



Thrive in Tech Valley: Where Innovation Takes Root

A partnership between Amazon and New York's Tech Valley



HQ2 Bid | October 2017



What are we about to show you?

1 Why us?

OUR OFFER TO YOU:

- Access to talent
- Unique character of life
- A powerful R&D ecosystem
- Business-friendly context
- Proven history of partnership

2 Where?

OUR STRONG SITE OPTIONS:

- Amazon Promenade on the Hudson River
- Amazon Town in the heart of Tech Valley

3 How?

OUR GUARANTEE:

- Meeting your needs as per the RFP
- Innovative incentive package
- Statements of support

This bid is also supported by a microsite. Head to:

WWW.CEGAMAZONHQ2.COM

and enter password: **Amazonhq2**



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.

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

WE WORK FOR THE PEOPLE
PERFORMANCE * INTEGRITY * PRIDE

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EXECUTIVE CHAMBER STATE CAPITOL ALBANY 12224
www.ny.gov



October 18, 2017

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

Dear Jeff,

It brings me great pride to present the Tech Valley proposal to become the home of Amazon HQ2. Now is the perfect time in the evolution of both Amazon and Tech Valley for this partnership to thrive.

Tech Valley represents 15 counties centered around the New York Capital Region. We propose a location for HQ2 in Albany, along the banks of the Hudson River, in the very heart of Tech Valley. Our proposal will showcase in a number of HQ2 sites, including a unique and historic riverfront property in Albany that we would design and build together to forever transform the skyline and community.

Tech Valley is not only a physical location, it also represents a collaborative environment bringing cities, counties and the State together with businesses – both established players like GE and GlobalFoundries and startups – and academic and research institutions. In fact, Albany is within one day's drive from half the purchasing power in North America. It is this combination of ready and willing people, places and partners that makes us the ideal home for HQ2.

Here, you'll find the workforce, partners and character of life that will allow you to maintain the growth and exceptional performance for which you are known.

We have assembled an aggressive package of support and incentives to ease your transition to Tech Valley – unique even amongst our proven record of strong support for businesses. We've brought GlobalFoundries to Tech Valley with a total package of \$1.2B in support (encompassing both direct support and tax abatements) – representing close to 40% of the value of that investment. We also invested \$125M in a new Power Electronics Manufacturing Consortium which also includes GE and SUNY. Further, we have also worked with pharmaceutical manufacturer Regeneron to help them expand their manufacturing footprint in Tech Valley, investing close to \$250M to help them thrive. This is just a brief sample of what we have achieved.

Our experience proves not only our willingness to bring business to Tech Valley, but also our ability to convert offers into actual projects. For Amazon, this will include a combination of tax and infrastructure support, as well as specific initiatives to support talent attraction and development, transportation and access to the lifestyle and cultural amenities of our region. This is in addition to state-level incentives. Our experience is why we have not put a single number on our incentives yet. We will work with you through subsequent discussions to make sure we reach an agreement that maximizes mutual value.

Tech Valley is ready for you. We have an educated workforce of over 900,000 workers and currently produce over 50 graduates with computer degrees for every 1,000 related jobs – three times the current rate within the Seattle MSA (16:1,000). Importantly, our talent pipeline is strengthening every day. We are home to 31 degree-granting institutions that deliver training relevant to Amazon, across computer science, engineering, business and more. The *Excelsior Scholarship* program – granting free college to NY residents who stay within the state – means a growing pipeline of skilled workers from more diverse backgrounds, and also means access to great affordable colleges for Amazon's workers and their families.

Amazonians are ready for Tech Valley. Our housing is affordable, our transportation is robust and congestion is incredibly low. We have a large number of high-quality restaurants, breweries, bars and cafes – not just in Albany but across the charming cities which populate Tech Valley, including Schenectady, Troy, Hudson, Saratoga Springs, Glens Falls and more. Outside Tech Valley we're close to New York City, Boston and Montreal, without the price tag associated with living in any one of those. We also have high-quality public schools (6 of the top 1,000 according to US News & World Report) and a strong job market for families of Amazonians. Our communities are clean, green and safe. We're proud of the character of life we have here – and we know Amazonians will be too.

In case you haven't noticed, we are proud of our communities and love to share our history! **That history is built around commerce and innovation.** This region pioneered women's higher education (1814), magnetic induction (1831), the nation's first television station (1928) and earlier this year we were home to the world's first ever 5 nanometer integrated circuits. That history is built on consistent partnership between business, academia and government. Today, nothing represents the peak of commerce and innovation like Amazon – that's why it makes sense for you to grow here.

Tech Valley offers you the right physical spaces, the right labor force and a commitment for extraordinary partnership and support from us. My organization, the Center for Economic Growth, will be Amazon's partner and guide; integrating and orchestrating what our region has to serve Amazon, your employees, their families, and your suppliers and partners. As President and CEO, I am offering to be the point of contact for Amazon. More than that, we have ambitious plans about a potential cloud-computing and big-data analytics partnership with you at the center; **Catalyst**. We would love to discuss this with you further as we move forward.

Tech Valley is a region that knows how to be systematic about working with businesses to drive innovation-led growth. We have proven our ability to think big time and time again, and to achieving this without sacrificing the character of life of our communities.

Come thrive in Tech Valley with us.

Sincerely,

Andrew S. Kennedy
President & CEO





“ This community represents the future of our economy. I want what’s happening in Albany to happen all across the country. You are investing in your future. You are not going backwards. ”

– President Obama, visiting Albany Nanotech



1 Why choose Tech Valley?



We offer an historic commitment and team to support your entry into Tech Valley

Aggressive inducements:

Working with City, County and State partners, we've developed an historic set of initiatives to support you in Tech Valley. These include fast-tracking development, generous tax and infrastructure subsidies, and talent attraction support (all detailed further in this document).



Deep labor pool:

Tech Valley has 31 institutions that offer Amazon-relevant degrees, and currently produces over 50 computer degrees for every 1,000 relevant jobs (3x the rate for the Seattle MSA). Albany is the 4th fastest-growing 'Tech Town' according to ZipRecruiter.

A proven record of incentives:

We've partnered with major firms before to offer significant support packages, including over \$1.2B (~40% of total investment amount) to date to GlobalFoundries; \$135M (~25%) invested in the Power Electronics Manufacturing Consortium.

A real relationship:

The Center for Economic Growth and its CEO, Andrew Kennedy, will be Amazon's single point of contact – acting as your integrator for the services and partners available to you in Tech Valley. We're committed to developing a one-of-a-kind relationship, including building a new innovation corridor around you.

OUR COMMITMENT TO AMAZON:

Tech Valley is ready for Amazon. Throughout this bid document we will outline the areas in which we go above and beyond the requirements in your RFP, to demonstrate our commitment to thriving in partnership with you.



This is another exciting, job creating innovation come to life right here in the Capital Region. New York's tech sector has become an international leader in research and development of the technologies of the future and this administration is committed to keeping New York's tech sector working and growing.

—Governor Cuomo



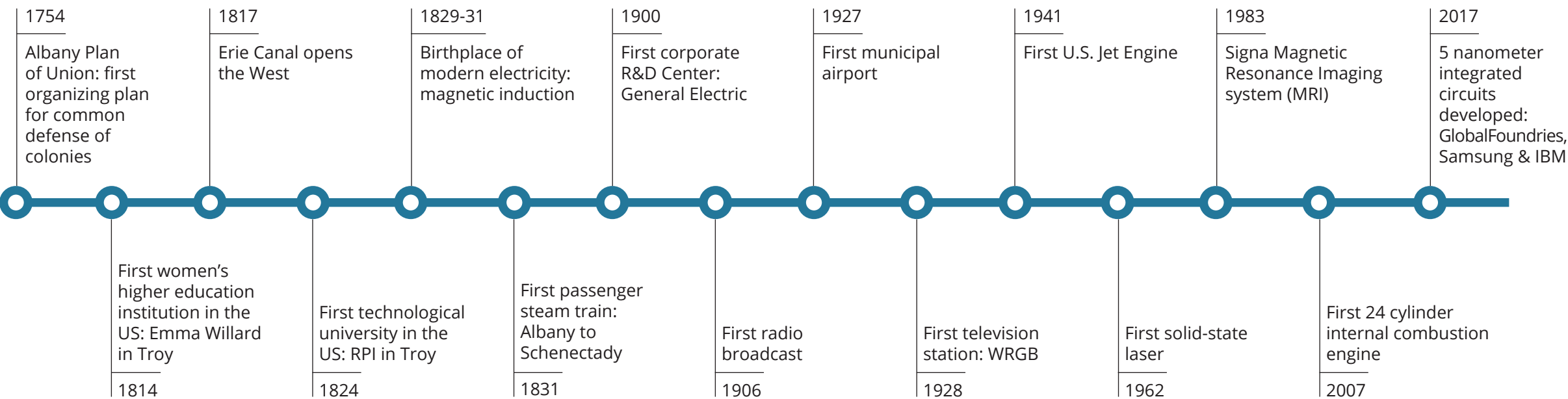
Tech Valley is the center of innovation in the Northeast

Our bid would locate you in the heart of Tech Valley: Albany, allowing you to access the talent and institutions of Tech Valley and the character of life in the Capital Region

Tech Valley comprises 15 counties with focused investment and growth in technology and bioscience (across New York State, Massachusetts, and Vermont).

The New York Capital Region comprises 8 counties in New York, centered around Albany.

We have been at the vanguard of innovation throughout our nation’s history



“As a scientist whose pioneering work in the development of cryo-electron microscopy — recently recognized by the 2017 Nobel Prize in Chemistry — was done in major part by my group at the Wadsworth Center in Albany, I enthusiastically support Tech Valley’s bid for Amazon HQ2. Let me say that as a region that combines technical innovation with easy access to idyllic unspoiled surroundings, it should be considered a prime choice for Amazon. My son Ze Frank, president of BuzzFeed Entertainment, grew up in these surroundings and wholeheartedly agrees with me.

—2017 Chemistry Nobel Prize Winner Joachim Frank



See map on next page

Tech Valley offers a thriving talent pool that exceeds your needs

WE HAVE The Workforce

Regional
Population: **1.9M**

#3 Best Place to Find a Job in
Technology (U.S. News)


#4 Fastest-Growing Tech Town
(according to ZipRecruiter)

Tech Valley Workforce:
920,000

35,000 
current employees in relevant
technical roles within 100 miles
of the Albany city center

OUR PEOPLE HAVE The Right Skills

31.4%
of the population over age 25
have bachelor's degrees or higher
(compared to 34.7% for Seattle MSA)


16,000+ 
Amazon-relevant degrees
awarded over a three year period
in the Region (more than the
Seattle-Tacoma-Bellevue MSA)

940,000
families and individuals are
eligible for the **Excelsior
Scholarship** starting Fall 2017
(free college if they stay in NY)

AND TOGETHER WE WILL BUILD Your Talent Pipeline

54:1,000
ratio of **computer/tech grads to available
tech jobs** in the region (vs 16:1,000 for Seattle)

This means our labor market is a net exporter
of talent, well placed to power your growth

 We already operate government-funded
workforce attraction programs such
as the CEG's Talent Connect

OUR COMMITMENT TO AMAZON:

We're going to go further with Amazon – working with
you to conduct bespoke talent attraction activities
such as:

- Unique access to job fairs
- Incentives for local alumni to stay and work
in the region
- Relocation support for new Amazonians

“

**Amazon would benefit
from this area because of
the boom of young, educated
and eager professionals in
the area. This is a region rich
with diversity of thought and
creativity. It's an area where
people will live well, and their
families will be happy.**

—Crowd-sourced input from a
Capital Region employee

”



THRIVE!

