY 14624  
Office: 1-585-269-5922

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

October 13, 2017

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

To Whom It May Concern:

On behalf of Harris Corporation, I am expressing my full support of the Buffalo Rochester Metro Corridor submission proposing our region for the location of Amazon's second headquarters. Western New York is comprised of over 2.2 million people in an extremely livable community offering a unique opportunity for Amazon.

In addition to the low-cost operational environment, this region has over 60 universities including the University of Rochester, Rochester Institute of Technology and the University at Buffalo. It offers an innovative atmosphere and top-tier talent. From drone research to advanced communications, optronics and image sciences, this region is divining the cutting-edge future technologies that will power the economic engine that Amazon is looking to harness. Our company continues to thrive due to access to these valuable resources.

Western New York is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. Thank you for your time and consideration.

Sincerely yours,

Dana Mehnert  
Senior Vice President,  
Global Business Development Officer



Daniel A. Norselli  
President

Greater Rochester Enterprise  
100 Chestnut Street  
One Five Star Bank Plaza, Suite 1910  
Rochester, New York 14604

October 13, 2017

To Whom It May Concern:

On behalf of D&C Digital, I am writing this letter in full support of the proposed Amazon headquarters to be located in the Western New York.

D&C Digital has a unique window on the potential of region. Day-in and day-out, our journalists tell the stories of living, working and doing business in Western New York through our media properties, the Democrat and Chronicle and USA TODAY. Every day, our marketing professionals come to understand our business clients' needs and help them capitalize on opportunities.

The history of Western New York is woven with a story of invention and reinvention. In the 1820s Rochester was heralded as "the Young Lion of the West" -- the gateway to the nation's frontier. As home to innovators responsible for Kodak and Xerox (the Amazons of their day), Rochester has been a crucible for revolutions in technology and marketing that defined the community -- and our country -- for most of the last century.

Today, Rochester is a dynamic and evolving community that would welcome Amazon and work hand-in-hand to further the company's continued success.

As we put our community's successes and challenges with the context of history and the promise of tomorrow, our mission is to help our Western New York community to connect, act and thrive. We welcome Amazon as a partner in that goal. We thank you for your time and consideration.

Sincerely,

Daniel A. Norselli

# North American Breweries

North American Breweries  
445 St. Paul Street  
Rochester, NY 14605

October 13, 2017

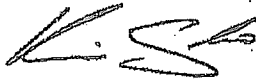
To Whom It May Concern:

On behalf of North American Breweries, I am writing this letter in full support of the proposed Amazon headquarters in our region. In addition to the low-cost operational environment, area connectivity, innovative atmosphere and access to top-tier talent, our business continues to thrive because of the area's commitment and vision for our future. North American Breweries owns and operates four breweries throughout the United States. Our single, largest investment has been in Rochester, New York. We recently committed \$45 million to transform our Genesee Brewery and make it one of the most advanced breweries in the world. This investment wouldn't have made sense without access to a proud, experienced and passionate workforce, as well as, strong support from our business community and government leaders.

Aside from the obvious commercial benefits, the Greater Rochester, NY region is also a wonderful place to live. We are accessible, affordable and attractive. Our low cost of living and central location are coveted by many; an advantage that has made it easy to recruit and keep qualified candidates. What sets our region apart is affordable access to top notch cultural institutions and entertainment. We also have excellent parks, trails and waterways for outdoor recreation.

Rochester is a dynamic and evolving space that would welcome Amazon and be genuinely invested in the company's continued success. We thank you for your time and consideration.

Sincerely,



Signature

Kris Sirchio  
Chief Executive Officer



445 St. Paul Street | Rochester, New York 14605  
Phone 585-546-1030 | Fax 585-546-5011 | [www.nabreweries.com](http://www.nabreweries.com)



October 17, 2017

Mr. Thomas A. Kucharski  
President and CEO  
Invest Buffalo Niagara  
257 West Genesee Street, Suite 600  
Buffalo, NY 14202

**NEW ERA CAP CO., INC.**

160 Delaware Ave.  
Buffalo, New York  
14202

TEL: 716-604-9000  
FAX: 716-604-9299  
TOLL-FREE: 888-520-6951

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

**HEADQUARTERS:**

Buffalo, NY

**OFFICES:**

**USA**

New York City  
Miami  
Chicago  
Irvine

**Canada**  
Toronto

**Mexico**  
Mexico City

**South America**  
São Paulo

**Europe**  
London  
Paris  
Cologne  
Barcelona  
Bologna

**Asia-Pacific**  
Tokyo  
Seoul  
Hong Kong  
Melbourne

Re: Amazon HQ2

Dear Tom:

New Era Cap Co., Inc. is happy to provide this letter in support of the Buffalo - Rochester region's proposal aimed at enticing Amazon to bring its second headquarters to the region. New Era is a fourth-generation family-owned headwear and apparel business, which has been a significant part of the Buffalo community since the 1920s.

In the 1920s, New Era was headquartered at its plant in Derby, NY, just south of the city of Buffalo. That Derby plant remains an active manufacturing facility today - one of the last remaining headwear manufacturing facilities in the United States. New Era's headquarters are in downtown Buffalo.

Since 1993, New Era has been known as the exclusive on-field headwear provider for Major League Baseball. It is now also proudly known as the exclusive sideline headwear provider for the National Football League and the exclusive on-court headwear provider for the National Basketball Association. New Era is the first company in sports-branding history to have concurrent on-field sideline and on-court headwear rights with MLB, the NFL and NBA.

New Era also has licenses with over 500 brands around the globe, including licenses with colleges, professional international sports leagues, entertainment companies, athletes, musicians, and celebrities. New Era's headwear is part of pop-culture. New Era's headwear often appears in music videos, movies, TV shows, and in magazine/online photos being worn by celebrities.

New Era's global revenues are growing toward \$1 billion. Outside Buffalo, it has four (4) other US offices, thirteen (13) international offices, and has employees worldwide. In the Buffalo region, New Era employs almost 600 people between its Derby plant and its headquarters.

New Era's success wouldn't be possible without the employees located in the Buffalo region. Those employees are dedicated, hardworking, and incredibly talented. Some employees are from the Buffalo region originally, attended one of the top colleges or universities locally and then decided to stay here because of the reasonable cost of living and high quality of life in the Buffalo region. Other employees return to Buffalo to raise their families, after graduating from college and/or university in other cities and/or moving away to work in other cities. Recently, New Era has also had great success recruiting top talent from other U.S. cities, as well as from outside the United States, with many moving to Buffalo to become part of the New Era brand and staying because of the quality of life in the region.

New Era truly believes should Amazon select the Buffalo-Rochester region for Amazon's HQ2 it would be amazingly successful and the business would prosper here. New Era looks forward to the opportunity to have Amazon join our community.

Very truly yours,

Christopher H. Koch, CEO





205 Park Club Lane  
Buffalo, NY 14221

**Local focus.  
Individual care.™**

UniveraHealthcare.com

October 13, 2017

Invest Buffalo Niagara  
257 West Genesee St., Ste 600  
Buffalo, New York 14202

Re: Amazon Headquarters

To Whom It May Concern:

On behalf of one of the area's largest health insurers, Univera Healthcare, we are writing to encourage Amazon to join us here. Western New York offers and features all of what is needed and required to grow and thrive a business. Offering a significant number of colleges and universities, a robust transportation infrastructure, access to international airports, and access to a significant and dedicated workforce team to assist in specific needs of our business community.

Buffalo and the Western New York region also offers employers access to high quality health care at a cost to the employer that is significantly below the national average. There are three major non-for-profit health plans that offer high quality low cost health care options to employers in the region.

The business community and climate in the Buffalo Niagara Region is very strong and vibrant. As a lifelong resident with many opportunities to relocate, I have time and time again chosen to stay in Western New York and raise my family due to the quality of life that it offers. Whether it is recreation, camping, skiing, water activities, arts and culture, as well as low cost of living and affordable housing, simply put, it's a great place to work and play!

The Buffalo Niagara region and business community would enthusiastically welcome Amazon with open and supportive arms to become a part of and to be a key contributor to our growing economy and community.

Sincerely,

Art Wingert  
President, Univera Healthcare



## Phillips Lytle LLP

October 16, 2017

Mr. Thomas A. Kucharski  
President and CEO  
Invest Buffalo Niagara  
257 West Genesee Street, Suite 600  
Buffalo, NY 14202

Re: Amazon HQ2

Dear Tom:

Phillips Lytle LLP is enthusiastically providing this letter in support of the Buffalo-Rochester region's proposal to attract Amazon's HQ2 project. Our firm has a long-standing history in the region, having been founded in Buffalo in 1834 and having had our second largest office in Rochester since the 1980's. Among our nearly 450 employees firm-wide, nearly three-quarters of them are resident in the Buffalo-Rochester region. We also have an office in the Kitchener-Waterloo region of southern Ontario.

