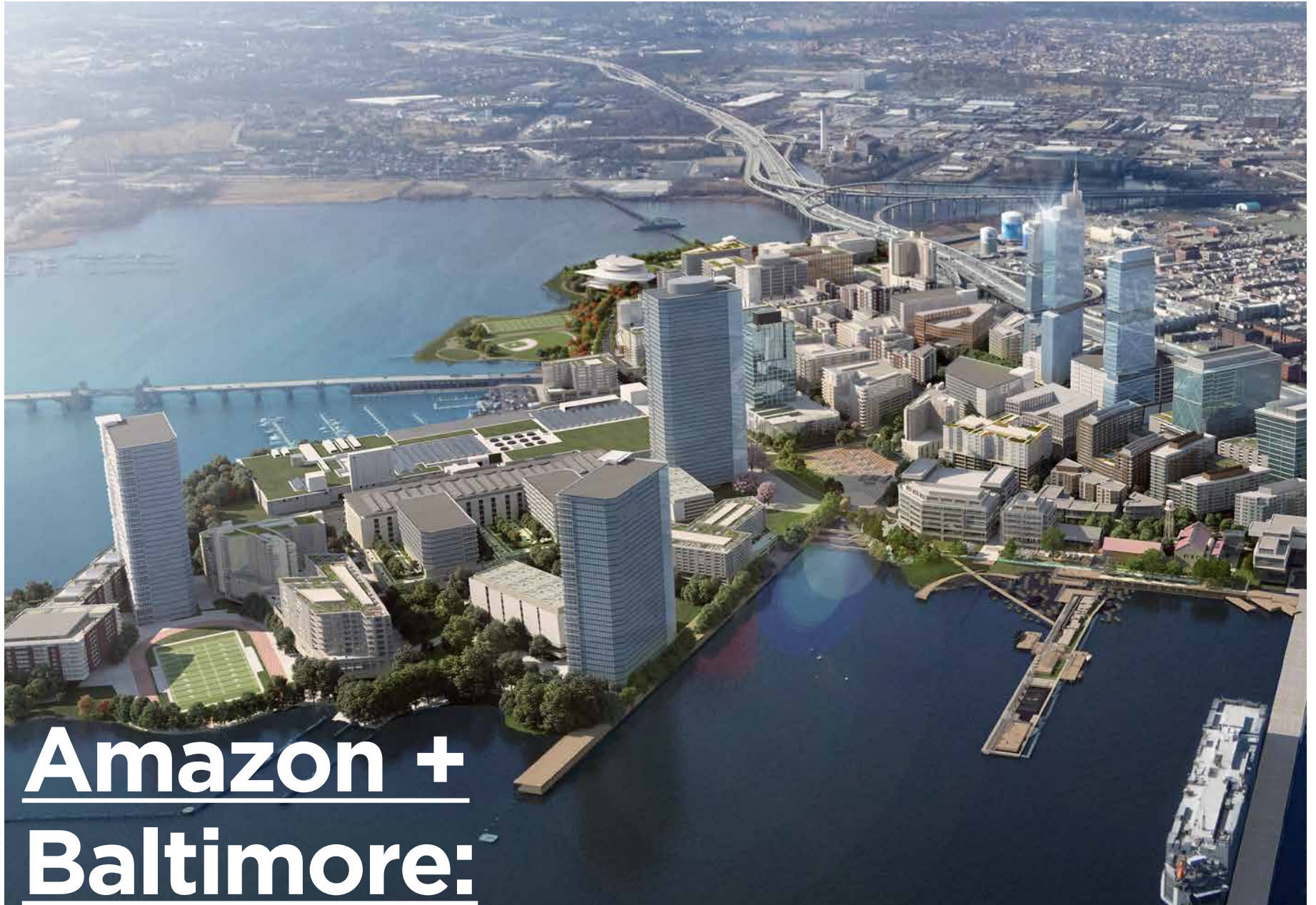


HQ2@Port Covington



**Amazon +
Baltimore:**

Building the American City of Tomorrow

Page 02



Location, location, location

Maryland is your gateway to everywhere

Page 07



Let's talk talent

It's ranked in the top five most educated regions in the U.S., and Baltimore businesses couldn't be happier

Page 10



Building Port Covington

The first master-planned smart city is here

Page 25





A Letter from our Mayor

CATHERINE E. PUGH
MAYOR OF BALTIMORE

Baltimore. This Must Be the Place.

Amazon will have a great impact on the city chosen for Amazon HQ2, but that city will have a great impact on Amazon. The right city must have a talented workforce, a passion for innovation, a commitment to diversity and inclusion, and environmentally-friendly and sustainable design. The city you choose will share Amazon's culture and values; Amazon and its HQ2 city will share in each other's momentum. Baltimore, as you will see, is a city on the rise like no other. When it comes to Amazon HQ2, I am confident you will agree 'This Must Be the Place.'

Baltimore is located at the epicenter of talent, education and innovation, borne out of its strategic, central location in the heart of the Northeast Corridor of the United States, and decades of collaboration between government, private enterprise, academia, the military and venture capital. As port and rail traffic blends with fiber-optic connections, makerspaces and tech start-ups, **Baltimore is the only city with the grit, history and innovative spirit to lead the synergistic union of American commerce and technology for the 21st century.**

Amazon's ability to hire as many as 50,000 new full-time employees and spend potentially \$5 billion on capital investment can be about much more than a second headquarters. **HQ2 can be, in the right place, a genuine opportunity for real impactful change.** Establishing its headquarters in Baltimore, a majority African American city, is a profound public statement of Amazon's commitment to diversity, inclusion and urban investment. HQ2 is a project that will transform the lives of one generation, while giving hope to the next, and permanently tie Amazon to the renaissance of one of America's greatest working-class cities.