By locating in Tech Valley, Amazon will access not only the skilled workforce in our immediate vicinity, but also more easily access the rich labor pools of the entire northeast – better facilitating a truly nationwide competition for talent.

We will work with you to ambitiously evolve your workforce

Work is being disrupted...



Freelance/contract workers will account for **40% of the US workforce** by 2020 and crowdsourcing will be commonplace.



Tasks and roles will evolve as existing tasks are automated. Many roles and functions which are currently person-time-intensive can be made more efficient through automation; allowing a focus on higher-value tasks.



Research indicates a great likelihood that automation will have a significant impact on a number of core business functions, including:

- Accountants & payroll
- Legal admin
- Executive support
- HR/personnel

... and in Tech Valley we will work with you to exploit these opportunities

The future of work involves **new skills and attributes** which will be critical: from STEM and ‘bot management’ through to fully embracing lifelong learning.

Employers will need to think beyond just managing their employees and freelancers. Instead, you are managing an **ecosystem of talent**.

Government, the private sector and education providers will need to **collaborate** to ensure human capital is optimized.

Tech Valley boasts access to over **31 relevant training institutions**, producing not just grads for you to employ, but also opportunities to flexibly upskill your workforce.

Our rich history of innovation persists today, including a number of **co-working spaces** such as the Troy Innovation Garage; The Business Hub (Saratoga Springs); the Electric City Innovation Center (Schenectady) and the Beahive (Albany). We also have a strong track record of supporting local **startups and entrepreneurs**, including through the Center of Gravity, S.T.E.A.M. and INVEST incubators.

Our education ecosystem is ready to support continuous learning in tech – across our 31 higher education providers, government-funded programs beginning in kindergarten, such as **First Robotics and P-Tech**, and through to **career readiness initiatives**.



Right now, some of the most advanced manufacturing work in America is being done right here in upstate New York. Cutting-edge businesses from all over the world are deciding to build here and hire here. And you’ve got schools like this one that are training workers with the exact skills that those businesses are looking for.

—President Obama, visiting Albany Nanotech



OUR COMMITMENT TO AMAZON:

We will ensure that Amazon can shape local school and university curricula to meet your future workforce needs – starting with the University at Albany Engineering program and the potential for Amazon High School!



THRIVE!

In Tech Valley we’re no longer thinking about our ‘stock’ of labor; we’re thinking about flow, including our training pipeline, how to attract the right people and how to incubate talent and entrepreneurs. This creates an ecosystem which Amazon can shape.

Tech Valley is the perfect place for Amazonians to work, rest and play



HOUSING

- Average home price is \$166,000 - **56% cheaper** than in Seattle
- 22.7% of housing units are **available for immediate occupancy**



LEISURE

- 10 full-service restaurants per 10,000 people (higher than Seattle MSA)
- 20 **performing arts centers**
- 10 **ski mountains** for enjoying the winter snowfall



ACTIVITIES

- 25 **state parks** (3 more than Seattle MSA)
- 73 **museums** (27 more than Seattle MSA)
- 10 **amusement** and **theme parks** (4 more than Seattle MSA)
- Rivers Casino, Saratoga Casino and **Saratoga Racetrack!**



STABILITY

- 20+ consecutive years with unemployment rate **below the national average**
- 74% and 58% **lower violent and property crime rates** than the US average
- Natural disaster risk score of **33** (medium) compared with 58 (high) for Seattle MSA
- Pittsfield and Albany metro = No. 1 and 13 **lowest uninsured rates** for under 65s (Seattle = 118th)
- An agenda of inclusion promoted through workgroups such as Workforce Development Boards, VETCON and **9 community colleges**



EMPLOYMENT

- #1 **Most Inclusive Economic Growth** (Brookings Institution, x4 tie)
- #6 **Best Cities for New Graduates** (ValuePenguin)
- #21 **Best Cities for Young Professionals** (Forbes)



COMMUTING

- Albany International Airport has **36 daily flights** with a 1-stop connection to Seattle, with commitment to fund incentives for additional flights
- Only **4% of total drive time** is spent in congestion & average commute time is only 24 minutes (within the 8-county Capital Region)
- There are **61 routes** and 3,000 bus stops in the Capital Region alone!



EDUCATION

- 6 of the **top 1000 public high schools** (U.S. News)
- Specialist high schools such as the Tech Valley High School and maybe the future Amazon High
- 25 of the top 100 **graduate programs**, including RPI's computer science program (U.S. News)
- SUNY Polytechnic selected by President Obama as an "**outstanding**" model for the nation

Within one mile of the Amazon Promenade, you'll find...

- 5 breweries/distilleries/cideries, 5 performing arts centers, 2 sports arenas, 2 waterfront parks, and 2 urban parks
 - 12,000 **housing units** including brownstones, Victorian and mid-century modern options
 - The **Capital Region Pride Center** - nation's oldest continually operating LGBT center
- ...and the New York State Capitol!



Whether you go to Albany's 'Village in the City' along Lark Street or the 'new Brooklyn' in Troy, you are struck by the Capital Region's character. These are places that have soul. Their sense of place has been grown organically.

—Andrew Kennedy, CEG CEO



THRIVE!

Don't just look at everything we have – from affordable housing to the breadth of recreational activities – look at the potential. We're committed to partnering with ride-share providers to improve transport, expanding public facilities and promoting tourism.

Tech Valley is a business-friendly and stable ecosystem of innovation and growth

31 universities with Amazon-relevant degree programs

- University at Albany
 - SUNY Polytechnic
 - Rensselaer Polytechnic Institute
 - Marist College
- + close proximity to Harvard, MIT, Columbia, NYU, Cornell, Clarkson, etc.

\$544+ million

In average annual R&D expenditure by Capital Region universities, including \$108M in life sciences, \$22.5M in computer science/math and \$361M in engineering

64,000 sq feet

University computer and information R&D space (4x more than Seattle MSA)

4.4 million

Available hotel nights annually

3 Amazon Partners

- CommerceHub
 - Plug Power
 - Kitware
- + the capacity to support the addition of many more partners and suppliers in nearby tech parks (such as the Luther Forest campus option)

Major Tech Employers

- GE Global Research, GE Power & GE Healthcare
- GlobalFoundries
- Regeneron Pharmaceuticals
- General Dynamics

High-tech Innovation Centers

Tech Valley contains a number of advanced computer science research centers and tools, including:

- RPI Center for Computational Information:
 - Parallel IBM Blue Gene/Q supercomputer
 - Intel Xeon processor-based clusters
- RPI Rensselaer Institute for Data Exploration and Applications:
 - zEnterprise processor with zBladeCenter extension
 - IBM PureFlex System
 - Netezza data warehouse appliance
- UAlbany College of Emergency Preparedness, Homeland Security and Cyber Security
- UAlbany Econometric Research Institute



It is a great place to live for anybody who wants to live in the Northeast without having to deal with congestion and pollution on daily basis. It has its own unique culture that comes from a blend of city and suburban life, which makes it a welcoming place to be. Amazon will be able to enjoy the benefits of closeness to all the major cities and have enough space for expansion in the future.

—Local grad student



THRIVE!

Our business landscape will provide fertile ground for you to continue innovating and growing – including a range of current and possible partners (and places to compete for talent) and a nation-leading research and academic sector for current and future ventures.

In Tech Valley, we facilitate spaces for businesses to innovate and grow

We're proven partners to support growth & innovation

Case study 1: \$1.2B support package for GlobalFoundries

The Capital Region (through the Center for Economic Growth) has worked closely to bring GlobalFoundries to Tech Valley and enable them to thrive.

To date this partnership has represented:

	Committed	Actual
Investment	\$3.2B	>\$12B
Direct Headcount	1,200	~3,200
Annual Payroll	\$72M	\$315M
ROI per \$1 invested	\$2.21	\$4+

Case Study 2: Enabling Innovative Growth with Regeneron

Pharma manufacturer Regeneron has experienced strong growth and success in Tech Valley, thanks in part to the investment and support from government partners. After initial tax and infrastructure incentives, Regeneron was able to grow its headcount by 310 (to over 2,000) and expand operations into a new facility thanks to the deep talent pool and ecosystem of partners across the region.

We'll keep growing Tech Valley, with you as the prime member

OUR COMMITMENT TO AMAZON:

Catalyst: a new regional partnership model

Our vision is to place Amazon at the center of a cloud-computing and big-data analytics **innovation corridor** built within Tech Valley. To do this, we will work on a partnership model that draws together cloud providers (including AWS), academia, research entities, health care, government and K-12 education.



We will develop policies, funded pilots, programs and investments in education and training that will surround you with the right people, tools and partners to excel. We know that when you grow, we thrive.

“

The Capital Region is now a hub in global technology. GlobalFoundries is proof that manufacturing jobs can come home and the engine of American innovation is alive and well.

—GlobalFoundries CEO Sanjay Jha

”



THRIVE!

Tech Valley has a clear record of supporting advanced businesses to work in our region. What we offer you is not only the usual incentives but an authentic partnership with a national icon – a chance to grow your impact in New York, the United States and the world.