We are a business law firm that represents clients based in the region, as well as in other areas across North America and beyond, and we have a broad perspective on how business is done here and abroad. We believe the Buffalo-Rochester region is a tremendous place to do business, and our long-term success and that of hundreds of clients with operations in the region, demonstrates that.

Of course, that success wouldn't be possible without very dedicated and talented people. They come from local public and private schools that are among the best in the U.S., including dozens of colleges and universities across the region (three AAU research institutions among them). Even more so than in the past, Phillips Lytle has had tremendous success recently attracting not just "local" talent, but talent from regions across North America, including the West Coast, Canada, Asia and other areas.

ATTORNEYS AT LAW

KEVIN M. HOGAN, PARTNER DIRECT 716 847 8331 KHOGAN@PHILLIPSLYTLE.COM

ONE CANALSIDE, 125 MAIN STREET BUFFALO, NY 14203-2887 PHONE 716 847 8400 FAX 716 852 6100  
WASHINGTON, DC | CANADA: WATERLOO REGION | PHILLIPSLYTLE.COM



Mr. Thomas A. Kucharski  
Page 2

October 16, 2017

We are fully confident that Amazon can thrive in the Buffalo-Rochester region, and we look forward to the opportunity to welcome Amazon's HQ2 here.

Very truly yours,

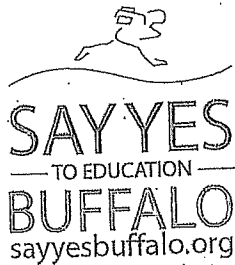
Phillips Lytle LLP

By

Kevin M. Hogan  
Managing Partner

DWD/KMH2mep  
Doc #01-3074914

cc: Douglas W. Dimitroff, Esq.



Dear Mr. Bezos and the Amazon Board of Directors,

As a community partnership dedicated to the growth and diversification of the Western New York workforce, Say Yes Buffalo is pleased to offer this letter of support to the Buffalo Niagara Enterprise and its bid to locate your HQ2 in Buffalo, NY.

Since we launched in 2013 we've helped over 5,000 Buffalo public and charter school graduates matriculate to certificate, two-year and four-year postsecondary programs. During that time the Buffalo public high school graduation rate has grown by 15 percentage points and the postsecondary matriculation rate has increased by 8 percentage points. Our end-goal is to drastically increase the percentage of our city's population who earn a Bachelor's Degree or higher which in turn will strengthen our regional economy. Say Yes Buffalo scholars mirror the demographics of the Buffalo Public School district, with 47% reporting as Black/African American, 25% reporting as White, 9% reporting as Hispanic/Latino, 8% reporting as Asian or Native Hawaiian, 6% Multiracial, and 1% American Indian or Alaska Native for the Class of 2015 (4% prefer not to say).

Our scholarships provide up to 100% of the cost of tuition to attend any New York State public college or university (SUNY) or one of nearly 100 private colleges and universities we've partnered with around the U.S. **With the goal of both attracting new families to our schools and retaining those already present, family income is not a factor in eligibility for our scholarships.** Instead, we require students attend at least grades 9 – 12 and graduate from a Buffalo public or charter high school.

Funded by donations from private individuals, families, organizations and foundations, we have raised \$30.5 million – the initial amount needed to see the scholarships available for an initial 10 years (through 2023) and are now actively raising dollars toward a permanent endowment that would see the scholarships available in perpetuity.

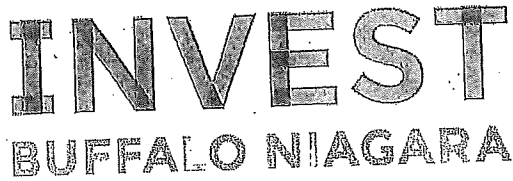
In addition to scholarships, Say Yes Buffalo also coordinates services and supports for students and families in grades K-12 as well as college prep and high school to college transition programs. Once in college, our scholars are eligible for our mentoring and internship programs – both focused on supporting persistence as well as increasing the personal and professional networks and employment connections for our scholars.

With our community's efforts to grow and diversify its workforce through Say Yes Buffalo we believe we offer something that most communities cannot and hope that you see that as a point of differentiation. If you were to select Buffalo as your next HQ2 we are ready to work with you directly to provide access to our scholarships and supports to employees who relocate their families here and to connect you with a workforce that is growing in diversity and size with each year.

Thank you for your consideration of Buffalo's proposal and please contact me directly should you have any questions about Say Yes Buffalo.

Sincerely,

David Rust  
Executive Director



FOR IMMEDIATE RELEASE  
October 12, 2017

Contact: Matt Davison  
matt@martingroupmarketing.com  
(716) 604-7772

## **BUFFALO AND ROCHESTER METRO REGIONS ANNOUNCE STRATEGIC COLLABORATION IN PURSUIT OF AMAZON HQ2**

*Joint submission will demonstrate large talent pool, while showcasing regional attributes including existing area connectivity, advanced innovation eco-system, coveted work-life balance, livability, low-cost operational environment, and multiple top-tier site options*

**BUFFALO/ROCHESTER, NEW YORK** – Today Invest Buffalo Niagara (InBN)—the nonprofit, privately funded economic development organization representing the eight counties of Western New York—and Greater Rochester Enterprise (GRE)—the economic development organization committed to attracting new capital investments, creating regional wealth and new jobs throughout the nine counties of Greater Rochester—announced a joint collaboration between the Buffalo and Rochester metro regions in pursuit of Amazon's proposed second North American headquarters (HQ2).

"In assessing the full scope of the Amazon HQ2 RFP opportunity, it was apparent that by linking our efforts, the combined Buffalo Rochester Metro Corridor can offer a proposal that is both compelling and extremely competitive," said InBN President and CEO Tom Kucharski and GRE Interim President and CEO Matt Hurlbutt. "With over 2.2 million people, a very talented labor pool, and an extremely livable community, our organizations are excited to join forces in attempting to draw the interest of Amazon."

On September 7, 2017, Amazon issued a request for proposals (RFP) for a project related to potential site locations for the company's second corporate headquarters (HQ2), at which Amazon will hire as many as 50,000 new full-time employees with an average annual total compensation exceeding \$100,000 over the next 10-15 years, following commencement of operations. The project is expected to require over \$5 billion in capital expenditures.

"This collaboration demonstrates the undeniable connectivity that already exists between our two great communities," said Erie County Executive Mark Poloncarz and Monroe County Executive Cheryl Dinolfo. "In addition to several excellent site options and a low-cost operating environment, we believe that it is our people, highly-skilled workforce, world-class colleges and universities, and strong regional competency in radio-frequency identification (RFID), sustainable packaging, flight controls, drone technology, high-performance computing, software development, and data analytics that will help our proposal stand out."

"Over the years, some of the most innovative companies in the world have called Buffalo and Rochester home," said City of Buffalo Mayor Byron Brown and City of Rochester Mayor Lovely Warren. "We look forward to seeing that pioneering history showcased in the proposal alongside the recent resurgence that our cities are experiencing, be it through notable downtown commercial and residential developments, tech and startup industry expansion and activity, affordable housing and good jobs, or the newfound urban vibe that has been attracting millennials and working professionals to the region."

The combined Buffalo Rochester Metro Corridor submission will provide detailed responses to the various components of the Amazon RFP, while expounding upon several potential proposal differentiators, including the well-documented affordability of the region, low operating costs for business located there, ease of travel—via bicycle, public transit, or automobile, and extensive access to leisure/lifestyle activities considered attractive to the prototypical Amazon worker.

The proposal document will feature dynamic site locations, information on the region's existing and evolving innovation eco-system, and background on the area's 60+ colleges and universities—including the Rochester Institute of Technology (RIT), University of Rochester, and University at Buffalo, amongst others. Additionally, the submission will include the Buffalo Rochester Metro Corridor's central location within the internationally significant U.S./Canada community, as well as its ties to a multitude of Canadian businesses, universities and researchers, relationships which have proven to be mutually beneficial for Upstate New York's talent and technologies.

"While there is little doubt that we will be up against some stiff competition, our team is committed to submitting a sophisticated, robust proposal that shines a positive light on the Greater Buffalo Rochester Metro Corridor, no matter the outcome," concluded Kucharski and Hurlbutt.

Various area companies and business organizations, university and community leaders, and elected city and county officials are also contributing to the efforts.

More details on the Amazon HQ2 RFP are available at [amazon.com](https://amazon.com).