We invite you to join with us by bringing Amazon HQ2 to Baltimore City's Port Covington, our shovel-ready, tech-forward, mixed-use redevelopment project already underway on our waterfront. Only at Baltimore City's Port Covington can Amazon transform a major U.S. city, enact generational change, and do it on your own terms.

With previously-approved Tax Increment Financing, an already-approved flexible master plan, matter-of-right zoning, an established enterprise zone, an already-negotiated community benefits agreement, and city, state and community support, **Port Covington is the largest shovel-ready, build to suit, technology-focused, environmentally friendly mixed-use redevelopment project in the country, all on a walkable, bike-able waterfront peninsula in the heart of a major city.** A virtual blank slate, Port Covington is the only site in the country where Amazon can create an innovative live/work/play experience from the ground up—one that will redefine what an urban corporate and retail campus can be. Port Covington's design is based on and supported by state of the art technology and a data-driven effort to create a smart, connected, and sustainable community that can predict consumer and employee needs. **It is the only site that will allow Amazon to build a living laboratory focused on customer and user experience, and a valuable sandbox for Amazon's technologies, products and vision.**

Amazon will also have unparalleled access to a uniquely talented, diverse, and educated workforce, with particular concentration in STEM fields, in an area with a lower cost of living than most other urban or coastal cities. These workers fuel our innovative businesses and manufacturers, and are aided by world-class, multi-modal transit, shipping and distribution networks that quickly and efficiently connect people and goods to and from all over the area, country and the world. In that same spirit, Port Covington is designed to be accessible by rail, bus, water taxi, bike, trails, pedestrian pathways, car or other creative transit options, accommodating all who want to work, live or play in or around Baltimore City and Amazon HQ2. With expanded transit routes, additional stops, and integrated digital technology, Port Covington will connect workers to jobs and neighbors to neighborhoods in new and exciting ways. **Like Amazon, Baltimore knows how to connect people, products, and ideas in a fast-paced, global economy.**

You will also find in Baltimore City's Port Covington an opportunity to partner with those who are leading the way towards a future that is not just innovative, but inclusive—through actions, not just words. While other cities may aspire to renewal, our state and city have already doubled-down on our determination: Port Covington comes with a previously-approved \$660 million Tax Increment Financing package and the creation of an enterprise zone, as well as a historic community benefits agreement to ensure that Baltimore City's neighborhoods share in the growth and opportunity from the project.

This is an opportunity brimming with possibility, and I invite you to get to know Baltimore, the State of Maryland and Port Covington better as you make your decision. **If Amazon can imagine it, Port Covington can deliver it.** When it comes to Amazon HQ2, we're confident you'll agree this must be the place.

Catherine E. Pugh

Catherine E. Pugh
Mayor, City of Baltimore

A M A Z

O N +

B A I T

M O R E



Building the American city of tomorrow

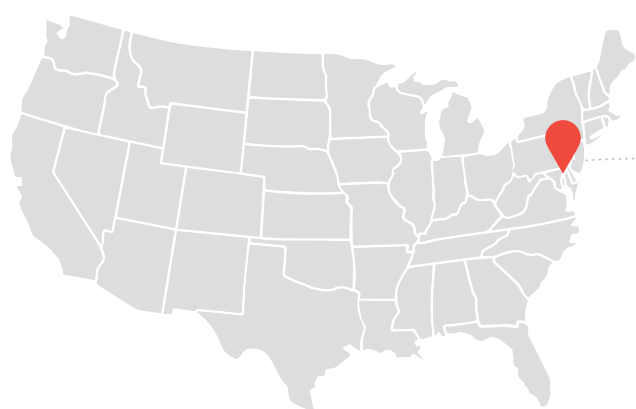
In the heart of Baltimore City, a community is being built from the ground up that will redefine the urban experience. Called **Port Covington**, it's a shovel-ready, 235-acre master-planned, mixed-use urban redevelopment project already underway. The community will build an integrated IT platform to enable a custom experience for consumers, employees, locals, and tourists.

Amazon, a leader in using cloud technologies and data to implement smart city solutions, will be an integral part of this community, able to enjoy, build upon, and integrate the benefits of these capabilities. Built on a state-of-the-art digital infrastructure, featuring a redundant fiber-optic loop, Port Covington can be a living laboratory for user experience and customer relationship management, and serve as a research and development platform.

Because of Port Covington's size, flexibility, and tech-forward design, Amazon can design a space that reflects its culture, values, employee needs, and vision for the future of retail and e-commerce. With other visionary businesses and partners, Amazon and Port Covington can create an innovative live, work, and play atmosphere that will set a new standard for urban corporate and retail spaces.



Baltimore: An East Coast Hub



2.8M
RESIDENTS

in Baltimore city and metro area¹

TOP 20
LARGEST

U.S. Metro Area¹

DIRECT ACCESS

to
I-95

International airport

WITH DIRECT FLIGHTS TO
Seattle², San Francisco,
and NYC

(*via Alaska Air)

37

MINUTES
by train to
Washington
D.C.

AVERAGE
cost of living
SUBSTANTIALLY
LESS

than other urban
areas in the northeast
and the west coast²

100M
U.S. RESIDENTS

within an overnight
trucking range
from the state of
Maryland²

With the digital infrastructure potential we have, we're creating a truly responsive location: Community as a Service.

At its heart, a city is a system of systems—just like many of the technology platforms with which we are most familiar, including AWS. But what if, like those platforms, we could infuse Port Covington itself with SDKs and APIs that our businesses and citizens could plug in and out of, to mutual benefit? As a pioneer of PaaS, Amazon is a natural fit for CaaS. Should you choose to make your headquarters at Port Covington, you have the opportunity to partner with us to shape it and redefine the great American city of the future, and a community that supports its workers and residents in each aspect of their lives.

An Amazon employee may have many ambitions such as better parenting, career advancement, or even running a marathon. Port Covington will help them achieve these goals by providing orchestration on both the macro level (such as streamlining their work schedule with their daughter's soccer practices with their training regimen) and at the micro level (such as offering new course routes suited to daily goals like speed, distance, or endurance).