“ The Capital Region offers all of the things I had access to downstate, but without the added stress. There’s so much more variety in the region too - the sights, sounds and people. It’s also great to be able to live how you want - you can get a house/apartment in commuting distance and be as rural or city as you want. The options are endless! ”

– Current employee from Albany



2 Where will HQ2 be?



Amazon Promenade positions you at the heart of Tech Valley along the Hudson River



OPTION 1: Amazon Promenade

KEY FEATURES

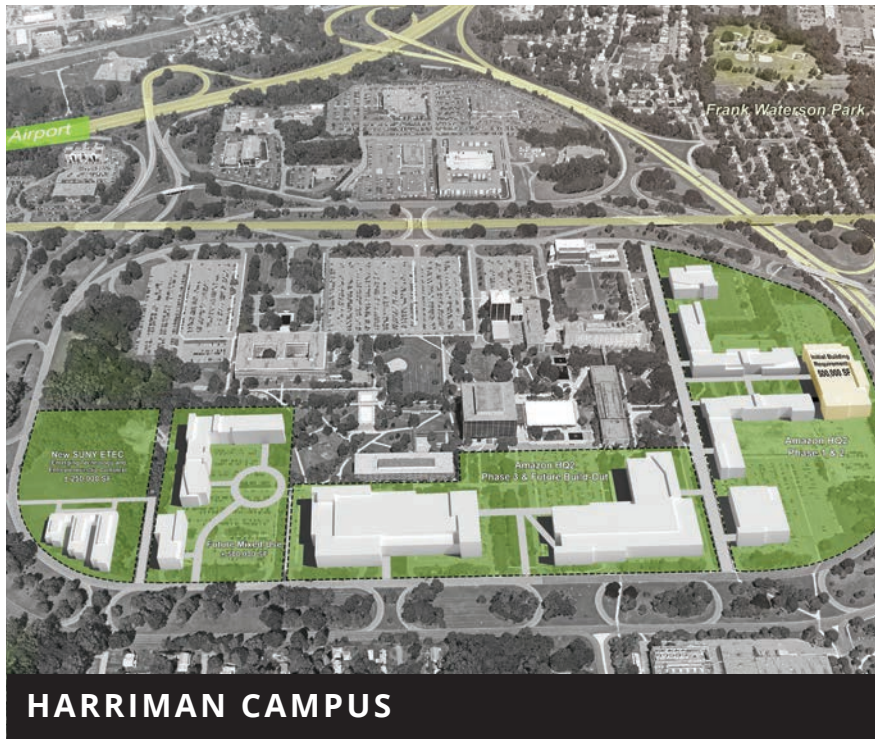
- 25 acres in downtown and 75 acres along the Rensselaer Waterfront [available now](#)
- Total of 8 million sq. ft. of new office space plus mixed-use development, full cell coverage, Firstlight fiber broadband and 13.2kV and 34.5kV electricity
- Connected campuses cross the Hudson River via mass transit options, including a new pedestrian bridge
- Central location provides the area a Walk Score of 95 (“[Walker’s Paradise](#)”)
- Direct access to the Interstate Highway Network via I-787, 15 minutes drive to the airport and link between this site and Amtrak station allows easy travel to major population centers including NYC, Boston and more.

OUR COMMITMENT TO AMAZON:

Both site options will be **Day 1** ready. As part of our bid we commit to ensuring:

PROPERTY	OPERATING COSTS	WORKFORCE	TRANSPORTATION	PARTNERSHIP
<ul style="list-style-type: none">• Land for the HQ2 site will be provided to Amazon through a long-term lease or purchase• All site preparation costs including clearing, grading and environmental reviews will be assumed by regional partners• All necessary improvements including road access and utility connections and upgrades will be provided at no cost	<ul style="list-style-type: none">• Long-term tax abatement for construction costs, equipment purchases and property taxes• Subsidized electricity, water, and waste water provision with locked in rates• Payroll tax abatement• Personal income tax reduction for Amazon employees	<ul style="list-style-type: none">• Large, highly skilled workforce available to meet talent needs• Organization and promotion of regional job fairs targeted at key employee needs• Program to seek out alumni from local area institutions and incentives to encourage their return to the region	<ul style="list-style-type: none">• Further expansion of the Capital District Transportation Authority (already rated Best Mid-Sized Transportation System in North America)• Albany International Airport commits to expand nonstop flight routes to meet Amazon demand• Gondola across the Hudson River connecting Amazon Promenade site locations	<ul style="list-style-type: none">• Local universities eager to continue tradition of partnering with corporations to cater curriculum and R&D spending to evolving workforce requirements• Funding of internships and fellowships for students in computer science and related fields

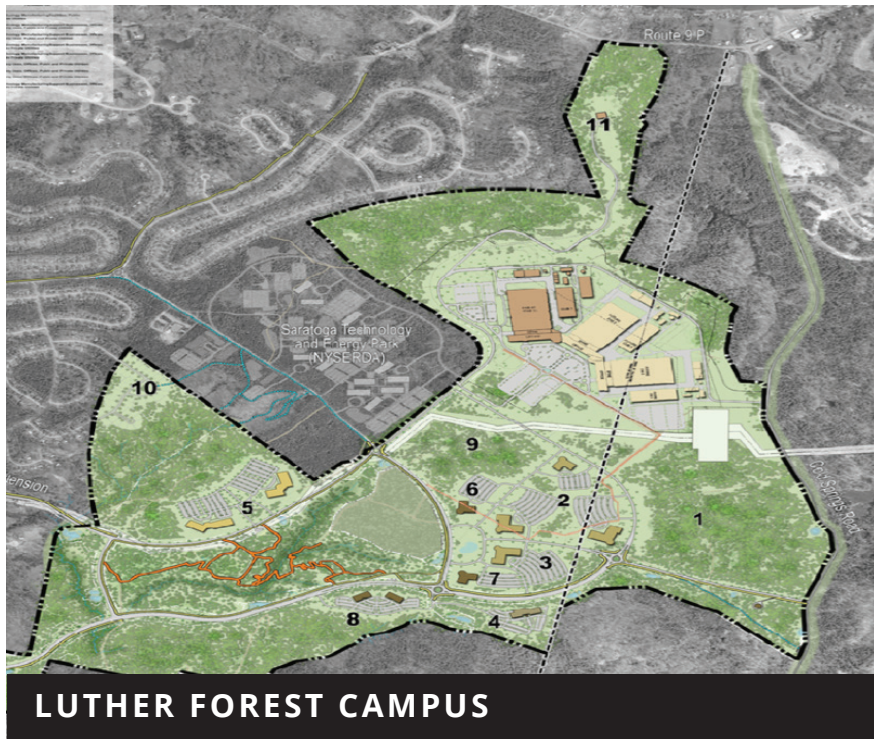
We also offer strong alternatives for the HQ2 site



HARRIMAN CAMPUS

KEY FEATURES

- 27.5 acres available now at the ‘Harriman Campus’ directly next to the University at Albany. Future phases will involve redevelopment of the Western Ave portion of the site, incorporating and preserving the current-state workforce and SUNY to create a unique Amazon Town.
- This site has seen \$87M in government-funded upgrades, with \$152M in additional projects planned or underway. UAlbany is redeveloping the northwestern portion as part of its new Emerging Technology and Entrepreneurism Complex. This site is also 15 minutes drive from the airport.
- We would work with you to develop a pathway to site control.



LUTHER FOREST CAMPUS

KEY FEATURES

- 150 additional acres are available at the Luther Forest Tech Campus; a 1,400-acre site specifically designed for advanced manufacturing and other innovative technologies.
- This adjoins GlobalFoundries and allows access to significant infrastructure, including 115kV electrical supply and dedicated water sources.

OPTION 2:

Amazon Town

OUR COMMITMENT TO AMAZON:

Both site options will be Day 1 ready. The full range of incentives identified for Option 1 (property, operating costs, workforce, transportation and partnerships) will also apply to this option.

Both of these sites also feature:

- Full cell coverage and internet access (Harriman currently supports fiber optic and copper cabling, while Luther Forest has Verizon and Spectrum loops on campus)
- A new dedicated Amazon shuttle service to Albany and access to I-787 for road transportation to nearby cities
- Greenfield elements that are completely customizable



THRIVE!

If selected, this option could develop into an entirely Amazon-shaped campus – a new model of HQ footprint for you, which could create additional opportunities for collaboration and synergy.

All sites enable clean and sustainable operations

WE WILL ENABLE YOUR SUSTAINABILITY GOALS

Recognizing your sustainability objectives, as part of this bid to host HQ2 we commit to:

- Ensure that your chosen site is entirely compliant with all environmental requirements at no cost to you
- Support you to power your chosen site entirely through renewable energy sources
- Work with utility suppliers to provide you with greater price certainty going forward

This commitment is backed by the current capacity in our region (see below).

OUR CURRENT CAPACITY

The Capitol Region is equipped to help you meet your sustainability objectives:

- The region offers 542MW renewable capacity from 46 renewable sites in New York alone
- Albany, Schenectady, and Ulster Counties all designated Clean Energy Communities by NYSERDA
- The Capital, Mid-Hudson, and Mohawk Valley regions all grew their solar capacities by over 1,000% from 2010-2016, with the trend sent to continue

THINK GREEN IN TECH VALLEY

More important than current capacity, is what is being developed to position you – and us – for a green future:

- 744MW of solar capacity has already been added through the NY-Sun initiative
- Almost \$1.4B in major renewable sources are already under state production, with three projects in the Tech Valley region
- Over a half dozen incentive programs encourage continued development (for solar alone), including the SolarGEN program, which encourages manufacturers and commercial enterprises to build solar arrays
- This will also be driven by our commitment to generate 50% of our electricity from renewable sources as part of the Governor’s Reforming the Energy Vision program



New York is leading the nation in advancing a clean energy future... With this \$1.8 billion initiative, New York continues to tackle the challenges of climate change.

—Governor Cuomo



OUR COMMITMENT TO AMAZON:

We will partner with you to ensure you have access to stable and reliable utilities – including exploring an Amazon solar farm / solar array at your preferred sites through subsidies and expedited permitting.



THRIVE!

Tech Valley already invests in renewables. Our business and political leaders – across all stakeholders to this partnership – have all expressed a commitment to sustainability, and this is not going to change.

Why Tech Valley is the right choice

1

TALENT PIPELINE

- Home to a skilled labor force of over 900,000 workers
- Currently producing over 50 computer degrees for every 1,000 relevant jobs
- Containing 31 institutions that offer Amazon-relevant degrees

2

STABLE BUSINESS & POLITICAL ENVIRONMENT

- Aggressive tax and infrastructure incentive package
- For over 25 years, Tech Valley has been below the US unemployment rate
- A stable political climate focused on social and economic inclusion

3

CHARACTER OF LIFE

- Ranked #1 by Brookings Institution for “Cities with Most Inclusive Economic Growth” (Albany)
- Average commute time of 24 minutes (within the 8-county Capital Region)
- Unlimited recreational, cultural and culinary opportunities within 5 minutes, 1 hour or half a day!

4

R&D CAPACITY

- Over \$22.5 million spent on math and computer science R&D in 2015 alone
- Over 64,000 sq ft of computer and information science R&D space
- Home to RPI’s Center for Computational Information, housing the most powerful university- based supercomputer

5

LOW COST OF DOING BUSINESS

- Per capita income is \$62,802
- Diverse housing options, with an average home value of \$166,397
- Low costs of construction and development without sacrificing diverse local amenities or proximity to other major population centers

6

PARTNERSHIPS

- *Catalyst*: a new platform to access Tech Valley’s IT infrastructure to develop high-tech, data driven models that promote innovation and growth
- Academic institutions with a proven track record of working with industry on workforce development initiatives
- Regional resources like the Center for Economic Growth to support economic and workforce development efforts

“

I love the smaller town feel with summer water ski team shows, a close knit volunteering community, packed stands at hockey games and several fun festivals. But due to its geography, this close community is not limiting, as it lies equidistant from New York and Boston, and less than an hour and a half from hiking the high peaks of the Adirondacks.