#### **ABOUT INVEST BUFFALO NIAGARA**

Invest Buffalo Niagara is the area's leading private sector economic development and business attraction organization, focused on research, marketing, and business development outreach. With exceptional community connectivity, InBN's staff provides comprehensive services and project management for companies looking to expand or relocate. From research all the way through ribbon cutting, InBN is the primary point of contact for economic development in the eight-county Buffalo Niagara region. Learn more at [buffaloniagara.org](https://buffaloniagara.org).

#### **ABOUT GREATER ROCHESTER ENTERPRISE**

Greater Rochester Enterprise is an economic development organization committed to attracting new capital investments, creating regional wealth and new jobs throughout the Greater Rochester, NY region. As a trusted advisor, the GRE team of professionals will help you connect to the right people and find the right resources to expand your company here. We are the first call you should make if you want to grow your business. Learn more at [rochesterbiz.com](https://rochesterbiz.com).





## **Appendix C:**

**Regional Infrastructure:  
Connects the Corridor**



## Appendix C.1 Energy Infrastructure: Buffalo-Rochester Metro Corridor sustainability efforts and clean energy initiatives

Currently over 25% of New York State's energy generation comes from renewable resources, and the state's newly adopted Clean Energy Standard sets forth goals to require 50% of New York's energy generation to come from renewable sources by 2030. At Robert Moses Niagara Power Plant in Lewiston NY, we harness the power of Niagara Falls to generate hydroelectricity with over 2.5 GW of clean, renewable power generated at the facility. Our region is also home to "Steel Winds" – the nation's first urban wind farm – and numerous solar PV installations – both utility-scale and distributed generation – are found throughout the region. 19% of the State's grid is powered by hydroelectric energy.

In June 2017, Governor Andrew Cuomo recognized the City of Rochester as a model municipality for the city's actions to strengthen resiliency and reduce greenhouse gas emissions. In recognition of this achievement, New York designated Rochester as a Certified Climate Smart Community and Clean Energy Community in New York State. These achievements support the Governor's aggressive goals to reduce statewide greenhouse gas emissions 40 percent and raise the state's renewable contribution to 50 percent by 2030, and reduce emissions 80 percent by 2050. Tracking carbon emissions per capita, the Martin Prosperity Institute found that Monroe County and the larger Western NY peninsula to be relatively low-impact compared to larger metropolitan areas, with less than 5 tons CO<sub>2</sub> emissions per person. By contrast, metropolitan areas in the Southwestern U.S., on the West Coast, and in pockets of the Midwest, per capita emissions range from between 10 and 100 metric tons per capita. The Rochester Metropolitan Statistical Area ranks 30th among MSAs in the nation for residential emissions per capita.

In 2016, for the first time, New York obtained more than 1 million megawatt hours of electricity from solar generation, and 84% of that power came from distributed sources such as rooftop solar panels. This is thanks in large part to policies promoting renewable energy generation at the state level.

Additionally, The City of Rochester, in partnership with Monroe County, New York Sea Grant, and the National Atmospheric and Oceanic Administration (NOAA), has developed a Green Infrastructure Retrofit Manual designed to provide guidance to planners, municipal staff, design engineers, and maintenance personnel to successfully incorporate green infrastructure (GI) practices in retrofits and redevelopment projects within the City of Rochester and Monroe County. Implementing the GI design recommendations, best practices, guidelines, and maintenance protocols within the Manual will result in the following benefits:

- Increased community resiliency
- Reduction in nuisance flooding
- Reduction of expensive end-of-pipe water treatment
- Water quality improvements to impaired water bodies
- Improved quality of life
- Elevated property values
- Enhanced streetscape appearance and better community design
- Opportunities for interaction with natural systems in urban settings

### Examples of such efforts include:

- The City of Rochester installed 24 electric vehicle charging ports at seven city-owned facilities. These stations have among the highest utilization rates in New York State. We are beginning a project soon to install EV stations at five additional locations.
- The City has been designated a Climate Smart Community by the NYSDEC and a Clean Energy Community by NYSERDA.
- The City of Rochester is in the process of completing a 2MW solar field on a parcel at the Former Emerson St. Landfill that will provide renewable energy to City Hall and the City's Operations Center on Mt. Read Blvd.
- Rochester is the first in New York State to implement a new EcoDistrict, which is ready to launch in the High Falls area of the city.
- Rochester is investigating Community Choice Aggregation, which would provide clean, renewable energy to residents and small commercial customers at a competitive rate.
- Downtown sites have access to the Rochester District Heating Cooperative (RDH). Since 1984, the cooperative has provided businesses throughout the downtown area some of the most reliable and cost-conscious heating service available.
- A complete Streets Policy has been in effect since 2011, committing Rochester to incorporating active transportation into the planning, design and operation of all City street projects.
- Implementing a bicycle Master Plan
- Installation of the initial segments of a cycle track downtown.
- Recent installations and operations of a Bike-share program.

### The Buffalo-Rochester Metro Corridor has pursued various sustainability and clean energy efforts:

WNY Regional Sustainability Plan (2013):

- Plan serves as a guide for integrated, sustainable solutions to improve quality of life. Plan includes ideas for regional decision-making on land use, housing, transportation, infrastructure, energy, and environmental practices
  - Phase One: Grants to create new sustainability plans or expand the scope of existing sustainability plans
  - Phase Two: competitive \$90 million of state funding to use toward regional projects that support and implement the regional sustainability goals identified in the planning process
- Themes/Goals/Strategies for this plan include: GHG emissions reduction, enhancement of regional economy, government policy and programs, consideration of diverse land uses, conservation of natural resources, education, revitalization of Main Streets, economic viability of agriculture, sustainable energy use and production, improve and enhance air quality

#### WNY Sustainable Business Roundtable:

- Non-profit organization with 75 member businesses who are changing the way they do business by optimizing their use of energy & materials, reducing waste & pollution, and investing in their communities
- Roundtable offers members practical advice and access to tools that can be used for economic gain and risk reduction
- Each member business signs a pledge – creates a sustainability plan: written document that demonstrates how the company will incorporate sustainability into workforce, management, corporate practices – use SBR Metrics Reporting Tool to evaluate progress

#### WNY REDC focus on Smart Growth:

- Smart Growth Strategies through One Region Forward:
  - Strategies include:
    - Investing in infrastructure on "Smart Growth" principles
    - Investing in downtowns, villages, neighborhoods, brownfields
    - Protecting water resources, waterfronts, and habitat
- \*\*each of these strategies has detailed agendas on how to achieve these efforts
- Various Smart Growth initiatives supported by WNYREDC
  - Buffalo Green Code - City of Buffalo Land Use Plan to guide physical development and new zoning ordinance designed to promote investment by simplifying the development process
  - Metropolitan Transportation Plan: Buffalo Niagara 2050 – regions' next Metropolitan Transportation Plan guided by Greater Buffalo-Niagara Transportation Council
  - NYSEDA Cleaner Greener Communities Program: Regional Sustainability Plan sponsored by NYSEDA
  - PUSH Blue: effort to combat sewer overflow through completion of 25 green infrastructure projects in PUSH Green Development Zone (rain gardens, green roofs, bios walls, catchment systems)
  - UB 2020: Far reaching plan for UB to continue to grow as a world-class public research university

#### PUSH Buffalo:

- Create strong neighborhoods with quality, affordable housing, expand local hiring opportunities and to advance economic justice in Buffalo
- Various initiatives:
  - PUSH Green: community based energy efficiency program (sponsored by PUSH and NYSEDA)
  - Green Development Zone: old homes on the West Side getting green makeovers designed to keep homes affordable for residents
  - Buffalo Neighborhood Stabilization Corporation: new housing for the West Side

Furthermore, under the direction of Mayor Byron W. Brown, the City of Buffalo continues its strong commitment to increase its recycling and recovery programs. For example, the City of Buffalo switched to single stream curbside recycling in 2012 for all residential structures as well as commercial entities in the designated commercial districts. Since then, overall recycling rates increased from 15.9% in 2012 to 27.7% in 2016.