**T H I S
M U S T B E
T H E
P L A C E**

OUR GUIDING PRINCIPLES

1/

*Technology should always be in service of **authentic human experiences**, not the other way around.*

2/

*The **best interface is no interface**—technology works best when it's invisible or gets out of the way.*

3/

*The right solutions should not depend on any one particular vendor—**agnosticism and openness** is the way to sustain an environment of innovation.*

A Digital Master Plan

A forward-looking community wouldn't build physical assets without a master plan. We've treated our digital assets with the same foresight and care.

In creating our Digital Master Plan, we found that there are **six evergreen capabilities** that, if provided by a robust technological infrastructure, will enable Port Covington to be as future-proofed as possible—integrating both legacy systems and future innovations yet to be invented.

CONNECTIVITY

User Interfaces

— Fiber

— Wifi

Distributed Antenna System

RECOGNITION

Content Management System

Customer Relationship Management

Ad Serving

LOCATION

Geolocation

— Routing

TRANSACTIONS

Point-of-Sale

Mobile Wallet Integration

Loyalty Payment Programs

SENSING

Environmental Sensors

— Operation Sensors

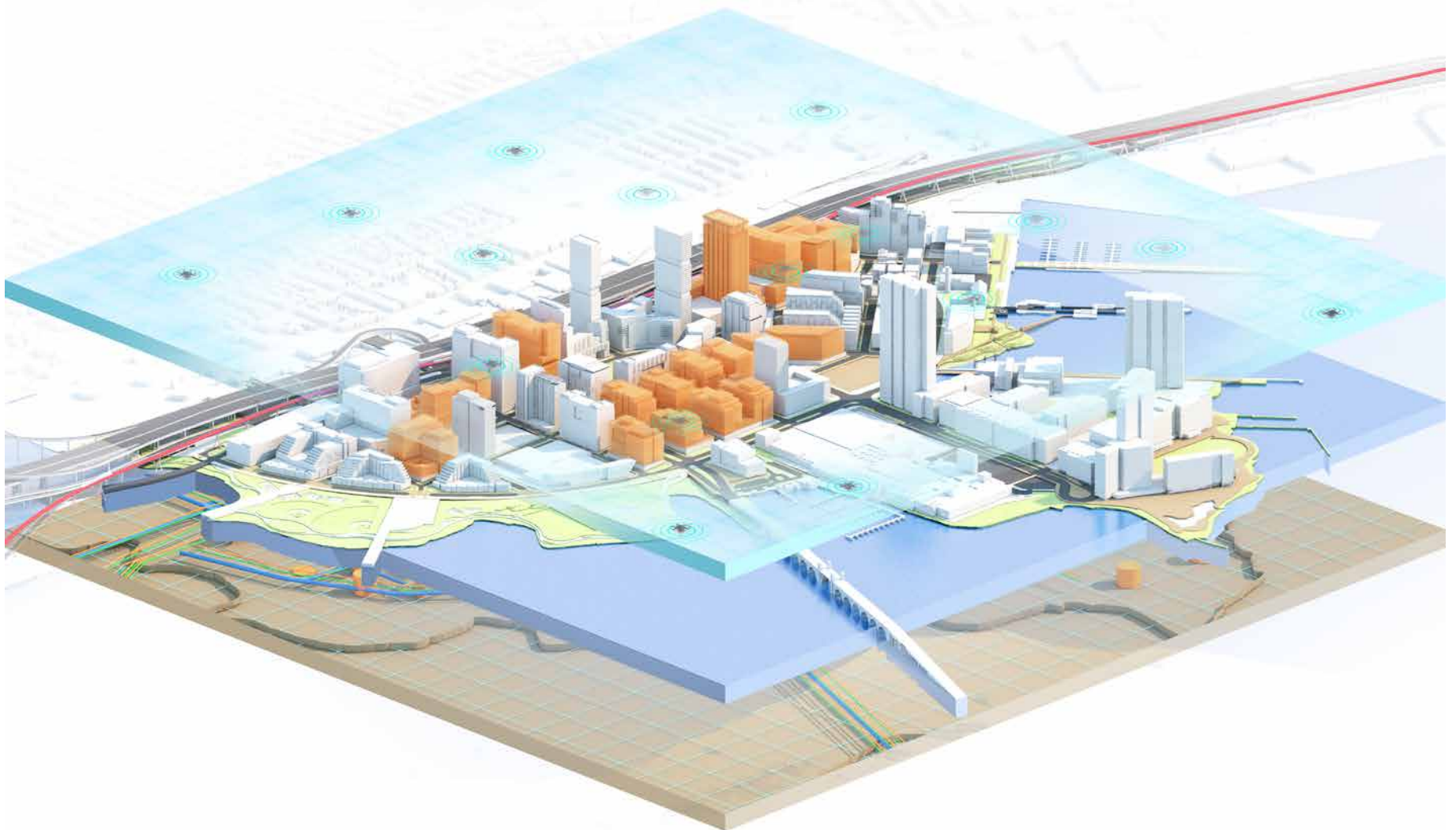
— Cameras

INTEGRATION

Integration Services Bus

— Application Programming

— Software Development Kit



Above Ground

Port Covington's unique environment doesn't end at the top of its buildings. Our guiding principles for the Above Ground layer of Port Covington are similar to the other built layers—that a strong future requires absolute flexibility and ambitious, continuous improvement. Just as we have designed parking infrastructure with the right height to accommodate stacking of autonomous vehicles if that evolves, we expect the buildings to be able to receive key goods like medicine and other urgent supplies via drones and other aircraft. With our design for a completely responsive environment combined with our unlimited matter-of-right site, and our active evaluation and testing for all forms of air use from HeliStops to data transmission; we believe that sky and water can be transformational resources for this community.