—Former Schenectady resident, current MIT grad student

”



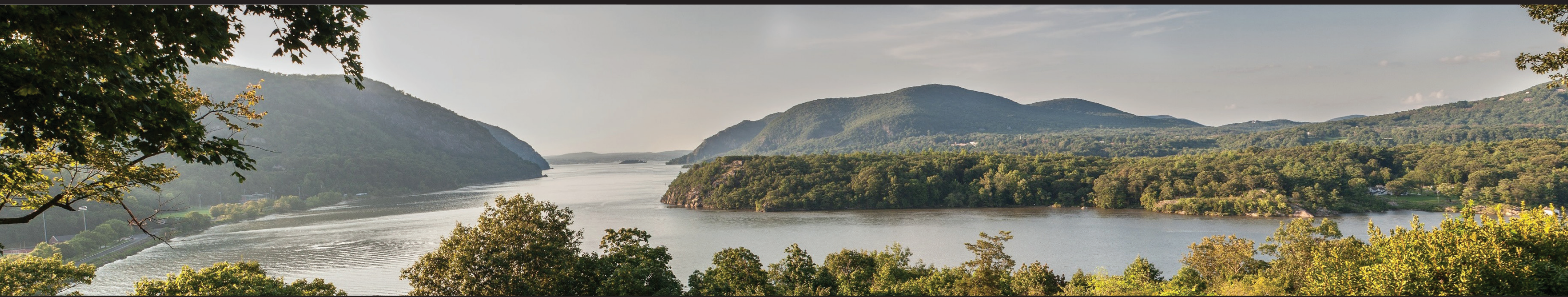
THRIVE!

Tech Valley is the birthplace of commerce and innovation in the United States. Amazon is an iconic part of that tradition; which is why this partnership is right. Together, Amazon and New York’s Tech Valley will thrive.



“ What drew us to the Capital Region was not only the community of creatives that was developing here and people like the Metroplex who was really helping to cultivate those young businesses, but the proximity to New York City, the new train station that’s coming in. We moved here really to help us find a talent pool that we could continue to draw on and continue to grow our company. ”

– Brent Ridge, co-founder of Beekman 1802 & co-star of *The Fabulous Beekman Boys*



3 How will we build this together?



APPENDIX A: RESPONSE TO RFP REQUIREMENTS (PART 1 OF 3)

CATEGORY	RFP SPECIFICATION	BID RESPONSE
BUSINESS ENVIRONMENT AND INCENTIVES	Preference for metropolitan areas with more than 1M people	Downtown Albany is the heart of both the Capital Region and the broader Tech Valley. The 15-county Tech Valley has a population of 1,862,370 within a 90 minute drive of downtown Albany. The 8-county Capital Region has a population of 1,083,386 people within a 60 minute drive of downtown Albany.
	Stable and business friendly environment and tax structure, including testimonials from other large companies; local government structure and elected officials eager and willing to work with the company	New York State and the Capital Region have a long, demonstrated history of business stability and partnerships. Testimonials from leaders of corporations operating locally, Nobel-prize winning researchers, and local legislators have been provided throughout the bid to highlight the region’s ability to foster thriving relationships with business and higher education.
	Identify incentive programs available for the project at the state/province and local levels	The land for the HQ2 site will be provided to Amazon through a long-term lease or purchase. All site preparation costs including the clearing, grading and environmental reviews will be assumed by City, County and State Governments, as well as any necessary extensions of utilities or mass transit. Long-term tax abatement will be provided for any construction costs, equipment purchases and property taxes. Utility provision will be subsidized. Employees will be provided personal income tax reduction. Regional partners will offset recruiting costs by organizing job fairs, establishing relationships with local area alumni and funding internships. Included testimonials and case studies from large corporations and research centers operating in the Tech Valley highlight the aggressive incentive packages that have been provided in the past and the ease of doing business with local government officials to enact them. Specific valuation to be determined in consultation with Amazon as a part of subsequent planning phases.
HQ2 SITE	Within 30 miles to population center	The sites suggested for both Amazon Promenade and Amazon Town are centrally located to the population center in Albany, with Amazon Promenade being located in the heart of downtown Albany and the sites for Amazon Town both less than 30 miles from the center of the city.
	Within 45 minutes to international airport; daily direct flights to Seattle, New York, SF and DC are an important consideration	Amazon Promenade is approximately 15 minutes away from Albany International Airport, and the proposed Amazon Town sites are within 30 minutes of the airport. Currently there are 36 daily one-stop flights to Seattle, with a commitment from the Airport’s CEO to negotiate expanded offerings to fit Amazon’s demand.
	Within 1-2 miles to major highways and arterial roads; highway corridors must provide direct access to significant population centers with eligible employment pools	The proposed locations have direct access to the Interstate Highway Network via I-787. I-787 connects with I-87, a north-south interstate highway, and I-90, and east-west interstate highway. I-87 provides access to New York City (150 miles) to the south and Montreal, Quebec (220 miles) to the north. I-90 provides access to Boston, MA (170 miles) and several large population centers to the west.
	Access to mass transit at site	Guaranteed access to mass transit at all proposed site locations. Dedicated Amazon Shuttle provided to further support the area’s award-winning public transportation system
	Phase I requirement: 500,000 sq ft of office space, with options for development nearby	Both sites are Day 1 ready and contain sufficient land and office space to meet Phase 1 needs. Amazon Promenade has 1M sq ft of new office space ready for use on 10 acres in Albany and an adjacent 15 acres available to develop an additional 1M sq ft of offices. Amazon Town has 30 acres immediately available at the Harriman Campus. For non-vacant space a path to site control has been developed. All necessary utility access will also be available Day 1.
	Phase II and III total square foot requirement: up to 8M	Amazon Promenade offers 2M sq ft on the Albany side of the Hudson River and space for an additional 6M sq ft connected by bridge to the Rensselaer side of the campus. Amazon Town offers a total of 480 acres between the Harriman Campus and Luther Forest Campus, easily able to accommodate 8M sq ft in office space. Both Amazon Promenade and Amazon Town offer combinations of existing office space, infill space and greenfield space, giving the sites existing infrastructure for immediate use and fully-customizable sites for future development.
	Include connectivity options: sidewalks, bike lanes, trams, metro, bus, light rail, train and additional creative options to foster connectivity between buildings/facilities	Amazon Promenade would straddle the Hudson River and plans include a dedicated pedestrian and bike bridge to connect the two locations. Additional plans for a gondola between the two have already been developed and there is potential for a water-taxi as well. Both the Harriman and Luther Forest campuses of Amazon Town could be more self-contained communities, connected to each other and downtown Albany via both public transportation and a dedicated Amazon Shuttle.
	For each proposed site in your region, identify all transit options, including bike lanes and pedestrian access to the site(s)	Amazon Promenade is located in a “Walker’s Paradise” (as rated by walkscore.com) and fully accessible to public transportation and bike share stations. Amazon Town sites will be connected to each other and downtown Albany by a dedicated Amazon Shuttle as well as guaranteed expansions of mass transit.

APPENDIX A: RESPONSE TO RFP REQUIREMENTS (PART 2 OF 3)

CATEGORY	RFP SPECIFICATION	BID RESPONSE
HQ2 SITE (CONTINUED)	Developed with a dedication to sustainability	The Capital Region offers 542 MW of renewable energy capacity sourced from 46 sites in New York alone, as well as over half a dozen incentive programs to encourage the continued development of solar power in the area, which will all be extended to Amazon. If selected, an environmental review of all sites will be performed as part of the incentive package offered to Amazon and we will work with utility suppliers to enhance the provision of energy from renewable sources.
	Optimal fiber connectivity is paramount: demonstrate fiber connectivity on all submitted sites	Amazon Promenade downtown sites have access to Firstlight fiber with download/upload speed runs of 10GB. For Amazon Town, developers at the Harriman Campus will have access to the conduit duct bank which will support fiber optic and copper cabling. The Luther Forest Campus has existing Verizon and Spectrum loops. Proper connectivity will be ensured for Day 1 by your dedicated Amazon facilitators.
	Demonstrate multiple cellular phone coverage maps to ensure optimal service	All of the sites have confirmed 4G LTE coverage from AT&T, Sprint, T-Mobile and Verizon.
	Utility infrastructure of sites	The downtown Amazon Promenade sites would have access to both 13.2kV and 34.5kV electric lines and a 16in gas main with 24-psi. The Harriman Campus portion of Amazon Town has access to 34.5kV electric transmission lines, with optionality to tap into a 115kV line, as well as a gas line with 124psi. The Luther Park segment of the proposed Amazon Town has access to 13.2kV, 34.5kV and 115kV electric lines as well as an 8in gas main with 45psi. We will work with providers to enhance the provision of cost competitive energy from renewable sources. All sites have access to water and waste water/sewer (this infrastructure is already in place).
	A highly educated labor pool is critical and a strong university system is required	There are 31 colleges in the 15-county Tech Valley that award degrees relevant to target Amazon employment fields. Overall, 31.4% of the population over 25 has a bachelor's degree or higher (as compared to 34.7% in Seattle). The Excelsior Scholarship program, which gives free tuition to students who remain in the State to work for 2-4 years following graduation, recently launched to 940,000 eligible families in New York State, further adding to the future pipeline of graduates committed to the region.
	The Project must be sufficiently close to a significant population center, such that it can fill the 50,000 estimated jobs that will be required over the next 10-15 years, following commencement of operations	The population of the 15-county region is 1.8M with an unemployment rate below the national average at 4.3%. Both of the proposed site locations are within 30 miles of Albany, the area's population center.
	Please provide labor and wage rate information in the general job categories described (executive/management, engineering with a preference for software development engineers (SDE), legal, accounting, and administrative)	The 15 county region has a labor force of 920,000, with 35,000 individuals currently employed in Amazon-targeted positions within a 100-mile radius of the Albany city center. Wage rates are significantly lower in the area than in Seattle, for instance SDE engineers garner an average wage of \$83,000, about 40% less than the current cost for the same role in Seattle.
WORKFORCE	Please provide relevant labor pool information and your ability to attract talent regionally	The Capital Region's software development pipeline rivals the Seattle metro area, as Tech Valley colleges and universities on average annually award 54 computer degrees from over 1,000 relevant jobs- three times greater than the Seattle-Tacoma-Bellevue rate of 16 degrees per 1,000 jobs.
	Also, include specific opportunities to hire software development engineers and recurring sourcing opportunities for this type of employment	The Capital Region's Center for Economic Growth (CEG) runs the Talent Connect program designed specifically to help tech companies attract talent and ease employee transitions to the area. Talent Connect actively recruits talent for CEG investors by representing them at job and education fairs outside of the Capital Region. It also provides employers with career support and professional networking for spouses and partners accompanying new hires, facilitates community integration needs including arranging real estate brokers and advising on educational and financial services and offers professionally-guided tours of the area. CEG looks forward to expanding this offering for Amazon's employees and their families.
	Please include all levels of talent available in the MSA	The Capital Region has a robust workforce in roles ranging from business analyst to executive. Recent incentives for Tech companies and the relocation incentives from community organizations has increased the attractiveness of the area. Albany has been ranked in the top tech cities in the US. [See BLS / Career Builder data set for full details]
	Please include programs/partnerships currently available and potential creative programs with higher education institutions in the region in your response	The RPI's Center for Supply Networks and Analytics serves as an excellent potential partner for Amazon's research needs, as does its Center for Computational Innovation and the Rensselaer Institute for Data and Applications. Currently, Marist College has a long-running partnership with IBM to support research of mutual interest. The University at Albany is currently in the process of redeveloping its entire engineering program; Amazon would be given opportunity to influence the curriculum and training involved to ensure that graduates are most likely to match business needs.