#### Other sustainability initiatives currently underway include:

- Federal Highway Administration's Congestion Mitigation Air Quality Program (CMAQ): RTS will receive \$3.328 million for a mobile ticketing system and \$5 million for the purchase of 5 electric buses. (RTS)
- The New York State Pollution Prevention Institute (NYSPP21), housed at RIT works with NYS businesses to reduce their environmental footprint and improve their bottom line.
- Rochester EV Accelerator – Monroe County is home to the most registered electric vehicles in the state outside of NYC. NYSEDA selected Rochester to be the EV accelerator for the state.
- Rochester Sustainability Collaborative – a network of businesses, organizations, educational institutions and governments working to advance sustainability in the Greater Rochester Region.
- ENEROC is a newly established worker owned LED lighting installation company that is designed to provide workers pathways out of poverty and area businesses competitively priced LED installation services.
- Regional paper mills such as, Cascades Recovery+, are generating recycled content packaging materials
- Rochester Institute of Technology's Golisano Institute for Sustainability (GIS) was selected by the U.S. Department of Energy, as part of its Manufacturing USA Initiative, to lead its new Reducing Embodied-Energy and Decreasing Emissions (REMADE) Institute—a national coalition of leading universities and companies that will forge new clean energy initiatives deemed critical in keeping U.S. manufacturing competitive.
- Diverse sustainability initiatives are underway, focused on meeting the goals of the 2013 Finger Lakes Regional Sustainability Plan, including: reducing Total Regional Annual Energy Consumption, Annual Vehicle Miles Traveled, Total Annual Waste Generated, and Total Annual Water Demand.
- NY-BEST Commercialization Center—a consortium of companies and universities aimed at facilitating the creation and deployment of the next generation of energy storage technologies. (<https://www.ny-best.org/>)
- Solar- Solar power is being used in several Finger Lakes communities for street lighting, signage, and to power solar water heaters and solar landscape lighting. Larger scale systems include the 44 kilowatt (kW) system at Rochester's Amett Branch Library and the 15kW system at the Rochester Public Market.
- Wind- The region boasts four windfarms in Wyoming County and proposals for more windfarm projects in the nine-county area.
- Alternative Fuels- New York's first state-of-the-art dry mill ethanol plant was constructed in the Greater Rochester NY region and produces an estimated 50 million gallons of ethanol a year.
- The region's landfills generate energy from landfill waste: Seneca Meadows (Waterloo), Mill Seat

## **Appendix C.2 Travel made easy**

### **Appendix C.2.i. Planned Buffalo-Rochester Metro Corridor Airport Improvements**

#### **1. Greater Rochester International Airport Project Description**

Monroe County will make major upgrades to the Greater Rochester International Airport with the help of nearly \$40 million through a recently created Upstate Airport Economic Development and Revitalization competition. The state funds will be added to roughly \$23 million in local and federal funds to push through a renovation of the airport, which serves approximately 2.4 million incoming and outgoing passengers annually.

ROC Renovation is intended to both transform and enhance our airport terminal, inside and out, to create a high-tech smart facility that best serves the business and economic needs of families in the Finger Lakes Region while reducing barriers for passengers with disabilities. The project will also provide hundreds of good paying construction jobs. Renovation work at the airport is expected to total \$63.4 million and be completed within three years. Planned improvements include the following:

- **Airport Landscape and Access**

The project will include improved wayfinding signage, upgraded lighting, landscaping and a new Smart Phone Lot with better user accessibility.

The new Smart Phone Lot is located before vehicles reach the terminal. This eliminates the need for vehicles to travel around the airport roadway multiple times and enhances safety and security by reducing standing vehicles parked along the terminal curb. A large LED display has been installed at the new Smart Phone Lot to provide important flight information. An electric vehicle charging station in the Smart Phone Lot is now operational.

- **Airport Entrance Canopy**

Construction of a canopy over the entranceway to the terminal building and parking garage will provide passengers with sheltered access from inclement weather to and from the parking garage and during curbside drop-off and pick-up. The canopy will reduce operation and maintenance costs decreasing the need for snow and ice removal. The canopy will also provide additional security at the airport. The Canopy will also function as an additional security apparatus at ROC. This includes more security camera coverage of public area outside the airport terminal. Colorful lighting will be used to create a unique display on the tensile fabric of the Canopy.

- **Smart Terminal 21st Century Airport Renovations**

Terminal revitalization will transform the building using "smart" technology integration for seamless HVAC energy management, lighting management and Bluetooth connectivity so that the building can communicate directly with passengers who choose to engage. Communication enhancements include installation of hearing loop technology, more video screens with visual messaging, lighting cues and more that will create a near barrier-free experience for passengers with special travel needs. Building redesign will increase line of sight, improve passenger flow throughout the terminal and modernize restaurant space with updated storefronts and amenities.

Security improvements will expand and redesign the passenger security checkpoint aimed at reducing passenger wait times and increase efficiencies. Boarding and ticketing enhancements will provide additional "lounge" style seating, more charging stations for electronic devices, remote tablet locations for ordering food or providing entertainment and an exciting partnership with The Strong Museum of Play for new children's play areas

- **Business/Technology Incubator Feasibility Study**

This study will explore the possibility of housing an on-site private/public/academia partnership for product development, particularly for smart transportation industry focused technology in a space where local institutions of higher learning and entrepreneurs can research, develop and bench test products. If the study find that there would be significant benefit for our regional economy a second project will be considered to construct the incubator complex.

#### **2. Buffalo Niagara International Airport Project Description**

Buffalo Niagara International Airport (BNIA) is the midst of a five year \$86 million capital improvement plan. Current improvements are focused on terminal expansion, security and passenger flow while terminal roadway work will begin in 2019. As part of the master plan these upgrades allows for the future expansion of a new pier south of the current east concourse. The development spans across three phases:

- Phase I: 2011-2014
- Phase II: 2015-2019
- Phase III: 2020-2030

Planned improvements include the following:



- **Sustainability Initiatives**

BNIA's vision of sustainable development is an outgrowth of the Airport's continued leadership as an environmental steward to the community. Therefore, the primary goal of the sustainability plan is to maximize the environmental quality and efficiency of all aspects of operations, but done within the current staff and budget constraints.

- **Taxiway Improvements**

There are two proposed taxiway improvements proposed; both will enhance the operational movements of aircraft and reduce runway crossings significantly. Ultimately, these initiatives will help improve safety and reduce environmental effects through a reduction in aircraft taxi times.

- **Airport Rescue and Fire Fighting Facility (ARFF)**

A new ARFF site was selected to meet all facility requirements for space and equipment, further providing improved staging for emergencies, adequate access to all runway ends and a slightly reducing response time to the terminal. The new facility will also incorporate several sustainability elements including the orientation of the facility to maximize sun exposure and energy savings through new building materials.

- **Lower Level Developments**

To address the baggage hall needs, the planned action is to adopt a phased replacement of the flat plate carousels with new slope plate carousels. The hall would be expanded to the west and the airline baggage offices relocated to accommodate two new slope plate devices.

- **Upper Level Developments**

Upper level development focuses on better flow of passengers to the lower level, long term TSA security lane needs, and ticketing hall expansion to alleviate congestion currently experienced during peak periods.

- **Parking and Roadway Development**

The proposed development focuses on alleviating roadway congestion, providing additional covered parking, expanding on-airport rental car facilities and enhancing the overall customer experience. The proposed 4,000 space parking garage accommodates the projected need for an additional 3,200 parking spaces. The garage will provide covered parking that will benefit passengers who must now park in surface lots. This is a significant enhancement in customer service, especially during the winter months. The garage would be adjacent to the existing three level garage, which would be facilitate additional rental car spaces and continue to serve as short term parking.

Source: Niagara Frontier Transportation Authority, McFarland Johnson May 2013

## Appendix C.2.ii. Non-stop flights from Buffalo-Rochester Metro Corridor airports

To: Destination city and state	airport code	Approx. # of monthly nonstop flights		
		Rochester (ROC)	Buffalo (BUF)	Niagara Falls NY (IAG)
Atlanta GA	ATL	87	132	
Baltimore MD	BWI	91	170	
Bedford MA	BED		2	
Boston MA	BOS	44	101	
Charlotte NC	CLT	57	101	
Chicago IL	MDW		90	
Chicago IL	ORD	182	210	
Detroit MI	DTW	98	128	
East Farmingdale NY	FRG		2	
Fort Lauderdale FL	FLL	9	64	37
Las Vegas NV	LAS		29	
Los Angeles CA	LAX		28	
Minneapolis MN	MSP	29	29	
New York NY	JFK	176	319	
New York NY	LGA	107	124	
Newark NJ	EWR	126	134	
Orlando FL	MCO	31	114	30
Philadelphia PA	PHL	148	154	

Phoenix AZ	PHX		30	
Portland OR	PDX		2	
Punta Gorda FL	PGD			14
Raleigh/Durham NC	RDU		2	
Richmond VA	RIC		2	
Sanford FL	SFB	10		15
St. Petersburg FL	PIE			12
Tampa FL	TPA	30	51	
Washington DC	DCA	78	78	
Washington DC	IAD	72	54	

### Appendix C.3.iii. Buffalo-Rochester Metro Corridor rail, sea and other travel options

#### Rail

Four major Class I railroads operate in the Buffalo-Rochester Metro Corridor - CSX, Norfolk Southern, Canadian Pacific, and Canadian National. There is one Class II (regional) railroad and three Class III (short-line) railroads serving the region as well.