Port Covington's sky layer provides flexibility to support a range of uses by enabling ambitious, continuous improvement. The urban form will accommodate drones and other aircraft, and the testing and evaluation of air uses, from HeliStops to data transmission.

Proposed 8 million-square-foot Amazon Campus

Ground

We have designed for a vibrant street level experience that feels connected, assistive, and purposeful—principles that can and should evolve. Too often the phrase "Smart Cities" implies that a few people got in a room and thought of everything. A "Responsive Community" is one where digital infrastructure must do more to listen, learn and adapt to each individual, as a means of enhancing the overall community. Our CaaS platform assumes that every future interface, whether digital or human, should be able to know as much context as possible. If a resident wants to run a marathon this year while also being involved in community board meetings, the platform should work to communicate with her in the right language, in the right place, at the right time—not just to make things more convenient, but to enable her with greater purpose in mind. This thinking informs every ground level experience design.

Port Covington's ground-level experience will be responsive, where digital infrastructure will learn and adapt to each individual as a means of enhancing the overall community. Every future interface, whether digital or human, will communicate with individuals in the right language, at the right time and place.

Below Ground

As with air and water, Port Covington has focused on the greatest flexibility and use for its below-ground infrastructure. For example, we are engineering streets to use panels with large pathways underneath which provides both reduced noise during road work while also creating space for a future no one can predict. These principles have been infused into every aspect of the Below Ground design, including redundant, open conduit, seismic and equipment sensing, district wide fiber, subsurface electrical availability, and waterside access.

Port Covington's below-ground infrastructure is a blank canvas that accommodates a flexibility of uses. Redundant, open conduit, seismic and equipment sensing, district wide fiber, subsurface electrical availability, and waterside access are a few of the defining features of this layer.

EXPLORE THE WORKING MODEL FOR PORT COVINGTON USING AR.





M O M E N T U M

A Day 1 company needs a Day 1 city

Amazon + Baltimore: Accelerating Momentum Together

HQ2 will have a great impact on the chosen city, but that city will have a great impact on Amazon as well.

The right city not only shares Amazon’s culture and values, but has the potential to boost Amazon’s trajectory.

We believe HQ2 represents more than a second headquarters. The HQ2 project will be—in the right place—an opportunity for true urban revitalization and community invigoration. Establishing its headquarters in Baltimore, a majority African American city, is a public statement of Amazon’s investment in diversity and inclusion. HQ2 will transform the lives of the current generation of Baltimoreans, give hope to the next, and permanently tie Amazon to the renaissance of one of America’s greatest cities.

Baltimore is located at the epicenter of talent, education, and innovation, borne out of its central location in the heart of the Northeast Corridor of the United States, and decades of collaboration between government, private enterprise, academia, the military and venture capital.



“
**Only at Port Covington
can Amazon transform
a major U.S. city, enact
generational change, and
do it on your own terms.**
”

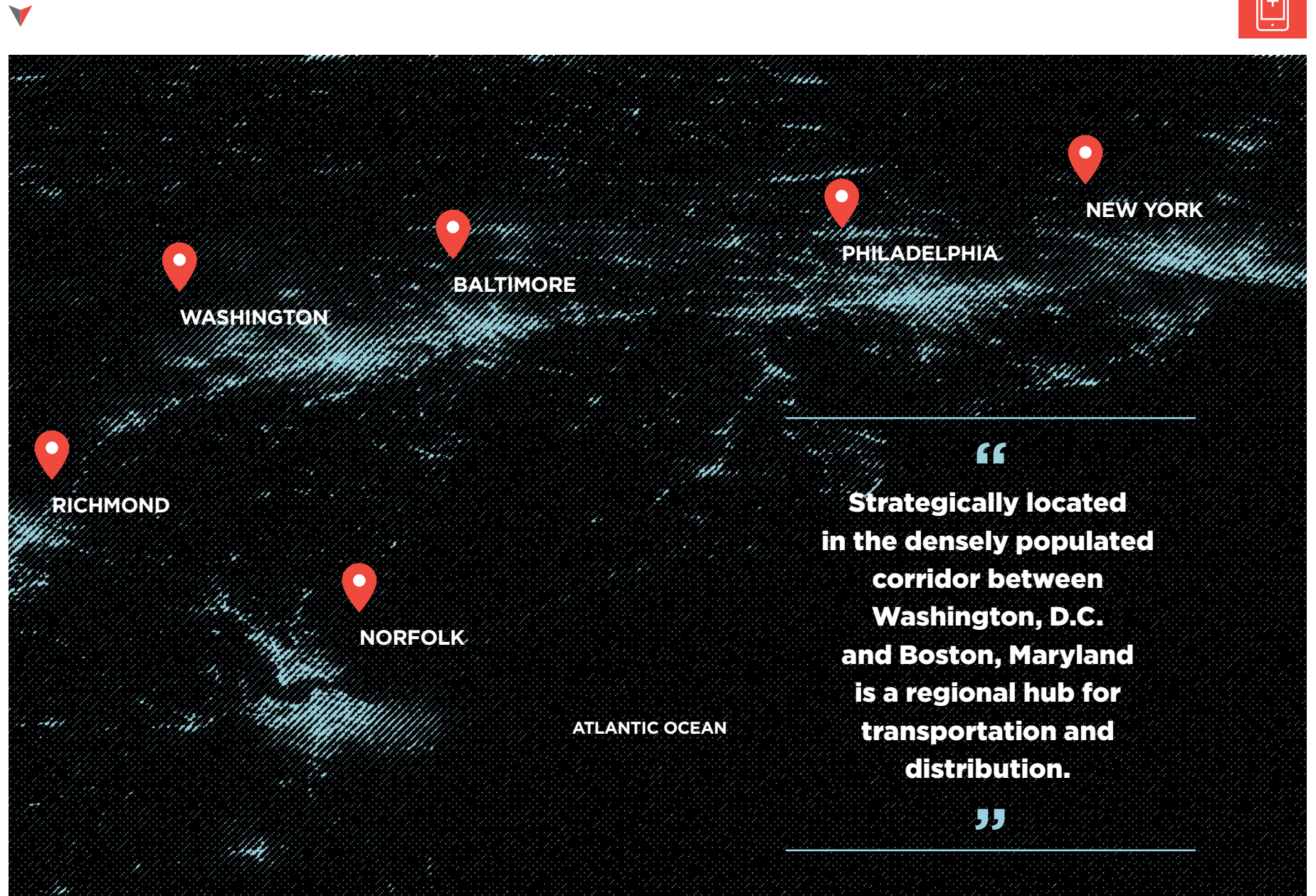


Your gateway to everywhere

Nestled between Boston, New York, Philadelphia and Washington, D.C., Baltimore serves as an axis for American innovation and leadership.