APPENDIX A: RESPONSE TO RFP REQUIREMENTS (PART 3 OF 3)

CATEGORY	RFP SPECIFICATION	BID RESPONSE
WORKFORCE (CONTINUED)	Please also include a list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years	From the 31 colleges in the 15-county region, over 20,000 relevant degrees have been granted in the last three years. A full list of institutions can be found on our accompanying website. In the past three years 16,113 degrees were awarded in Business Management, Marketing & Related Support Services (including 1,990 in Accounting); 3,276 in Computer & Information Sciences, Engineering and Support Services; and 757 in Legal Professions and Studies.
	Additionally, include information on your local/regional K-12 education programs related to computer science	The Capital Region supports the implementation of FIRST robots programs at the elementary level. In partnership with higher education institutions including Hudson Valley Community College, Fulton-Montgomery Community College and SUNY Adirondack, the Clean Technologies and Sustainable Industries Early College High School, Troy P-TECH and HFM BOCES PTECH enroll students in high school and college leading to Associates Degrees in the fields of Information Technology, Computer Networking, Computer Information Systems and Electrical Engineering. The four regional Boards of Cooperative Educational Services (Capital Region BOCES, WSWHE BOCES, Questar BOCES and HFM BOCES) serve almost 100 school districts from throughout the region with a variety of workforce preparation programs and certifications in Information Technology related fields.
LOCAL AREAS	Cultural/community fit: presence of a diverse population	The Capital Region's minority population has grown by 11.5% in the past five years and currently comprises 16.9% of the Region's total population. Also of note, The Brookings Institution recently named Albany as one of only four metropolitan areas in the US achieving inclusive growth for its ability to foster economic growth across socio-economic and racial groups. Lastly, Albany is proudly home to the longest-running LGBTI center in the country.
	Overall high quality of life and cost of living data	Median home prices and rents in the area are below the national average while the median family income is above that average, lending to an enhanced quality of life and purchasing power in the Tech Valley. This contributed to the Region being named #6 on ValuePenguin's Best Cities for New Graduates and #21 on Forbes' list of Best Cities for Young Professionals. The area also has six of the top 1000 public high schools and 25 of the top 100 graduate programs for Amazonian employees and their families.
	Transit and transportation options for commuting employees living in the region	The Capital District Transportation Authority was voted Best Mid-Sized Transit System in North America, with 61 routes and 3,000 bus stops. There is also a new bike share program in place. The Northway Xpress Commuter Service provides an express transit option between nearby Saratoga and Albany. Traffic congestion and average commute times are low, and the Amazon Promenade is within walking distance of numerous housing options. Further destinations can be reached by the Albany-Rensselaer Amtrak Station or Albany International Airport.
	List the ranking of traffic congestion for your community and/or region during peak commuting times	Average peak hour travel times generally do not exceed free flow times by more than 20 minutes. According to the 2015 Urban Mobility Scorecard, a report produced by INRIX and the Texas A&M Transportation Institute (TTI), in 2014 there were 20,409,000 person hours of delay in the Albany-Schenectady NY Urban Area, with the area ranking number 59 in the nation. This level of delay would correspond to about 10 minutes of delay per work day for the average commuter in the Capital District, which would be about five minutes of delay each way to work.
	Recreational opportunities	Recreational opportunities are abundant: the Tech Valley is home to 20 Performing Arts Centers, 7 Art Museums, 6 Children's Science Museums, 10 Ski Mountains, 25 State Parks, and 3 Zoos. Hiking, camping, mountain climbing, and swimming opportunities abound with the region containing Lake George, the Adirondack Mountains, Berkshire Mountains, Catskill Mountains, and Shawangunk Ridge.
	Diversity and availability of housing options near sites including pricing	The average home price in the Tech Valley is \$166,000, 56% cheaper than in Seattle. Within a mile of the proposed downtown Amazon Promenade there are currently 12,000 housing units, 80% of them are multi-family and 20% of them are open for immediate occupancy by the first wave of Amazonians. The average monthly rent in Albany, the heart of the Tech Valley and the location of the proposed Amazon Promenade is \$909. Outside of the city options range from suburban single-family homes to sprawling Berkshire farm lands, all within commuting distance to the proposed sites.
	Crime data	Tech Valley has a 74% lower violent crime rate than the US as a whole, and a 58% lower property crime rate.
	Sufficient accommodation to house guests - estimated 233,000 annual hotel nights used by visiting Amazonians and guests in Seattle 2016	Over 4M available (vacant) hotel nights in the Tech Valley in 2016.


APPENDIX B: LETTERS OF SUPPORT

2463 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5076

19 DOVE STREET, SUITE 302
ALBANY, NY 12210
(518) 465-0700

61 CHURCH STREET, ROOM 309
AMSTERDAM, NY 12010
(518) 843-3400

105 JAY STREET, ROOM 15
SCHENECTADY, NY 12305
(518) 374-4547



PAUL D. TONKO
U.S. HOUSE OF REPRESENTATIVES
20TH DISTRICT, NEW YORK

COMMITTEE ON ENERGY AND COMMERCE
RANKING MEMBER, ENVIRONMENT
ENERGY
OVERSIGHT AND INVESTIGATIONS

COMMITTEE ON
SCIENCE, SPACE AND TECHNOLOGY
ENERGY

TONKO.HOUSE.GOV
@REPPAULTONKO

October 17, 2017

Amazon.com, Inc.
440 Terry Avenue North
Seattle, WA 98109

To Whom It May Concern:

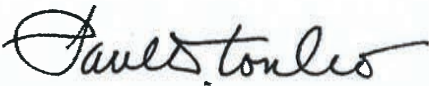
On behalf of New York’s 20th Congressional District, I write to highlight the community’s attributes that promote its identity as a center of innovative business and place for quality living. After representing the community for over eight years in the U.S. House of Representatives, I can attest to how New York’s Capital Region has developed and preserved its status as “Tech Valley.”

Our community’s strong workforce is nurtured by an outstanding higher education network and its collaboration with industry leaders to promote worker training and development. This network includes 24 colleges and universities, including the Rensselaer Polytechnic Institute, the University at Albany, and the SUNY College of Nanoscale Science and Engineering (CNSE).

Tech Valley’s community assets also make it an ideal place to call home. Community members cherish our natural resources, especially the nearby Adirondack and Catskill Mountains, and our heritage, which is preserved and championed by the Erie Canalway National Heritage Corridor and the Hudson River Valley National Heritage Area. In addition to these recreational and cultural assets, the community benefits from a four season climate, diverse housing options, low crime rates, and low cost of living.

I include myself in the strong and eager network of dedicated community leaders who stand ready to assist any business in pursuing opportunities in the Capital Region. If my office can be of any assistance in this regard, please do not hesitate to contact me.

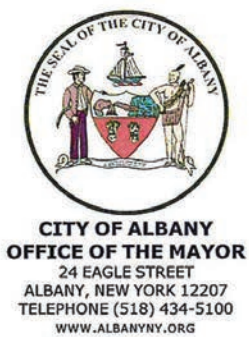
Sincerely,



PAUL D. TONKO
Member of Congress

PDT/rvh

APPENDIX B: LETTERS OF SUPPORT



KATHY SHEEHAN
MAYOR

October 10, 2017

Mr. Jeffrey Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Ave. N.
Seattle, WA 98109

Dear Mr. Bezos:

On behalf of the City of Albany, I am writing in strong support of the New York Capital Region's bid for Amazon's HQ2.

I have had the pleasure serving as Mayor of the City of Albany for approximately 4 years and can attest to the countless strengths the area has to offer. As a member of local government, I can assure you that my local, state, and federal-level colleagues, both elected and non-elected, are eager to work with you in developing a strong public-private partnership to help make this project a success.

Spend a weekend in the Capital Region and you will quickly see that it offers an outstanding quality of life - something we know is imperative for attracting and retaining a strong workforce. Our dynamic four-season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it an ideal place to call home.

In regards to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region's industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry-specific training when needed.

In terms of location, our proximity to major metro areas such as Boston, New York, and Montreal provides access to those business communities and networks. It also gives our residents the benefits of living in a small city while having relatively easy access to big city amenities.

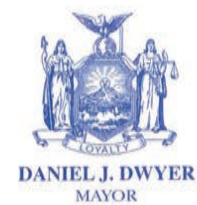
I am proud to say that I support this RFP response and believe that it perfectly complements the many attributes that already exist here. There is a strong and eager network of dedicated business and government leaders, including myself, who look forward to working with your executives to make this project a success in this community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kathy M. Sheehan".

Kathy M. Sheehan
Mayor, City of Albany

APPENDIX B: LETTERS OF SUPPORT



CITY OF RENSSELAER

OFFICE OF THE MAYOR
CITY HALL
62 WASHINGTON STREET
RENSSELAER, NEW YORK 12144

(518) 462-9511
Fax: (518) 462-9895

To Whom It May Concern:

On behalf of the City of Rensselaer I am writing in strong support of the New York Capital Region’s bid for Amazon’s HQ2.

I have had the pleasure serving as Mayor of the City of Rensselaer for twelve years and can attest to the countless strengths the area has to offer. I can assure you that my colleagues, both elected and non-elected, are eager to work with you in developing a strong public-private partnership to help make this project a success.

Spend a weekend in the Capital Region and you will quickly see that it offers an outstanding quality of life- something we know is imperative for attracting and retaining a strong workforce. Our dynamic four season climate, mountains, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it an ideal place to call home.

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Sincerely,

Daniel J. Dwyer
Daniel J. Dwyer, Mayor



CITY OF SCHENECTADY
OFFICE OF THE MAYOR

City Hall - Jay Street
Schenectady, New York 12305

Office: (518) 382-5000
Cell: (518) 424-0483
Email: GMcCarthy@SchenectadyNY.Gov

October 10, 2017

Mr. Jeffrey Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Ave. N.
Seattle, WA 98109

Dear Jeffrey:

On behalf of the City of Schenectady, I am writing in support of the New York Capital Region’s bid for Amazon’s HQ2.

I have had the pleasure of serving as Mayor of the City of Schenectady for over 6 years and can attest to the countless strengths this area has to offer. As a member of local government, I can assure you that my local, state, and federal-level colleagues, both elected and non-elected, are eager to work with you in developing a strong public-private partnership to help make this project a success.