#### Sea

Seaport Name	Location	Port Capacity	Direct International Bound	Website
Port of Buffalo	1951 Hamburg Turnpike Buffalo NY 14218	28 terminals, including 3 terminals managed by Gateway Trade Center. The port's facilities include: 27' piers (standard seaway depth), self-unloaders and conventional bulk carries for loading/unloading, a 230-ton crane and heavy duty front end loader, and rail connection on site. Ability to offload 200,000+ tons - 30 acres of dockside storage - Class I rail connections.	Canada  The port is the first major US port of call encountered on the Great Lakes and operates Foreign Trade Zone #23.	<a href="http://www.portofbuffalo.com/">http://www.portofbuffalo.com/</a>
Port of Oswego	1 East Second Street Oswego, New York 13126	Deepwater port. Ability to offload 240,000 metric tons (transformer units for nuclear power plants). 150,000-ton crane - 75,000 sq. ft. internal warehouse storage available, 100,000 sq. ft. outside storage, 62,000 sq. ft., secure storage - only container service	Canada; anticipating Germany and Holland in 2017	<a href="http://www.portoswego.com/">http://www.portoswego.com/</a>



**Appendix D:**  
A Great Place to Work,  
Live, and Play



## **Appendix D.1. Revitalization efforts in the Buffalo-Rochester Metro Corridor**

### **1. Revitalization efforts in Rochester, NY**

#### **New York State initiatives and dedication**

At the state and local level, a project of this size and scope would be welcomed in New York State and would be transformational in the Greater Rochester region. New York State has long led the nation in progressive policy, industry development, and knowledge creation, and the current policy climate in the state is geared towards shoring up those competitive advantages.

Under the leadership of Governor Andrew Cuomo since 2011, in collaboration with the New York State Legislature, economic development and, in particular, high-tech business attraction and job creation have been a key area of focus in recent years across the Upstate New York regions and especially in Rochester. Gov. Cuomo launched the Regional Economic Development Council (REDC) initiative upon taking office, encouraging and incentivizing cross-institutional regional collaboration around economic development priorities in each of the state's ten regions. The Finger Lakes Region, anchored by the Rochester, NY MSA, has been consistently a Top Performer in this competition and in 2015 was awarded \$500 million in Upstate Revitalization Initiative funds to aid transformative projects. In addition to that, tens of millions of dollars in grants and tax credits have been awarded to various redevelopment, research, and infrastructure projects since 2011 through this initiative.

The Finger Lakes Regional Economic Development Council (FLREDC), led by private industry, higher education, and government, coalesces around strategies focused on strengths that include renewable natural resources, a talented and highly educated workforce, a historic commitment to innovation and philanthropy, leadership as the state's top agricultural region, international recognition as a center for optics and photonics, and national leadership in per capita intellectual property and degrees in higher education.

Aside from a pro-business and economic development climate at the regional level in collaboration with the state, several initiatives are funded and underway at the state level including the New York State "Broadband For All" Initiative, which has received national accolades for its transformative approach to funding broadband infrastructure development throughout the state; a multi-billion dollar effort to transform the state's clean energy economy; a continued robust focus on funding high-tech job creation in the Greater Rochester, Buffalo, and Syracuse areas; revitalizing downtowns and focusing on public transit improvements in every city; expanding access to education and implementing the Excelsior Scholarship to provide free undergraduate education to SUNY students; and a continued push towards tax reform and strengthening the state's social justice efforts.

#### **Ongoing Finger Lakes Regional Economic Development Council (FLREDC) Progress**

The Finger Lakes Regional Economic Development Council has identified 36 transformative priority projects that it is recommending for immediate state support. These projects have been aligned with the strategies, core industry clusters, and enablers identified in the region's Upstate Revitalization Initiative plan. These projects represent more than \$136 million in total investment.

#### **Ongoing Upstate Revitalization Initiative (URI) Progress**

Transformative projects completed or underway in the Greater Rochester region with support from URI funding include the buildout and renovation of the Metropolitan Tower in Downtown Rochester; expansion of tech employer Datto, Inc.; expansion of North American Breweries; and establishment of solar panel manufacturing operation in Genesee County. Applications for transformative projects are accepted on a rolling basis.

#### **Downtown Revitalization**

The City of Batavia, Genesee County will receive \$10 million in funding and investments as the Finger Lakes winner of the second round of the Downtown Revitalization Initiative (DRI). The City of Geneva, Ontario County was selected as the \$10 million winner in 2016. The state has targeted \$100 million in funding and investments to help communities identify catalytic downtown projects to boost the local economy.

#### **Midtown Rising Initiative: \$115M**

Midtown Rising is a redevelopment partnership that is positioning Rochester, New York for its future by significantly reshaping the downtown core through major public and private investment, job creation and infrastructure development. At the heart of the project is the rehabilitation of the nearly 9-acre former Midtown Plaza into a mixed-use area designed to attract a critical mass of residents and 24/7 amenities that contribute to a vibrant live-work-play environment.

The former Midtown Plaza consisted of 1.5 million square feet of vacant, office and retail buildings covering 8.6 acres. The complex was home to McCurdy's department store, an array of retail shops, and an office tower with an upscale hotel and restaurant located on the top four floors. The Midtown Rising project involves the demolition of most of the Midtown buildings, the adaptive reuse of the former Seneca Building, adaptive reuse of the former Midtown Tower (now known as "Tower280"), inclusion of new streets and open space, and creation of three development parcels.

New York State and the City of Rochester began taking the necessary steps to acquire, remediate, partially demolish, and rehabilitate the Midtown site for reuse in 2007. To date, Empire State Development (ESD) has invested over \$40 million; along with over \$55 million from both the City of Rochester and the Rochester Economic Development Corporation (REDCO). To date, 1,934 construction jobs have been created through all of the combined activity at Midtown and 561 permanent jobs have been either created or retained.

#### **Inner Loop East Project: \$25M**

The Inner Loop East Transformation Project is converting a sunken section of expressway to the east of Downtown to an at-grade "complete street," that will include bicycle and walking paths. The construction phase of the project started in November 2014



and is expected to be complete by December 2017. The new at-grade street will tremendously enhance the area's livability, allowing people to easily walk and bicycle between neighborhoods and Downtown.

In addition to the clear livability benefits, the developable land surrounding the loop will be transformed into a mixed use community that would provide Rochesterians and visitors with places to work, live and play:

- **Increasing Traffic Safety:** The project will eliminate multiple, non-standard features and three federal-aid bridges, two of which are structurally deficient and in need of major rehabilitation.
- **Supporting Healthy Lifestyles and Improving Livability:** By providing a boulevard with wide sidewalks and dedicated bicycle facilities while leveraging mixed-use infill development, the project encourages bicycle and pedestrian activity, helping to create a more livable and sustainable community.
- **Reconnecting Neighborhoods with Downtown:** It will remove a significant barrier to redevelopment in the East End, one of Rochester's most important downtown districts, and reconnect thriving east side neighborhoods with the downtown area.
- **Promoting Development:** Completion of this project is expected to open roughly six acres of land to mixed-use redevelopment, which could leverage an additional 430,000 to 800,000 square feet of commercial and residential space. Reclaiming this land will raise local tax revenues, create jobs and generate private investment. The Benefit-Cost ratio of this project is conservatively estimated to be between 1.9 and 2.2.
- **Saving Money:** Maintenance of this portion of the Inner Loop would exceed the cost of filling the loop in and creating an at-grade street, while providing none of the benefits listed above.

#### **Public Market Improvement Project: \$8.3M**

The City of Rochester Public Market has completed approximately \$8.5 million in renovations and additions that improve and expand Market amenities and the experience for vendors, shoppers and businesses. This project added a covered outdoor vending shed, a new 13,000 square-foot indoor vending shed, and four new stand-alone food stand structures. This project has added 54 additional vendor stalls so more vendors and a greater volume and diversity of products can be offered at the Market. In addition, more restrooms, a demonstration/education kitchen, and other amenities have been added to improve comfort and experience for visitors and vendors.

#### **Other projects include:**

##### **Monroe Community College (MCC) Downtown Campus \$80M**

MCC's Downtown Campus is located in the City's High Falls District which is within walking distance to local businesses where students complete internships and engage in hands-on learning. Public transportation is also convenient utilizing Regional Transit Service (RTS) buses.