From here, it's as easy to fly to London as it is Seattle. Our port is closer to the Midwest than any other Atlantic seaport¹ and our state is within overnight trucking range of a market of 100 million U.S. residents.²

You're a global company with global ambitions. We're an exciting city, steeped in history and dedicated to taking on the future. In the Age of Amazon, people, products, and ideas have to move—and move fast. Baltimore, and the state of Maryland, lie at the center of it all.



MARYLAND'S MILITARY FACILITIES:

- U.S. Cyber Command at Ft. Meade
-
- U.S. Army's Aberdeen Proving Ground
-
- Fort Detrick
-
- U.S. Navy's Joint Base Andrews
-
- U.S. Naval Academy
-
- Naval Air Station Patuxent River
-
- Walter Reed National Military Medical Center

MAJOR FEDERAL AGENCIES IN MARYLAND INCLUDE:

- | | |
|---|---|
| <ul style="list-style-type: none"> Centers for Medicare and Medicaid Services (CMS) — Food and Drug Administration (FDA) — National Institutes of Health (NIH) — National Institute of Standards and Technology (NIST) — National Oceanic and Atmospheric Administration (NOAA) — | <ul style="list-style-type: none"> National Security Agency (NSA) — NASA Goddard Space Flight Center — Social Security Administration (SSA) — U.S. Census Bureau — USDA Beltsville Agricultural Research Center (BARC) |
|---|---|



Your HQ hometown²

With a growing number of research institutions, universities, government agencies, start-ups and Fortune 500 companies, and a significant millennial migration to the waterfront, the Greater Baltimore region is booming.

Greater Baltimore is already home to 2.8 million residents, making it the 20th largest metropolitan area in the nation. Between 2011-2016, the region's population increased by 2.3%,³ a growth that has outpaced Philadelphia, Chicago, and Detroit. Millennials, out-of-state educated professionals, and college-educated 25- to 34-year-olds are all coming to the region, making it the 4th most educated region among large metro areas.⁴

But Amazon isn't looking for just any growing city. You need top talent in the country's leading fields. You want an educated, diverse, and forward-thinking population to fuel future growth. And that's exactly the population in Greater Baltimore. Talented millennials who are interested in urban amenities, lifestyle, and career development make up over one-third of Baltimore's waterfront population. And this vibrant workforce is growing every day. In fact, Greater Baltimore's 6% millennial population growth over the past 5 years outpaces the large metro areas and U.S. averages. The density of the millennial population is slightly higher than the large MSA average, and is similar to that of Boston and Dallas.⁴

You said it best: "We believe that diversity and inclusion are good for our business, but our commitment is based on something more fundamental than that. It's simply right. Amazon has always been, and always will be, committed to tolerance and diversity." By establishing your headquarters in the middle of Baltimore, a majority

African American city, Amazon will be making a public statement on its commitment to diversity and inclusion. You'll have the opportunity to deliver lasting community benefits to underserved communities in an innovative, authentic, and community-driven way.



Over the past five years, Greater Baltimore's growth has outpaced Philadelphia, Chicago and Detroit¹

Baltimore MSA unemployment is 4.2% as of October 2017²

35,500 jobs created in Baltimore MSA through March 2016³

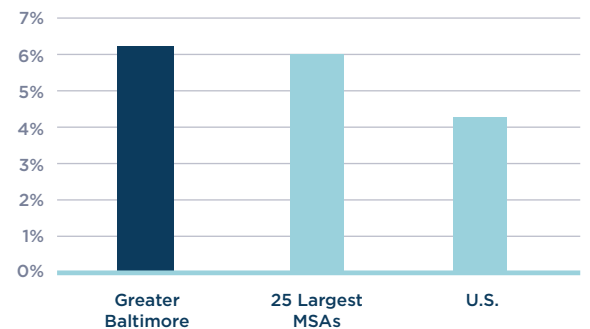
GREATER BALTIMORE is attracting young, talented individuals at the 5th highest density among large MSAs.⁴

As of 2016, the region's population increased by 2.3% since 2011, growing by 63,741

92% increase in college-educated young adult population within three miles of central Baltimore business district from 2000-2010⁵

Third in the percentage of African American-owned firms at 23.5%; 1st in the percent of African American-owned firms with paid employees at 5.9%; and 7th in the total number of African American owned firms, with 125,160⁶

5-YEAR POPULATION GROWTH: 25- to 34-year-olds, 2010-2015⁴



Population is expected to increase by 1.8% between 2016 and 2021, adding 50,395⁷

Between 2000 and 2010, Baltimore City experienced the 4th largest percentage gain in college educated 25-34 year-olds⁸