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Very truly yours,

Gary R. McCarthy
Gary R. McCarthy
Mayor, City of Schenectady

APPENDIX B: LETTERS OF SUPPORT



City of Saratoga Springs
OFFICE OF THE MAYOR

Joanne D. Yepsen, Mayor

474 Broadway
Saratoga Springs, New York 12866
Telephone 518-587-3550 ext. 2514 • Fax 518-587-1688

Meg Kelly
Deputy Mayor

Lisa Shields
Executive Assistant
to the Mayor

October 10, 2017

Mr. Jeffrey Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Ave. N.
Seattle, WA 98109

Dear Mr. Bezos:

On behalf of the City of Saratoga Springs, I am writing in strong support of the New York Capital Region’s bid for Amazon’s HQ2.

I have had the pleasure serving as Mayor of the City of Saratoga Springs for approximately 4 years and can attest to the countless strengths the area has to offer. As a member of local government, I can assure you that my local, state, and federal-level colleagues, both elected and non-elected, are eager to work with you in developing a strong public-private partnership to help make this project a success.

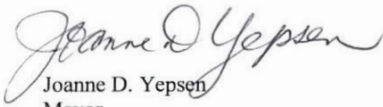
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I am proud to say that I support this RFP response and believe that it perfectly complements the many attributes that already exist here. There is a strong and eager network of dedicated business and government leaders, including myself, who look forward to working with your executives to make this project a success in this community.

Sincerely,



Joanne D. Yepsen
Mayor



October 16, 2017

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

Ladies & Gentlemen:

On behalf of GLOBALFOUNDRIES, U.S., Inc., and our over 3,000 employees located in New York’s Capital Region, I am writing today in support of our region’s collaborative effort to locate Amazon HQ2 in the Albany/Saratoga Region.

The Capital Region of New York has many things to offer; as the home of State government, it’s an excellent location for cultivating public-private partnerships. In fact, the collaboration between State government and GLOBALFOUNDRIES in 2009 remains the largest public-private partnership in state history. This partnership helped create one of the most advanced semi-conductor manufacturing and development facilities in the world. Actually, only three other companies in the world have facilities capable of what our \$12B+ campus does each and every day.


In our search for a location to invest approximately \$12B dollars, we found in the New York’s Capital Region a quality of life, transportation infrastructure (including a modern and conveniently located rail station (AMTRAK) and the Albany International Airport), a wide-range of housing opportunities, very low crime rates and a cost of living our employees have found to be affordable and competitive when compared to other growing urban and suburban areas in the nation.

Located in the Luther Forest Technology Campus in Saratoga County, GLOBALFOUNDRIES continuously works with collaborative and cooperative regional as well as local governments, essential to our short- and long-term success.

In an industry that has essentially changed the way humans engage and live, GLOBALFOUNDRIES has found in New York’s Capital/Saratoga Region, not only a place from which to research, design, innovate and manufacture 21st Century technology, but an educational ecosystem from which the next and future generations will find is a great place to live, work and raise a family. As well, for our talent either relocating to or established in the area, the New York State public education system is outstanding and has met the needs and high standards of the GLOBALFOUNDRIES parents raising families in the region.

Please don’t hesitate to contact me personally, if you have any questions or if I can assist further in your decision making process.


Sincerely,



Dr. Thomas Caulfield
SVP and Malta Fab 8 General Manager
GLOBALFOUNDRIES, U.S., Inc.
Fab 8 – Malta, N.Y
(518) 305-9001

400 Stone Break Road Ext., Malta, NY 12020

APPENDIX B: LETTERS OF SUPPORT



Albany Medical Center

43 New Scotland Avenue, MC-114, Albany, New York 12208-3478

James J. Barba

President and Chief Executive Officer

(518) 262-3830

Fax: (518) 262-3825

October 13, 2017

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

RE: Support for New York Capital Region’s Amazon HQ2 Bid

Dear Amazon,

On behalf of Albany Medical Center, I am writing in strong support of the New York Capital Region’s bid for Amazon’s HQ2.

Albany Medical Center has had a 178 year presence in the region and can attest to the many strengths the area has to offer. As the home of State government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

Throughout our tenure here we have witnessed this region transform into a destination that offers a tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it a perfect place for our employees to call home.

In regards to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region’s industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry specific training when needed.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our company access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.


Amazon
October 13, 2017
Page 2

Albany Medical Center supports this RFP response and believe that it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,


James J. Barba

APPENDIX B: LETTERS OF SUPPORT



Michael J. Castellana
President & CEO

SEFCU Headquarters, Kiernan Plaza, 575 Broadway, Albany, NY 12207

Mall: SEFCU @ Patroon Creek
Patroon Creek Corporate Center
700 Patroon Creek Blvd.
Albany, NY 12206-1067
Telephone: 518-464-5218
Web: www.sefcu.com

October 16, 2017

To Whom It May Concern:

On behalf of SEFCU, I am writing in full support of the New York Capital Region's bid for Amazon's HQ2.

Established in 1934, SEFCU is now one of the 50 largest credit unions in the United States with over 330,000 members across the country. I have witnessed the extraordinary growth in our area in recent years, building off its strengths as the epicenter of New York State government. I can personally attest, as the former Co-Chair of the Governor's Economic Development Council, to our area's proven track record of cultivating public-private partnerships.

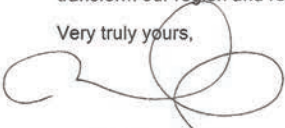
The region is full of work, life, and play opportunities which we know are key to attracting and retaining talent, specifically the ever increasing millennial population. During my 30 year tenure as SEFCU's President/CEO, I have witnessed the region's incredible transformation making it a destination of choice and appearing in several magazines as a top place to live. Our beautiful geography, dynamic four season climate, wealth of recreational activities, affordable housing, low crime, and excellent schools are just a few reasons to call the Capital Region home.

On the innovation front, we are at the top of the list with just over 24 institutions of higher learning that have shaped and will continue to advance the future of our region's industries and communities. Our higher education network serves as an excellent source of talent, producing some of the best and brightest in the country. Moreover, our higher education leadership, professors, and faculty are collaborating with government, industry, and others to produce internationally acclaimed research, patents and other exciting technologies.

In addition to the above, the region is truly the capital of the capital of the world, as New York sits as the global center for trade, financial services, etc., and as its capital city, we are a key access point for the dynamic global market. We are also able to retain our small city feel, with large city aspirations and amenities making this Amazon partnership all the more appealing.


In conclusion, on behalf of SEFCU, I strongly endorse this RFP response and believe it will result in galvanizing our regional economy forward. Our mission at SEFCU is to change lives every day and I cannot think of a more transformative initiative that will help in facilitating this vision. There is a strong and dedicated group of business leaders like myself who look forward to working with your executive team to transform our region and reimagine our future for years to come.

Very truly yours,



Michael J. Castellana
President & CEO





Rensselaer

JONATHAN S. DORDICK, PH.D.
HOWARD P. ISERMANN PROFESSOR
VICE PRESIDENT FOR RESEARCH

October 18, 2017

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

Dear Amazon HQ2 Proposal Team:

As the Vice President for Research at Rensselaer Polytechnic Institute, I write to support the Center for Economic Growth's bid to host Amazon's new HQ2 in New York's Capital Region.

Founded in 1824, Rensselaer is the nation's first technological research university and is anchored by the founding philosophy of "the application of science to the common purposes of life." Rensselaer is especially well-known for its industry partnerships and in the transfer of technology from the laboratory to the marketplace so that new discoveries and inventions benefit society and strengthen economic development.

With 7,500 students, nearly 450 faculty and a \$103 million research enterprise, Rensselaer offers a total of 746 labs, studios, and technology spaces for research. Expertise at Rensselaer is nationally recognized, and the Institute is ranked 42nd among U.S. research universities by *U.S. News & World Report*.


Higher education has a profound positive impact on our region, and the sector is an important driver of the region's economy. Rensselaer plays an important role in this ecosystem from research, to creating the necessary talent pool, to entrepreneurship and business creation.

Research conducted at Rensselaer fosters discovery to address the world's most pressing challenges. Our significant research strengths in high performance computing, data analytics, cognitive computing, advanced manufacturing and industrial automation; supply chain networks; and transportation systems align well with needs at Amazon.

In addition to research, Rensselaer has a demonstrated record of partnering with Fortune 100 global businesses to create and support an outstanding and highly-educated workforce and we look forward to continuing that tradition with Amazon. Rensselaer graduates make up a rich pool of talent for companies vital to the economy of the region. The Institute's rigorous curriculum and diverse degree offerings would benefit Amazon's workforce and leadership attraction efforts. Specifically, our programs include: Computer and Systems Engineering; Decision Sciences and Engineering Systems; Industrial and Management Engineering; Systems Engineering and Technology Management; Transportation Engineering; Cognitive Science; Economics; Games and Simulation Arts and Sciences; Human-Computer Interaction; Supply Chain Management; Computer Science; Applied Mathematics; and Information Technology and Web Science.

As you can see, Rensselaer can bring to bear considerable research and development efforts along with curricula in fields relevant to Amazon's needs. I look forward to working with the Center for Economic Growth, and the other higher education leaders, to ensure that the Capital Region will be home to Amazon's second headquarters.

Sincerely,



Jonathan S. Dordick, Ph.D.
Vice President for Research
Howard P. Isermann Professor of Chemical and Biological Engineering

Rensselaer Polytechnic Institute
110 8th Street | Troy, NY 12180-3590 USA
Phone (518) 276-2899 | Fax (518) 276-4002 | <http://www.rpi.edu/research>

APPENDIX B: LETTERS OF SUPPORT



Bahgat Sammakia, Ph.D.
Interim President

October 17, 2017

To Whom It May Concern:

As Interim President of SUNY Polytechnic Institute, I am writing to enthusiastically support the Center for Economic Growth’s bid for New York’s Capital Region to host Amazon’s new HQ2. Often referred to as “Tech Valley”, the Hudson Valley region has demonstrated enormous success in partnering with Fortune 100 global technology companies by supporting their technology development needs while insuring access to a highly skilled workforce so important to Amazon’s long-term growth.

Tech Valley’s educational institutions strive to educate students who contribute to the growing innovation within the Tech Valley and look forward to partnering with you towards growing your workforce and advancing your business goals. In recognition of the opportunity with Amazon, we would like to identify partnership opportunities to bridge the gap between industry and academia to ensure a highly competitive workforce. Specifically, we would work collaboratively with Amazon to identify opportunities for:

- Curriculum development in Amazon’s targeted field of engineering, computer science and business; and,
- Technology development in areas of strategic importance to Amazon

In addition to talent and R&D opportunities, the Capital Region has an outstanding quality of life. Our students, staff and faculty can attest to the tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of cultural and recreational opportunities, diverse housing options, low crime rates, and low cost of living make it a perfect place to call home.

Additionally, our proximity to major metro areas such as Boston, New York, and Montreal provides our company’s access to those business communities and networks. It also gives our students, faculty and staff the benefits of living in a small city while having relatively easy access to big city amenities.