##### **New downtown Regional Transit Service (RTS) Center \$50M**

Investments improved RTS route system, added more communications options for customers and made the bus riding experience easier, more comfortable, convenient and efficient.

##### **Rochester Station - Amtrak passenger rail station upgrades \$44.3M**

The new facility is 9,500 sq. ft. and offers a new method of boarding and debarking that is fully compliant with the Americans with Disabilities Act. Tracks and sidings were also upgraded. Eight Amtrak trains serve Rochester daily, four in each direction. One train provides connections to Cleveland, Toledo and Chicago to the west and another to Boston and New York City to the east. The other six carry passengers across upstate New York, with stops in Buffalo, Rochester, Syracuse, Rome, Utica and Albany. One of them continues on to Niagara Falls and Toronto, and there are connections to other Amtrak trains in Albany.

#### **2. Revitalization efforts in Buffalo, NY**

##### **Canalside**

Millions of dollars in both public and private investment have transformed Buffalo's Inner Harbor into what is now known as Canalside – a mixed-use urban entertainment destination. Open to the public since May 2008, Canalside features several fully restored facets of the original Erie Canal Harbor, including the Commercial Slip, Boardwalk, and the Historic Replica Canals. A year round attraction that hosts nearly 1.5 million visitors annually, Canalside boasts thousands of events, concerts, festivals, family activities, attractions, historical & cultural programming, art, food, and tours that capitalize on and showcase the diverse resources of the Western New York region. In addition, the Historic Replica Canals are frozen in the winter months to become New York State's largest outdoor ice skating rink!

##### **Larkinville**

The Larkin District has been undergoing a renaissance due to the redevelopment and revitalization of its buildings and streets. For generations the neighborhood has been home to businesses and residences. Starting in 1827, "The Hydraulics", as it was known at the time, took off as the center for business and commerce in Buffalo. The growth of the district continued with the founding of the Larkin Soap Company in 1876.

In recent times, many of the warehouses and buildings have been redeveloped and repurposed into multi-use spaces for commercial office, residential, restaurants and light manufacturing. Starting in 2002, the Larkin Development Group has been at the forefront of the revitalization of the district, more affectionately referred to as Larkinville.

Through the initiatives of Larkin Development in partnership with KeyBank, new streets, lights, signage and plantings have been implemented along Van Rensselaer and Seneca Streets. Additional projects have included the transformation of the Larkin U

Building into commercial office space, the Schaefer Building into mixed-use office and residential space along with the Hydraulic Hearth restaurant and Larkin Square adding to the entertainment mix in Larkinville.

Today, Larkinville is thriving with the opening of breweries, distilleries, restaurants, public event spaces, office buildings and newly converted loft-style apartments in addition to being the home of Buffalo Fire Station ladder 5/Engine 32. Future opportunities include shovel-ready sites for new development along with historic buildings ready for redevelopment.

## Appendix D.2 Affordability and Housing Options in the Buffalo-Rochester Metro Corridor

Rochester Housing Market and Availabilities		
Type of housing	Number of units	Price
New demand for residential homes 2017-2020	437,200	Median home value: \$141,610
New demand for residential homes 2017-2020	2,450	Median home value: \$141,610
Rental households	147,600	Median gross rent: \$833
New demand for rental households 2017-2020	2,250 (Includes 1,125 2 bedroom, 680 3+ bedroom, 700 additional under construction)	Median gross rent: \$833
Additional housing development	22 residential projects in downtown Rochester with \$914M+ in investments in 2017	N/A

Sources: The U.S. Department of Housing and Urban Development, HUD Housing Market Analysis 2017, RDDC Market Report 2017

### Buffalo Housing Market and Availabilities

Type of housing	Number of units	Price
Residential homes within Buffalo Housing Market Area	474,700	Median home value: \$132,500
New demand for residential homes 2012-2015	3,125	Median home value: \$132,500
Rental households	165,800	Median gross rent: \$733
New demand for rental households 2012-2015	1,850	Median gross rent: \$733
Additional apartment development	6,168 apartments / lofts with \$10B+ in investments 2012-2017	N/A

Sources: HUD Housing Market Analysis 2013, Department of Numbers 2015

### Rochester and Buffalo Housing Opportunity Index: 2nd Quarter 2017

Metro Area	HOI 2nd Quarter 2017 Share of Homes Affordable for Median Income	2017 Median Family Income (000s)	2017 2nd Quarter Median Sales Price (000s)	2nd Quarter 2017 Affordability Rank National	Regional
Rochester, NY	81.4%	68.2	113	23	8
Buffalo-Cheektowaga-Niagara Falls, NY	87.7%	68.6	134	56	17

Source: National Association of Home Builders Q2 2017 Housing Opportunity Index

## Appendix D.3 Buffalo-Rochester Metro Corridor outdoor activities

### Regional attractions

- Finger Lakes Wine Region:** Named after the shape of its 11 lakes, the Finger Lakes and boasts some of the highest rated Rieslings in the world. Complementing the wine trails are cheese trails, brewery and distillery trails, and farm-to-fork dining opportunities. There are over 120 wineries throughout Finger Lakes wine country and an additional 80 wineries in neighboring regions.
  - Wineries:** Peppared with over 100 wineries and five distinct wine trails, the Finger Lakes Region constitutes the largest and most diverse community of wine producers in the Eastern United States. Seneca Lake alone, the closest of the Finger Lakes to Rochester, sports 23 wineries. By volume, the Finger Lakes area is the biggest wine-producing region in the nation outside of California, and its wineries consistently bring home awards for excellence from competitions around the world. Collectively, the Finger Lakes region wineries produce 40 million bottles per year.
- Erie Canal System:** The world-renowned Erie Canalway Trail offers 450 miles of wonderful views along old towpaths of the legendary waterway created to link Albany and Buffalo. With no motorized vehicles allowed, walkers, joggers, hikers and cyclists enjoy safe, easy traveling. The Erie Canal Heritage Trail, part of the longer Canalway Trail, covers 70 miles between Fairport and Lockport.

- **Niagara Falls:** Niagara Falls State Park is home to over 40 acres of lush landscape and wildlife, the beautiful Falls themselves, and many famous attractions. The park is the oldest state park in the United States and is open 365 days a year, 24 hours a day with world-class attractions such as the Maid of the Mist and Cave of the Winds, offering the 8 million visitors each year an opportunity to feel, see, and experience the rush of the Niagara's waters. Specifically, the attractions include:
  - **Cave of the Winds:** Go face-to-face with the pounding waters of Niagara Falls and get soaked on the Hurricane Deck just feet from the waters
  - **Goat Island:** Enjoy nature while gaining access to Cave of the Winds, Top of the Falls Restaurant, Three Sisters Islands, Terrapin Point, Luna Island, and the Niagara Rapids
  - **Maid of the Mist:** Experience the world famous scenic boat tour of the American and Canadian Falls
  - **Niagara Falls State Park Visitors Center:** Information Center, ticketing, gift shop, food, and home to the Niagara Adventure Theater. Footpaths lead from the center to every area of the Park and Niagara Scenic Trolley departs from near the center
  - **Niagara Scenic Trolley:** Take a three mile trolley ride through the park that stops at several locations. A history of the park is provided
  - **Observation Tower:** View both the American and Horseshoe Falls at the same time from the Observation Tower's deck that extends over the Niagara Gorge
  - **Three Sisters Islands:** Walk over three historic bridges that link Goat Island to the Three Sisters Islands to get a unique view of the upper rapids as the water races for the Falls
  - **Top of the Falls Restaurant:** Enjoy American and regional favorites while overlooking the Horseshoe Falls
- **Golfing:** Rochester offers over 60 public and private golf courses within five to twenty minutes of downtown, including:
  - Oak Hill Country Club
  - Locust Hill
  - Shadow Pines
  - Eagle Vale
  - Lake Shore
  - Because of the city's strong reputation for golf enthusiasm, Rochester is a stop on several nationwide golf tournaments, including:
    - PGA and LPGA Championships
    - Ryder Cup
    - LPGA Wegman's Invitational
    - PGA Xerox Classic