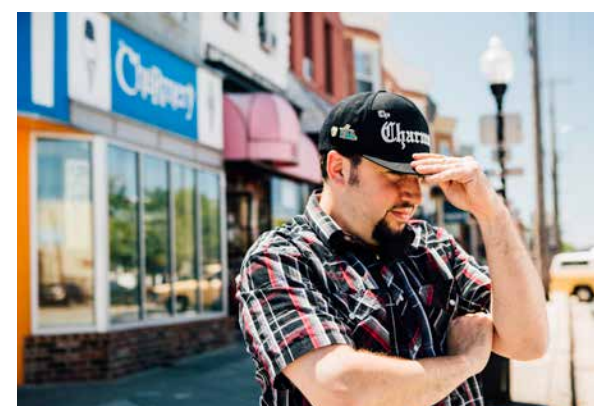
Eighth in the percentage of Asian-owned firms at 7.9%; and 5th in the percent of Asian-owned firms with paid employees at 11.9%⁹

Baltimore now has a millennial population over 150,000 more than 25% of the total population,⁵ and more than 30% of Baltimore's waterfront population⁶

Baltimore is 3rd in a ranking of the best cities for women in technology based on tech jobs filled by women, tech job growth, overall pay for women and the gender pay gap¹⁰

Maryland has the highest median household income in the country (\$75,847) and the 3rd lowest percentage of people living below the poverty rate in the country¹¹

Baltimore ranks 8th nationally for millennial migration between 2010 and 2015⁷



1. Maryland State Archives
 2. Maryland Department of Commerce
 3. 2016 MSA EMSI Report
 4. Economic Alliance of Greater Baltimore
 5. ESRI Demographics Report for Baltimore Millennials 2016
 6. ESRI Demographics Report for Baltimore Waterfront Millennials 2016
 7. Time magazine
 8. U.S. Department of Labor, Bureau of Labor Statistics
 9. Baltimore Sun
 10. SmartAsset
 11. Maryland Department of Commerce - Demographics

CITY GARAGE

BALTIMORE

City Garage is a concept envisioned to create a dynamic workplace that enriches Baltimore's manufacturing heritage and cultivates the talent of local artisans and creative entrepreneurs. Built out of an underused bus depot, the site has become a working hub for startups and manufacturers to create and innovate, helping to develop Baltimore's entrepreneurial talent, foster a community of makers, and support a holistic manufacturing ecosystem in Charm City.

citygarage.com





Meet your next 50,000 Amazonians



Talent, education, hard work, and innovation intersect in Baltimore. HQ2 will be at the heart of the nation's most educated, highly skilled, diverse, and industrious workforce. Years of investment into Maryland schools, and collaboration between government, private enterprise, academia, the military, and venture capital has paid off. It wasn't by chance—it was by design. The result is a talent-rich and talent-producing environment capable of creating, attracting, and sustaining a large, diverse workforce for Amazon now and in the future.



■ **Maryland is**

1st among the states in the concentration of **employed doctoral scientists and engineers**

and ranks among the top states for number of employees in **technology and science.**¹

■ **Maryland ranks**

1st among U.S. states in the percentage of **professional and technical workers in the labor pool**

and 3rd in the nation for the percent of the population **with a bachelor's degree or higher.**¹

More tech talent than anywhere else

Centrally located in the heart of the Northeast Corridor, Maryland is strengthened by its proximity to the nation's capital and other large, adjacent metropolitan communities. These booming areas add to the diverse social, cultural, and professional fabric of the region, and create synergistic effects in the greater business community.

The Baltimore MSA alone has a higher concentration of computer and mathematical occupations in its workforce than peer cities Austin, Charlotte, Nashville, and Raleigh-Durham, and the combined Baltimore-D.C. region's concentration is higher than all peer regions. The Baltimore MSA generates more degree completers for Computer and Mathematical Occupations than five of the eight peer regions, and when Baltimore and Washington are combined, their generation of 13,463 computer and mathematical occupations degree completers (2015) dwarfs talent generation in all peer regions.

Source: Economic and Workforce Analysis by Richard Clinch, Director, The Jacob France Institute at the University of Baltimore Merrick School of Business

The Greater Baltimore area offers a high concentration of workers in software development, cyber security and web development. Amazon will have direct access to a population of information security analysts that is five times the national average; software developers creating applications that is 70% above the national average; software developers working on systems software that is 280% above the national average; and web developers that is 63% above the national average.

The regional concentration of computer and mathematical occupations is 49% above the national average and provides above average access to management occupations, business and financial operations occupations, and architecture and engineering occupations, where the respective concentration of workers is 11%, 19%, and 16% above the national average.

Baltimore's workforce is growing. In fact, the Baltimore MSA's IT workforce has experienced long term growth (2001-16) of 17%, with much of that growth, a 10% expansion in IT workers, occurring since 2009.

Competition for these workers is significant enough that they're willing to commute across the region, and often do so between the Baltimore and Greater Washington metro areas. Commuters account for 12% of Baltimore employees and

16% of employees in the Greater Washington area. Baltimore City has a net in-migration of commuters from the Washington, D.C. region, making it a highly-desired and easily accessible location for Amazon's future growth.

Easy access to the Washington, D.C. area means Amazon can also tap into a concentration of workers 49% above the national average in management occupations, 88% above in business and financial operations occupations, and 17% above in architecture and engineering occupations. The Washington metropolitan area provides an even greater concentration of workers in the critical area of IT-related computer and mathematical occupations, with a concentration of workers 230% above the national average, with even higher concentrations in software development and cybersecurity.