Support Letter

- 2 -

October 17, 2017

Working with the CEG, this alliance of higher education institutions look forward to partnering with Amazon to ensure the Capital Region will be your second home. There is a strong and eager network of dedicated education leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,

Dr. Bahgat G. Sammakia
Interim President of SUNY Polytechnic Institute
Vice President for Research at Binghamton University
Distinguished SUNY Professor of Mechanical Engineering
Director of the Energy Efficient Electronic Systems Center, an NSF IUCRC
Founding Director of Small Scale Systems Integration and Packaging Center, a New York State Center of Excellence, Binghamton University
bahgat@binghamton.edu or bahgat@sunypoly.edu

100 Seymour Road, Utica, NY 13502
www.sunypoly.edu

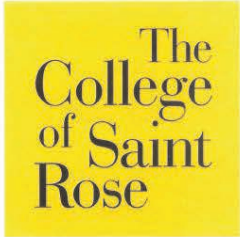
257 Fuller Road, Albany, NY 12203
www.sunypoly.com

- Continued -

100 Seymour Road, Utica, NY 13502
www.sunypoly.edu

257 Fuller Road, Albany, NY 12203
www.sunypoly.com

APPENDIX B: LETTERS OF SUPPORT



President's Office
432 Western Avenue, Albany, NY 12203-1490
1.800.637.8556

www.strose.edu

October 12, 2017

To Whom It May Concern:

On behalf of The College of Saint Rose, I am writing in strong support of the New York Capital Region's bid for Amazon's HQ2.

The College of Saint Rose has had a 97-year presence in the region and can attest to the many strengths the area has to offer. As the home of state government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business, government, and education leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

Throughout our time here, those at the College have witnessed this region transform into a destination that offers a tremendous variety of professional and personal options to meet any lifestyle. Our dynamic four-season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it and ideal place to work and live.

In regards to innovation and research, The College of Saint Rose, one of more than two dozen institutions of higher education in the region, plays an integral role in helping to advance the future of our region's industries. Our higher education network also serves as an excellent source of talent, and my colleagues and I are always willing to collaborate on industry-specific training when needed. For example, I serve on the board of the Center for Economic Growth, and our Huether School of Business enjoys a partnership with the Capital Region Chamber.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our institution access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big-city amenities.

The College of Saint Rose supports the bid for Amazon's HQ2, and we believe that it will strengthen our already robust regional economy. There is a strong and eager network of dedicated business and educational leaders, including The College of Saint Rose, which looks forward to working with your executives to make this project a success in this community.

Sincerely,

Dr. Carolyn J. Stefanco
President
The College of Saint Rose



OMNI DEVELOPMENT COMPANY, INC.
40 Beaver Street, Albany, New York 12207
518-432-4500 Fax: 518-432-8345
www.omnidevelopment.com

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

RE: Support for New York Capital Region's Amazon HQ2 Bid

Dear Amazon:

On behalf of Omni, I am writing in strong support of the New York Capital Region's bid for Amazon's HQ2.

As a key property owner in the Albany Downtown Central Business District that is adjacent to the proposed ALBANY/RENSELAER parcel, we have a vested interest in seeing this project take flight in Tech Valley. We embrace this opportunity and are excited to play a role in this catalytic proposal. Therefore, we are prepared to provide you with any necessary assistance.

Omni has had more that forty (40) years of varied real estate activities in the region and can attest to the many strengths the area has to offer. As the home of State government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

Throughout our tenure here we have witnessed this region transform into a destination that offers a tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it a perfect place for our employees to call home.

In regards to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region's industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry specific training when needed.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our company access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.

Omni supports this RFP response and believe that it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,

I. David Swawite
President

APPENDIX B: LETTERS OF SUPPORT



Marx Properties, Inc.
20 Gurley Avenue
Troy, NY 12182
(518) 272-2541

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

RE: Support for New York Capital Region’s Amazon HQ2 Bid

Dear Amazon:

On behalf of Marx Properties, I am writing in strong support of the New York Capital Region's bid for Amazon's HQ2.

As a key property owner in the proposed ALBANY/RENSSELAER parcel, we have a vested interest in seeing this project take flight in Tech Valley. We embrace this opportunity and are excited to play a role in this catalytic proposal. Therefore, we are prepared to provide you with any necessary assistance toward furthering the development of this site.


U.W. Marx Construction Co./Marx Properties has had a 60+ year presence in the region and can attest to the many strengths the area has to offer. As the home of State government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining high level employees.

Over the past 20 years we have seen this region transform into a destination that offers a tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it a perfect place for our employees to call home.

With regard to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region's industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry specific training when needed.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our company access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.

Marx Properties supports this RFP response and believe that it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,

Peter B. Marx
President
Marx Properties, Inc.



Kenneth D. Daly, CFA
President, National Grid New York

October 17, 2017

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

RE: Support for New York Capital Region’s Amazon HQ2 Bid

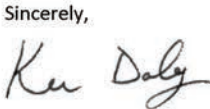
Dear Amazon,

As one of largest investor owned energy companies in the world - serving more than 20 million people in New York, Massachusetts, and Rhode Island - National Grid is committed to supporting the New York Capital Region’s pursuit of hosting Amazon’s new HQ2.

National Grid has a long tradition of working with its local, state, and regional economic development partners to evaluate infrastructure needs of companies and breakdown barriers to investment. We will work with Amazon to integrate, connect, and engineer advanced renewable and sustainable solutions. National Grid is a leader in transforming the energy landscape by accelerating the delivery of clean energy through agile, resilient, and secure networks.

We have successfully worked with our public and private partners to site large projects such as GlobalFoundries in the region, and we are committed to providing customers with safe, reliable, affordable power. National Grid has a portfolio of economic development grants and incentives to help offset the cost of infrastructure upgrades if necessary, and through its relationship with the state of New York can provide deep rate discounts on the delivery of electric and gas for a 10-year term.

We look forward to working with Amazon, the state of New York, local and regional leaders on this exciting project.

Sincerely,


One MetroTech Center, Brooklyn, NY 11201-3850
T: 718/403-3385 Kenneth.Daly@nationalgrid.com www.nationalgrid.com

APPENDIX B: LETTERS OF SUPPORT



ALBANY COUNTY AIRPORT AUTHORITY
ALBANY INTERNATIONAL AIRPORT
ADMINISTRATION BUILDING
SUITE 200
ALBANY, NEW YORK 12211-1057

TEL: 518-242-2222
ADMIN FAX: 518-242-2641
FINANCE FAX: 518-242-2640
SITE: www.flyalbany.com

October 13, 2017

Andrew Kennedy, President & CEO
Center for Economic Growth
39 North Pearl Street
Albany, New York 12207

Dear Mr. Kennedy:


Albany County Airport Authority is most pleased to offer its full support to the Center for Economic Growth and its on-going mission to attract new and vibrant businesses and employment opportunities to the greater Capital District.

CEG’s proposal to locate the recently announced expansion of Amazon in our region is both valid and is in keeping with the rapid expansion of our Tech Valley. We need only look to the decision by GlobalFoundries to build its giant chip fab plant in our community and take full advantage of our highly skilled workforce.

Albany International Airport is served by all major airlines including American, Delta, JetBlue, Southwest and United. Together they currently offer 36 one stop flights with numerous departure and arrival times and reasonable total flight durations between Albany and Seattle, Washington. (See attached.)

In support of CEG’s goal to attract Amazon, the Airport Authority is prepared to offer a significant financial incentive package to any airline that will commit to direct air service to Seattle. We would also petition our current airlines to offer a same plane, one stop service to Seattle. In the past, we have been successful in securing this direct service with same plane, one stop service to key destinations. Such additional service would offer Amazon and its vendors direct and convenient access to and from our region.

You can be reassured of our full commitment and support in pursuing Amazon to locate in the greater Capital District.

Sincerely,

John A. O’Donnell
Chief Executive Officer

JAO:Imc
Attachment

DEPART ALBANY	ARRIVE SEATTLE	TRAVEL TIME	STOPS	DEPART ALBANY	ARRIVE SEATTLE	TRAVEL TIME	STOPS
American				United			
6:25a	12:02p	8:37	1 CTL	5:45a	11:17a	8:32	1IAD
7:30a	12:56p	8:26	1ORD	6:00a	11:50a	8:50	1EWR
1:20p	9:00p	10:40	1PHL	6:00a	12:27p	9:27	1EWR
2:49p	8:38p	8:49	1CTL	7:00a	11:39a	7:39	1ORD
3:15p	9:00p	8:45	1PHL	7:00a	12:45p	8:45	1ORD
5:10p	10:39p	8:29	ORD	7:00a	3:09p	11:09	1ORD
				9:40a	3:09p	8:29	1ORD
Delta				9:40a	4:40p	10:00	1ORD
6:00a	10:31a	7:31	1 DTW	9:48a	7:38p	12:50	1ERW
6:10a	10:42a	7:32	1 MSP	12:10p	7:20p	10:10	1EWR
6:10a	1:13p	10:03	1MSP	12:10p	7:38p	10:28	1EWR
6:25a	1:17p	9:52	1ATL	1:20p	6:30p	8:10	1ORD
6:25a	2:20P	10:55	1ATL	1:20p	10:10p	11:50	1ORD
9:32a	2:29p	7:57	1DTW	2:50p	8:10p	8:20	1IAD
9:32a	5:27p	10:55	1DTW	3:05P	10:48p	10:43	1EWR
12:24p	5:27p	7:42	1DTW	5:35p	10:10p	7:35	1ORD
12:31p	7:45p	10:14	1ATL				
12:45p	7:53p	10:08	1DTW				
5:35p	10:08p	7:33	1DTW				
JetBlue							
Southwest							
6:10a	11:40a	8:30	1MDW				
10:40a	4:05p	8:25	1BWI				
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APPENDIX B: LETTERS OF SUPPORT

October 18, 2017

Center for Economic Growth
39 North Pearl Street
Albany, New York 12207
Attention: Andrew S. Kennedy, President and CEO

RE: City of Albany and Rensselaer County Industrial Development Agencies
Incentive Offer Letter relating to Proposed Google Headquarters Facility to
be located in the City of Albany, New York and Rensselaer County, New
York

Dear Mr. Kennedy:

We understand that Amazon.com, Inc. (the "Company") is considering opening its second corporate headquarters in North America (the "Project"), and has invited metropolitan statistical areas in North America to respond to a Request for Proposal issued by the Company (the "RFP") with respect to the Project. We further understand that you are working on a response for the Albany-Schenectady-Troy, New York Metropolitan Statistical Area (the "Region"), suggesting multiple real estate sites in more than one jurisdiction in the Region as a potential sites for the Project. We understand that certain of these sites are located in the City of Albany, and others are located in Rensselaer County, New York.

On behalf of City of Albany Industrial Development Agency (the "Albany Agency") and Rensselaer County Industrial Development Agency (the "Rensselaer Agency") (the Albany Agency and the Rensselaer Agency are collectively hereinafter referred to as the "Agencies", and each is hereinafter referred to as an "Agency"), we are pleased to present to you this package of incentives to encourage the Company to locate portions of the Project in the City of Albany and in Rensselaer County. As described in more detail below, this offer is subject to the conditions set forth below.