#### Parkways and Greenways:

- **Letchworth State Park:** Spanning 14,000 acres and renowned as the "Grand Canyon of the East," Letchworth State Park is one of the most scenically magnificent areas in the eastern United States. Hikers can choose among 66 miles of hiking trails. Trails are also available for horseback riding, biking, snowmobiling and cross-country skiing.
- **Delaware Park:** Delaware Park is the largest in Buffalo's Olmsted Park Systems. It offers a running/biking loop; basketball courts, tennis courts, multiple sport fields for soccer and baseball, an urban 18-hole golf course, Hoyt Lake, walking and biking pathways, and expansive meadows and wooded areas. The park is also home to the Buffalo Zoological Gardens, the Marcy Casino, and Parkside Lodge for parties, and numerous annual events like Shakespeare in the Park – the country's second largest free outdoor Shakespeare festival that runs for several weeks every summer.
- **Cumming Nature Center:** Explore miles of exquisitely maintained trails, ideal for everything from seasonal hiking to wildlife viewing to cross-country skiing and snowshoeing in the winter. Guided activities, like the Maple Sugar Walk and bird-watching, are offered seasonally
- **Cazenovia Park:** One of the two Olmsted parks in South Buffalo, beautiful "Cas" has some of the oldest stands of trees in the City of Buffalo. It offers a golf course, splash pad, indoor pool, running and biking loops, and many green spaces – as well as Cazenovia Creek
- **Martin Luther King, Jr. Park:** Home to a popular water feature that offers a splash pad during summer months, ice skating in winter, and a reflecting pond in-between. It's also home to athletic fields, tennis courts, picnic pavilions, and broad green spaces. The Juneteenth Festival is a popular summer event there, and the much-loved Buffalo Museum of Sciences borders this park
- **South Park:** Connected to Cazenovia Park, this park is known for its rolling green spaces and winding walking paths, as well as another of our urban golf courses. Originally designed as an arboretum, South Park is known for its broad variety of trees – more than 200 species with more added each year – and it also serves as home to the breathtaking Buffalo & Erie county Botanical Gardens
- **Front Park:** You'll find this park just inside the U.S. border from Canada and the Peace Bridge, near the water's edge. Once the most visited of the Olmsted parks, recent restoration and revitalization of this international gateway has restored many of its gardens and green spaces and is becoming a popular spot for families to relax and play
- **Riverside Park:** Although this park is more compact than the other Olmsted parks, it's packed with things to enjoy, from walking paths to ice-skating and swimming. Facing the Niagara River and Canada, it also offers beautiful sunsets and easy access to the waterside section of the Niagara river Greenway Trail – a network of biking/walking/running trails between Buffalo and Niagara Falls.

In addition to the Olmsted System, there are countless neighborhood parks with sports fields, golf, running and biking trails, tennis, and more that also host plays, concerts, and outdoor films, while nearly 100 community gardens bright city neighborhoods. New York State parks are found throughout the region – notable Allegany State Park, and Niagara Reservation, as well as dozens of other New York State and county-maintained recreation areas, beaches, and forests, all available for public enjoyment.

- **Genesee River & High Falls:** One of the few north-flowing rivers in the world, the Genesee River cuts through the center of Rochester, where it tumbles 96 feet straight down at High Falls before continuing on to Lake Ontario. Enjoy everything from whitewater rafting, boating, and fishing fun, to laser light shows in the city with the beautiful High Falls as a backdrop.
- **Bristol Mountain:** Bristol Mountain is the premier Finger Lakes destination for skiing, snowboarding, zip lining, and aerial adventures, delivering exhilaration every season of the year. In fact, we call it the Adventure Capital of New York's Finger Lakes.
  - In fact, Bristol Mountain Winter Resort takes you to new heights of excitement, beauty, and challenge, thanks to its 1,200 foot (about 365 meters) vertical rise, the highest between the Rocky Mountains and the Adirondacks. Prefer cross-country skiing? Bristol Mountain has that too.
  - Bristol also offers fall sky rides for leaf peepers, hosts a popular Fall Festival, and makes a scenic wedding locale. At the summit of Bristol Mountain, thrill seekers can get their fill two ways: Bristol Mountain Aerial Adventures takes you into the trees with rope ladders, zip lines, and other elements, while Bristol Mountain Canopy Tour gives you the thrill of suspended zip line speed and vistas.
  - Bristol Mountain outdoor recreation package also splashes into summer fun with its sister locations: Roseland Waterpark and Roseland Wake Park in Canandaigua, both in Canandaigua.

#### Waterfronts and Waterways:

- Due to its geography, Buffalo Niagara region also features several waterways and water activities. The most popular public beaches for swimming and sunbathing include Woodlawn (Hamburg), Beaver Island State Park (Grand Island), and Evangola state Park (Evans/Angola). Sailboarders and kayakers flock to the launch site at Gallagher Beach – a cool post-industrial place to spend a sunny afternoon, and boats, kayaks, and paddleboards glide past rejuvenated grain silos and shipyards to the lakes and rivers. Year-round, the region is a haven for fishing and is one of the best spots in the country to catch bass.

### **Appendix D.4 Buffalo-Rochester Metro Corridor cultural activities and fairs**

There are over 170 unique cultural activities, 58 museums, and 350 fairs and public events in the 9-county region of the Greater Rochester area. Similarly, Buffalo is home to world-renowned art museums and festivals, and has over 100 visual and performing arts centers and galleries.

Some of the top local events and museums include:

- **Albright-Knox Art Gallery:** home to world renowned collections of modern and contemporary art, including Andy Warhol, Arshile Gorky and Jackson Pollock.
- **Allentown Art Festival / Allentown West:** Every summer, more than half-a-million visitors flock to this multifaceted arts festival that takes place over two days in early June
- **Artpark:** A picturesque New York State Park, high atop the Niagara River Gorge, offers a full spectrum of engaging entertainment; from productions of Broadway musicals and Buffalo Philharmonic Orchestra performances in the Mainstage Theater to concerts in the newly renovated Outdoor Amphitheater. Created especially with the family in mind, Artpark also offers art, theater, and rock camps for youth, and a variety of weekend family programs. The park also includes numerous hiking trails, nature sites, fishing docks, and picnic areas.
- **Burmese Water Festival:** This beautiful and fun celebration of the Burmese New Year is one of Buffalo Niagara's newest festivals, organized by our region's growing core of Burmese immigrants
- **Darwin D. Martin House:** Constructed between 1903 and 1905, the Martin House is ranked as one of Frank Lloyd Wright's finest residential works. In the final stages of a \$50 million restoration, tour the grounds of the complex and gawk at the attention to detail of this architectural master.
- **Elmwood Festival of the Arts:** Showcasing local artists, this much-loved event includes visual and performing arts, porch parties, music, special events, and programs for kids, and much more
- **Erie County Fair:** The 3<sup>rd</sup> largest county fair in America – and one of the longest running – "The Fair" is one of the most popular and fun family-centered events in the region
- **Garden Walk Buffalo:** The largest free public garden walk in the country, this incredible event enables hundreds of thousands of visitors to view hundreds of private gardens throughout the City of Buffalo
- **The George Eastman House:** The landmark mansion at the George Eastman Museum has an unparalleled collection of photography and film.
- **Harvest Festivals, including Eden Corn Fest & Lewiston Peach Festival:** With our region's diverse and plentiful agricultural heritage, there are reasons to celebrate throughout the summer, beginning with June's strawberry festivals
- **June/teenth Festival:** This celebration of Buffalo's African American heritage brings thousands of visitors to MLK, Jr. Park for a weekend of fantastic food, music, crafts, and dance
- **Keybank Rochester Fringe Festival:** The Fringe Festival is an eclectic combination of live music, theater, projected images, dance and film. Fringe Fest takes place in over 20 venues throughout Rochester with 500+ performances and events. The attendance rate has grown considerably since the festival's Rochester debut, doubling from 32,000 in 2012 to 64,000 in 2013 and with the most recent recorded count of 68,000 in 2016
- **The Lilac Festival:** The Lilac Festival is one of the largest free festivals in North America and is held annually in the spring season at Highland Park in Rochester. It includes 10 days of live music, great food, special exhibitions and, of course, the lovely scent of over 1,200 blooming lilac bushes
- **Memorial Art Gallery:** The Memorial Art Gallery showcases more than 5,000 years of art history with 12,000 permanent pieces and special exhibitions on their 14 acre campus.

- **National Buffalo Wing Festival:** Every Labor Day weekend, tens of thousands converge on Buffalo to celebrate one of America's favorite bar and game day foods. The festival features 40 tons and 100 varieties of chicken wings
- **National Susan B. Anthony House and Museum:** Visitors to the home of renowned women's rights activist Susan B. Anthony can hear inspiring stories about her life and see the famous parlor where she was arrested for voting in 1872.
- **Niagara Wine Trail:** Great to visit all year, the Niagara Wine Trail really comes alive in the fall, when harvesting is completed and it's time to uncork the previous years' vintages
- **Rochester Philharmonic Orchestra:** The Rochester Philharmonic Orchestra inspires, educates and engages the Rochester community through the art of music. The RPO presents more than 120 concerts per year and serves nearly 170,000 people through ticketed events, educational initiatives and community outreach.
- **The Strong National Museum of Play:** Rochester is home to the Strong Museum of Play, a top 10 parent-rated Children's Museum and home of the world's largest toy collection.
- **Taste of Buffalo:** One of the largest food festivals of its kind in the country, this is a great way to try signature foods from dozens of local restaurants and food trucks
- **Tonawanda Canal Fest:** As the Erie Canal has experienced revitalization, so has this week-long event, which attracts thousands of people
- **Xerox Rochester International Jazz Festival:** Each June, Rochester hosts the Rochester International Jazz Festival. The festival is held at multiple venues throughout downtown Rochester, with 325 shows showcasing 1,500 artists and more than 205,000 attendees in 2017.