IT-related computer and mathematical occupations: **230% above national average**



Number of software engineers and other relevant careers in the region²

TOTAL COMPUTER AND MATHEMATICAL OCCUPATIONS:
62,112
Growth of 17.3%[^]

COMPUTER AND INFORMATION RESEARCH SCIENTISTS:
1,076
Growth of 27.7%[^]

COMPUTER SYSTEMS ANALYSTS:
7,777
Growth of 26%[^]

INFORMATION SECURITY ANALYSTS:
2,284
Growth of 30.4%[^]

COMPUTER PROGRAMMERS:
2,806
Growth of -.3%[^]

SOFTWARE DEVELOPERS, APPLICATIONS:
6,536
Growth of 15.3%[^]

SOFTWARE DEVELOPERS, SYSTEMS SOFTWARE:
7,283
Growth of 20.7%[^]

WEB DEVELOPERS:
2,012
Growth of 31%[^]

DATABASE ADMINISTRATORS:
1,835
Growth of 14.8%[^]

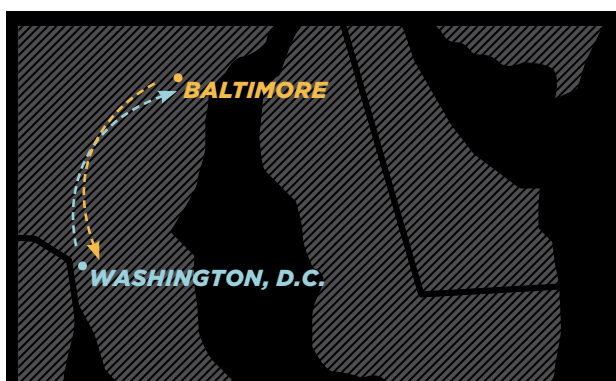
NETWORK AND COMPUTER SYSTEMS ADMINISTRATORS:
6,971
Growth of 14.2%[^]

COMPUTER NETWORK ARCHITECTS:
2,590
Growth of 9.9%[^]

COMPUTER USER SUPPORT SPECIALISTS:
3,979
Growth of 7.8%[^]

COMPUTER OCCUPATIONS, ALL OTHER:
7,538
Growth of 19.4%[^]

All job numbers from 2016; growth represents year-over-year growth 2001-2016



Baltimore City is attracting residents from the Washington, D.C. region, with a net in-migration of commuters on average per year over the 2001-2015 period.

THE TWO COMBINED REGIONS REPRESENT AN APPROPRIATE LABORSHED TO SUPPLY **the workforce needed by the Amazon HQ2 project.**

Information security analysts:
More than **500%** above the national average

Software developers, applications:
70% above the national average

Software developers, systems software:
280% above the national average

Web developers:
63% above the national average²

For the Baltimore, Washington and 10 adjoining metropolitan areas,

there are **682,123 workers**

in computer and mathematical occupations.²

1. Maryland Department of Commerce
2. Economic and Workforce Analysis by Richard Clinch, Director, The Jacob France Institute at the University of Baltimore Merrick School of Business



A culture of innovation

The dynamic exchange of talent, innovation and resources between Maryland's more than 350 federal, academic and private research centers have laid the foundation for the state's technology, aerospace, defense, and IT industries.

Over 30 business incubators located throughout the state nurture a start-up culture specializing in biotechnology, clean energy, cybersecurity, and education technology. These institutions and the state's commitment to fostering innovation will provide Amazon easy access to ideas, technology transfer, and an extensive network of well-trained, highly-educated technology professionals.

Beyond research and startups, our highly educated workforce serves as the foundation for growth in the region's diversified business base, including IT, cyber, biosciences, healthcare, financial services, government contracting, manufacturing, logistics, and legal services.

Maryland's 11,600 information technology businesses are annually awarded \$10.36 billion in federal contracts and generate \$39.55 billion in economic activity, making it one of the nation's leaders and a major economic engine for the state. Maryland ranks third per capita and fourth overall in Small Business Innovation Research Program (SBIR) awards for 2016.

Source: Maryland Department of Commerce

The workforce of tomorrow

The talent is here, ready to work. And Amazon's future employees are sitting right now in Maryland's premier high schools, ranked #1 in the nation for the third year in a row.¹

They're also attending one of Maryland's 59 accredited two- or four-year colleges and universities, or one of the 16 community colleges whose 23 campuses and numerous learning centers offer continuing education and workforce training.^{2,3} Greater Baltimore has sustained and will continue to nurture one of the most talented workforces in the nation in fields critical to Amazon's growth and development.

Premier education

Over 880,000 students are enrolled in 1,430 public schools throughout the state, with 57,500 seniors graduating in 2016. A vast majority (87.2%) of recent graduates intend to continue their education, with 69.5% looking forward to full-time attendance at two- or four-year colleges.² According to a *U.S. News and World Report* ranking of U.S. public high schools, for the third year in a row, Maryland placed first in the percentage of schools awarded a gold or silver medal for how well schools prepare students for college-level work, based on performance on state and national proficiency tests and graduation rates.²

The Baltimore City Public Schools are working at the elementary level to expand the project-based curriculum to expose more students to the foundations of computer science. In elementary and middle schools, Baltimore City is rolling out

a new science curriculum based on research supported by the National Science Foundation and co-developed with Johns Hopkins University. There are over 170,000 students at the 12 degree-granting institutions and regional higher education centers in the University System of Maryland (USM), located in more than 20 countries and territories around the world. Over 40,000 degrees and certificates are awarded at the undergraduate and graduate level each year and nearly 80% of USM undergraduates remain in Maryland after receiving their degree to pursue careers.³

Morgan State University is known as Maryland's preeminent public urban research university, with the responsibility of addressing the needs of residents, schools, and organizations throughout the Baltimore region. As a historically black university, Morgan State awards more bachelor's degrees to African American students than any campus in Maryland and has ranked among the top public campuses nationally in the number of black graduates receiving doctorate degrees. In fact, a large percentage of Maryland's graduates in engineering and the sciences earned their bachelor's degrees at Morgan State.⁴ According to *U.S. News and World Report*, Morgan State is among the top 20 historically black colleges and universities in the country.

Maryland and Washington, D.C. colleges and universities have a strong pipeline of students graduating with degrees in STEM. From 2013–2015, nearly 85,000 students earned degrees in the field. In 2015, about 3,500 students from Johns Hopkins University (JHU) and 1,500 students from the University of Maryland, Baltimore County (UMBC) graduated with a bachelor's or master's degree in STEM. According to *U.S. News and World Report*, both the University of Maryland system and JHU are home to top-30 computer science departments, while UMBC is a renowned institution for diverse STEM graduates to learn through the university's partnerships with NSA, IBM, and GE, among others.