The local incentives and other potential benefits to be offered by each Agency with respect to the portion of the Project within the jurisdiction of such Agency (each such portion is hereinafter referred to as an "Agency Project") are as follows:

A. Real Property Tax Exemption; Payment in Lieu of Tax Agreement. Pursuant to Section 874(1) of Article 18-A of the New York General Municipal Law (the "Act") and Section 412-a of the Real Property Tax Law of the State of New York, each Agency will offer a real property exemption with respect to its Agency Project, which exemption will exempt such Agency Project from general real property taxes and assessments for the duration of payment in lieu of tax agreement (each, a "Pilot Agreement") between the Agency and the Company with respect to its Agency Project, which Pilot Agreement in effect fixes the Company's real property tax liability with respect to such Agency Project by contract. Note the Agency is not exempt from special assessments or special ad valorem levies with respect to the Agency Project. We would be happy to review alternative structures and payment amounts with you and your team.

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Andrew S. Kennedy, President and CEO
October 18, 2017
Page 2

B. Initial Sales Tax Exemption. Pursuant to Section 874(1) of the Act, purchases by each Agency in the nature of capital (as opposed to operating) purchases are exempt from New York State and local sales and use taxes.

(1) Initial Sales Tax Exemption. Each Agency will offer to appoint the Company as "agent" of said Agency to initially acquire, construct and equip its Agency Project, and thereby pass such Agency's exemption from state and local sales taxes through to the Company. This will allow the Company to lower the cost of acquiring, constructing and equipping the Agency Project. This sales tax exemption does not extend to personal property not located at the site of the Agency Project.

(2) Ongoing Sales Tax Exemption. Each Agency will also commit to offer to appoint the Company as "agent" of said Agency to renovate and improve each Agency Project, such improvements to include not only building improvements, but also equipment and software upgrades. This will allow the Company to lower the cost of building improvements and equipment and software upgrades. This sales tax exemption does not extend to personal property not located at the site of the Agency Project.

C. Other State Tax Benefits. Each Agency will also offer to exempt any mortgages granted with respect to its Agency Project from the New York State mortgage recording tax.

D. Pilot Bonds. In addition, with the prior consent of any affected tax jurisdictions, each Agency can divert a portion of the payments in lieu of tax paid with respect to its Agency Project ("Pilot Payments") to support revenue bonds ("Pilot Bonds") issued to fund any portion of such Agency Project that may qualify as a public improvement. Under certain circumstances, such Pilot Bonds may qualify for treatment as tax-exempt bonds. Among other things, Pilot Bonds have been issued to fund road, sewer and water improvements.

E. Additional Assurances. Staff of each Agency believe that the Project is worthy of support in general and, specifically, the support offered in this letter, and will assist and cooperate with the Company in good faith and in a timely manner in its efforts to obtain any and all potential federal, state, and local permits and approvals reasonably deemed necessary by the Company with respect to its Agency Project, including action by the Agency. If selected by the Company, staff of each Agency intend to assist with outreach efforts to stakeholders, including governmental officials, media contributors, and the public in general. In addition, each Agency possesses other powers that can assist in facilitating its Agency Project. For example, each Agency can condemn property for its Agency Project and can exempt its Agency Project from certain local governmental laws and regulations.

Please note that each Agency's commitments pursuant to this incentive offer letter are conditioned on a number of factors, including, but not limited to the following:

1. With respect to each Agency, because this incentive offer letter is conceptual and many important details are unknown, such as, but not limited to, the amounts in question, real property identification, and financial structure, this incentive offer letter is a letter of intent. Until definitive Project Documents are finalized, authorized by the respective boards of directors of the Company and the Agency (which approval shall be in the sole subjective discretion of the respective boards of directors), and properly executed, neither the Agency or the Company shall have any obligation to the other (whether under this incentive offer letter or otherwise).

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Andrew S. Kennedy, President and CEO
October 18, 2017
Page 3

2. The completion of any applicable environmental review requirements under the State Environmental Quality Review Act, Article 8 of the New York Environmental Conservation Law ("SEQR"), the successful completion of the Agency's application process, approval of the Agency Project and the benefits outlined herein by the Agency following the applicable administrative processes set forth in the Act, including the holding of all public hearings required under SEQR and the Act, and the granting of final approval of the Agency Project by the board of the Agency (and, if Pilot Bonds are contemplated, approval of the diversion of the required Pilot Payments by the governing board of each affected tax jurisdiction).

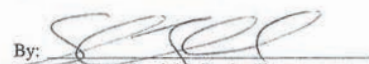

3. Completion (in a form satisfactory to the Agency and the Company), execution and delivery of applicable incentive documents by and between the Agency and the Company.

4. Payment of the administrative fees and legal expenses of the Agency applicable to its Agency Project.

Each Agency requests that the Company keep all details of this offer confidential unless required to disclose by applicable law or court order.

Should you have any questions or comments, please feel free to contact either or both of us.

Sincerely,

CITY OF ALBANY INDUSTRIAL DEVELOPMENT AGENCY	RENSELAER COUNTY INDUSTRIAL DEVELOPMENT AGENCY
By: 	By: 
Name: Sarah M. Reginelli Title: Chief Executive Officer Telephone: (518) 434-2532 x22 E-Mail: sreginelli@capitalizealbany.com	Name: Robert L. Pasinella, Jr. Title: Chief Executive Officer Telephone: (518) 270-2914 Mail: rpasinella@rensco.com

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APPENDIX B: LETTERS OF SUPPORT



October 16, 2017

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

RE: Support for New York Capital Region: Amazon HQ2 Bid

To Whom It May Concern,

As an official representative of Saratoga County, New York and a community within New York's Capital Region, we know the value and potential that Amazon HQ2 for our region. Now, we are excited to share what we have to offer to you. We write to confirm our commitment to the New York Capital Region Amazon HQ2 bid, and to supporting Amazon to easily transition to its second home in Tech Valley.

The Saratoga County Prosperity Partnership, Saratoga County, New York's designated economic development organization leading the public and private sectors to achieve economic success for our businesses and residents. The Saratoga Partnership is the first point of contact for business retention, expansion, and attraction. We provide a seamless delivery of economic development and workforce development assistance for businesses seeking to expand in Saratoga County, New York.

The Capital Region offers a long history of supporting innovation and we look forward to partnering with you towards growing your workforce and the technology sector in the area.

In the attached Appendix you will find a detailed list of the initiatives we have created and are committed to providing if and when you decide to build HQ2 in the Albany area.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Martin K. Vanags'.

MARTIN K. VANAGS, CEcD
President

2911 Route 9, Malta, New York, 12020 | 518.871.1887 | saratogapartnership.org
This institution is an equal opportunity provider, and employer.



Thomas L. Amell
President and CEO
Pioneer Bank
652 Albany-Shaker Road
Albany NY 12211
518-730-3050 Telephone
518-928-5832 Cell

October 2017

Whom It May Concern:

On behalf of Pioneer Bank, I am writing in strong support of the New York Capital Region's bid for Amazon's HQ2.

Pioneer Bank has had a 129 year presence in the region and can attest to the many strengths the area has to offer. As the home of State government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

Throughout our tenure here we have witnessed this region transform into a destination that offers a tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of recreational opportunities, diverse housing options, low crime rates, and low cost of living make it a perfect place for our employees to call home.

In regards to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region's industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry specific training when needed.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our employees access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.

Pioneer Bank supports this RFP response and believes that it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Thomas L. Amell'.

TLA/amp

APPENDIX B: LETTERS OF SUPPORT

John D. Bennett, MD, FACC, FACP
President and Chief Executive Officer

500 Patroon Creek Blvd.
Albany, NY 12206-1057
(518) 641-5551 • fax (518) 641-5506
www.cdphp.com



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

RE: Support for New York Capital Region’s Amazon HQ2 Bid

Dear Amazon,
On behalf of Capital District Physicians’ Health Plan (CDPHP) I am writing in strong support of the New York Capital Region’s bid for Amazon’s HQ2.

CDPHP has called the Capital District its home for nearly 35 years. We can attest to the many strengths this area has to offer. As the home of State government, the region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

Throughout our tenure here we have witnessed this region transform into a destination that offers a tremendous variety of live, work and play options to meet any lifestyle. Our dynamic four season climate, wealth of recreational opportunities, diverse housing options, high quality health care, low crime rates, and low cost of living make it a perfect place for our employees to call home.

In regards to innovation and research, our 24+ institutions of higher education play an integral role in helping to advance the future of our region’s industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry specific training when needed.

In addition to the above, our proximity to major metro areas such as Boston, New York, and Montreal provides our company access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.

CDPHP supports this RFP response and believe that it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in this community.

Sincerely,

John D. Bennett, MD
President and CEO
Capital District Physicians’ Health Plan, Inc.



ST PETER’S HEALTH
PARTNERS

315 South Manning Boulevard
Albany, New York 12208
ph 518.525.1550

sphp.com

To Whom It May Concern:

On behalf of St. Peter’s Health Partners, I am writing in strong support of the New York Capital Region’s bid for Amazon’s HQ2.

As the region’s largest private-sector employer, with nearly 12,500 employees and 170 locations across seven counties, we can attest to the many strengths our area has to offer.

As the home of New York State government, the Capital Region is an excellent place for cultivating public-private partnerships, and provides ample opportunity for business and government leaders to collaborate. We also offer an outstanding quality of life, something we know is imperative for attracting and retaining employees.

While our organization was formed in 2011 by a merger of three outstanding health care systems, our legacy organizations and hospitals each date back more than a century. St. Peter’s Hospital was founded in 1869, St. Mary’s Hospital in 1850, and Samaritan Hospital in 1898.

As the area’s largest and most comprehensive not-for-profit integrated health care network, we know this community well. It is a vibrant, active community, with a clear growth mindset and an eye to the future.


Throughout our tenure here, but particularly over the past 15 years, we have witnessed firsthand the Capital Region’s expansion and transformation into a destination that offers a tremendous variety of life, work, and play options to meet any lifestyle.

We believe strongly that world-class, compassionate, high-quality health care is a vital part of our region’s infrastructure, and adds to the attractiveness of the region as a destination for businesses. Our system provides this caliber of care, every day, to thousands of patients.

In regards to innovation and research, the 24+ institutions of higher education in our area play an integral role in helping to advance the future of our region’s industries. Our higher education network also serves as an excellent source of talent, and our higher education leaders are always willing to collaborate on industry-specific training, when needed.

Additionally, the Capital Region’s proximity to major metro areas such as Boston, New York, and Montreal provides our company access to those business communities and networks. It also gives our employees the benefits of living in a small city while having relatively easy access to big city amenities.

St. Peter’s Heath Partners supports this RFP response and believes it will result in the strengthening of our regional economy. There is a strong and eager network of dedicated business leaders, including ourselves, who look forward to working with your executives to make this project a success in our community.

Sincerely,

James K. Reed, M.D.
President and CEO, St. Peter’s Health Partners