## Appendix D.5 Buffalo-Rochester Metro Corridor diversity programs

Buffalo's foreign-born population has been rising steadily, mainly due to the 10,000 refugees who have been resettled here since 2001. New York State is the fourth largest recipient of refugees in the nation, and almost a third of these new arrivals settle in Erie County. According to the federal Office of Refugee Resettlement, Buffalo is a "preferred community" that provides excellent opportunities for newcomers to achieve early employment and sustained economic independence. Both cities have agencies that offer integration, refugee resettlement and employment programs; translation and interpretation services to break down barriers; and global education programs for students, adults and businesses; and services for international visitors. Refugees and immigrants are reshaping city neighborhoods, renovating houses, opening stores and restaurants, and adding new vitality.

The region has also proven to be a magnet for international college students, ranking among the top 15 metro areas for students arriving with F-1 visas. The University at Buffalo (UB) has a total international student population of 4,682 students from 101 countries (16.2% of total UB population). Equally compelling is the University of Rochester's (U of R) 20.4% international students from 100 countries and Rochester Institute of Technology's (RIT) 2017 Minority Access Inc. Award, High Education Excellence in Diversity (HEED) Award; 2017 Diversity Champion, INSIGHT Into Diversity magazine. Changes are being felt in many ways. Buffalo Public Schools are now educating 4,300 English language learners, twice as many as they did just seven years ago. To build on this success of refugee resettlement, the City of Buffalo commissioned the City of Buffalo New Americans Study: A strategic action plan to advance immigrant and refugee integration and success, February 2016.

Furthermore, cultural diverse assets in Rochester include the Rochester Latino Theatre Company, Baobab Cultural Center, Ganondagan Cultural center, Borinquen Dance Theatre.

Since the 2010 Census, Rochester has shown an increase in Asian, African American and Hispanic populations as well as an increased migration of New Americans to the municipality. The changes in population as reported by the Census Bureau in 2016 reflect the self-identified reporting of race and ethnicity. As of 2015, the City of Rochester was 42% black, 44% white, 16% white, and 3% asian. Monroe County's Diversity Index is greater than 60.1% as measured by ESRI on a 1-100 scale tracking ethnic and racial diversity by county. The Diversity Index from ESRI represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The 60.1% measure is on track with demographic trends showing greater diversification of populations in the Northeast compared to regions in the South and West.

There are several ongoing diversity initiatives in Rochester. Local universities like the University of Rochester and the Rochester Institute of Technology both champion diversity programs geared at increasing tolerance, discourse, safety and inclusion. The Simon School of Business at the University of Rochester targeted international students for recruitment and 17% of its student body is comprised of underrepresented minorities. Rochester Institute of Technology currently has over 2600 international students from over 106 countries and considers its ability to leverage difference a unique value proposition. For the fourth year in a row, RIT received a Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine. Recipients are chosen based on the commitment of their programs to promoting acceptance, increasing outreach and encouraging diverse recruitment and retention of students, faculty and staff. RIT is also being honored in 2017 as an institution committed to diversity by Minority Access Incorporated, a nonprofit organization dedicated to increasing diversity and reducing injustices in higher education.

Rochester also has 22 organizations and affiliates committed to assisting refugee populations. These groups provide health care, clothing, food, language training, resettlement services and job placement to the more than 1,200 refugees that arrived in Rochester in 2016. The largest sources of refugees in Rochester in 2016 were Somalia (231), Cuba (179), Bhutan (159), Iraq (105) and the Congo (99). The Rochester Refugee Network, for example, has made its mission to provide safe, affordable housing for more than 200 refugees in the Rochester area. They also help to provide a scholarship program for students from refugee families. Similarly, the Catholic Family Center states that it has helped more than 15,000 refugees over the last 35 years with resettlement services, immigration assistance and employment preparation.

Additional local resettlement agencies include:

- Catholic Charities has provided services to immigrant and refugee populations since 1923, with the scope of the program adapting to changes in immigration policy and the needs of new arrivals. In addition to basic services, Catholic Charities also houses the Hospitality and Tourism Training Institute, a computer and technology lab, babysitting room, and library for use by refugees.
- International Institute has been active since 1918. They have been instrumental in helping refugees to become qualified interpreters and translators, currently assisting governmental agencies and health, human service, and legal providers in over 90 languages. They also sponsor a Domestic Violence Victim Services program, and host the International Visitor Leadership Program to connect professionals and foster relationships across borders.
- Jewish Family Service took the lead in helping to resettle refugees from the former Soviet Union in the 1980s. Today they provide a broad range of assistance to new arrivals from Burma, Iraq, Sudan, and other strife-torn areas of the world. They also manage the WNY Center for Survivors of Torture in partnership with Journey's End and UB Family Medicine.
- Journey's End serves over 3,000 refugees and immigrants each year, providing them with the tools they need to become successful and contributing community members. Their expanded services include a clothing ministry, academic coaching for youth enrolled in Buffalo Public Schools, alternatives to high-school and ESL programs, an urban farm program, and a micro-enterprise in home daycare program.

Programs:

- Westminster Economic Development Initiative (WEDI) [wedibuffalo.org](http://wedibuffalo.org) focused on empower economically disadvantaged people in Buffalo, NY, with a primary focus on the West Side community. WEDI helps immigrants and refugees develop and operate businesses by assisting with mentoring, micro-loans, and afterschool education.

### Appendix D.6 Buffalo-Rochester Metro Corridor crime prevention initiatives

It is important that urban police departments mirror the diverse backgrounds of the citizens they protect. There has been a concerted effort to ensure that women and minorities are well represented throughout the city police departments in Buffalo (BPD) and in Rochester (RPD) among all ranks of officers including those in leadership positions. Inclusive recruiting and hiring practices are essential to effective policing and an emphasis on this work has led to the swearing in of two new classes of police officers—all City of Buffalo residents—including the first fourteen recipients of the BPD 21C Scholarships, an innovative, 'first of its kind' in the nation, police pre-employment scholarship program designed to provide scholarship opportunities for city residents who want to pursue a career in law enforcement.

Beginning in January 2016, up to 50 successful City of Buffalo residents began eligible to receive full scholarships to Erie County Community College and Central Police Services Law Enforcement Training Academy. "BPD21C is a bold, creative and unique, first-of-its-kind program, that will foster an even stronger guardian mindset of our police in Buffalo," said Buffalo Mayor Brown. "This value-driven program has the potential to become a national model for other municipalities to follow. We believe the results of BPD21C will revolutionize community-based policing and we intend to utilize all of our resources to recruit and educate a diverse and talented group of future police officers who reflect our City's demographics."

Other programs have been implemented to address particular areas that require attention in all urban areas nationally. Rochester has employed several anti-violence initiatives including dispute intervention programs and a gang initiative, and Buffalo partners with the Peacemakers Gang Intervention program to help defuse potentially violent situations and work with residents and law enforcement to make communities safer. The reestablishment of community policing and street outreach has improved dialogue between all communities and local police. One such initiative is The Police and Citizens Together against Crime (PAC-TAC program), a volunteer organization where citizens work with law enforcement to patrol local neighborhoods in order to build community awareness and prevent crime.

Year	Metro Area	Violent Crime	Violent Crime (per 1,000)	Property Crime	Property Crime (per 1,000)
2011	Buffalo-Niagara Falls	3,250	1,238	14,309	5,451
	Rochester	2,029	959	10,934	5,169
2012	Buffalo-Niagara Falls	5,045	443	33,364	2,926
	Rochester	3,090	284	28,745	2,646
2013	Buffalo-Niagara Falls	3,249	430	12,491	2,735
	Rochester	2,107	284	10,051	2,412
2014	Buffalo-Niagara Falls	3,174	436	12,449	2,689
	Rochester	1,765	259	8,856	2,248
2015	Buffalo-Niagara Falls	2,887	358	11,176	2,414
	Rochester	1,839	281	8,266	2,108

Source: FBI; Uniform Crime Reports