While computer science, engineering, and statistics are core areas of study for Amazon employees, you'll also rely on local talent in business, management, and economics. Between 2013 and 2015, over 57,000 students in Maryland and D.C. graduated with a degree in these fields of study. The University of Maryland, College Park—ranked #21 in undergraduate business programs by *U.S. News and World Report*—was one of the largest sources of business, management, and economics graduates in the region. Washington, D.C. also boasts top-tier talent, with highly skilled graduates from Georgetown University's world-renowned international business program and the top business school for minority students at Howard University.

Colleges and universities in the Maryland and D.C. region produce some of the brightest graduates from around the world.

With unparalleled access to career and research opportunities with global companies, organizations, and the federal government, students graduate with the skills needed to solve the complex technical and business challenges that Amazon faces every day. And the number of students attending college or university for degrees in STEM and business, management, and economics in the region is growing—demonstrating a steady stream of talent for Amazon to hire locally for its headquarters in Baltimore City.

Source: National Center for Science and Engineering Statistics (NCSES)



A strong pipeline of students

graduating with degrees in STEM

Outstanding resources include

twelve institutions

of the University System of Maryland (USM),

as well as the Johns Hopkins University, with particular strengths in information sciences and biotechnology.²

Between 2013 and 2015, over 40,000 students in Maryland and D.C. graduated with a degree in the fields of computer science, engineering, or statistics.³

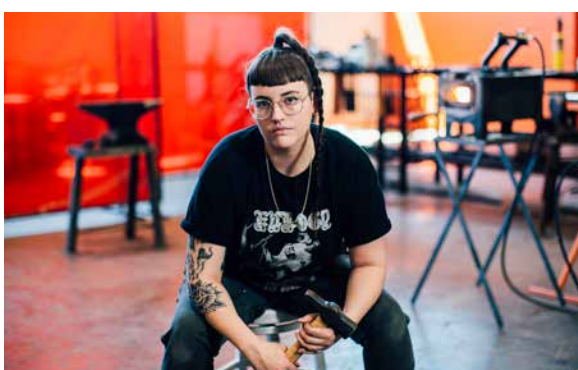
More than 340,000 students

attend Maryland's 59 accredited two- or four-year colleges and universities, 26 of which are located within the region.

Additionally, Maryland's 16 community colleges, spanning a network of 23 campuses, serve over 400,000 students annually.⁴

Greater Baltimore is **THE 4TH MOST EDUCATED REGION** among the large metros, with 17% of its population holding advanced or professional degrees.¹

Maryland boasts **59 ACCREDITED TWO- OR FOUR-YEAR COLLEGES AND UNIVERSITIES** and 16 community colleges.¹



UNIVERSITY OF MARYLAND



UNIVERSITY OF MARYLAND COLLEGE PARK RANKINGS⁶

- 15th most innovative national university
-
- 8th in undergraduate management information systems
-
- 12th in supply chain management/logistics
-
- 19th in both entrepreneurship and management
-
- 9th in graduate information systems
-
- 15th in graduate computer science
-
- 13th in both systems and programming language
-
- 16th in artificial intelligence
-
- 9th best online MBA program

UNIVERSITY OF MARYLAND BALTIMORE PROFESSIONAL SCHOOL²

- Ranks among top 10 U.S. law school in clinical training, health care law, and part-time instruction program
-
- 10th in nursing, with top ten rankings in:
 - clinical nurse leader
 - adult acute care and primary care nurse practitioner
 - family nurse practitioner
 - psychiatric nurse practitioner
 - nursing administration
 - nursing anesthesia
 - nursing informatics
 - doctor of nursing practice
-
- 9th in pharmacy

Waiver of In-state Tuition 12-month Residency Requirement for all University of Maryland Institutions

Understanding that a vibrant university system and a thriving economy support one another, the USM has made expanded partnerships and productive relationships with the private sector a genuine priority. To that end, should Amazon decide to locate its second headquarters in Maryland, the USM Board of Regents has approved waiving the twelve-month residency requirement for employees of Amazon, their spouses, and dependent children, making them immediately eligible for in-state admission and tuition benefits. Locating in Maryland would not just provide Amazon with proximity to USM institutions; Amazon and its employees would have access to these institutions and their abundance of educational, research, and cultural resources.

1. Economic Alliance of Greater Baltimore
 2. Maryland Department of Commerce
 3. University System of Maryland
 4. Morgan State University
 5. National Center for Science and Engineering Statistics (NCSES)
 6. U.S. News and World Report College Rankings (2018)

**Amazon and Johns Hopkins University:
already thriving together**

Moving to Baltimore means putting Amazon even closer to the talent it already relies on. **Right now, numerous JHU alumni work at Amazon, and 116 of them are in engineering positions. In fact, the success of the science behind Alexa® can be directly attributed to the research coming out of the Center for Language and Speech Processing (CLSP).** Two former Johns Hopkins University Whiting School of Engineering alums, who conducted their doctoral research at CLSP and were subsequently hired by Amazon, were key drivers in leading the speech recognition and language understanding effort at Amazon. CLSP continues to lead in these two areas as well as other areas of Artificial Intelligence and Machine Learning.

For more than 70 years, the Johns Hopkins University Applied Physics Lab has provided solutions to national security and scientific challenges with systems engineering and integration, research and development, and analysis in areas including cyber security, civil space, and national health.



**JOHNS HOPKINS
UNIVERSITY RANKINGS**

- 1st in graduate biomedical engineering¹
-
- 1st in public health¹
-
- 1st in federal research and development expenditures, for the past 37 straight years, totaling \$2.31 billion in FY 2015²
-
- 11th top national university¹
-
- 13th top global university³



AMERICA'S
1st
research
university

THE SCIENCE
BEHIND
Alexa[®]
*can be attributed
to research from*
CLSP

**MARYLAND
PUBLIC COLLEGES**

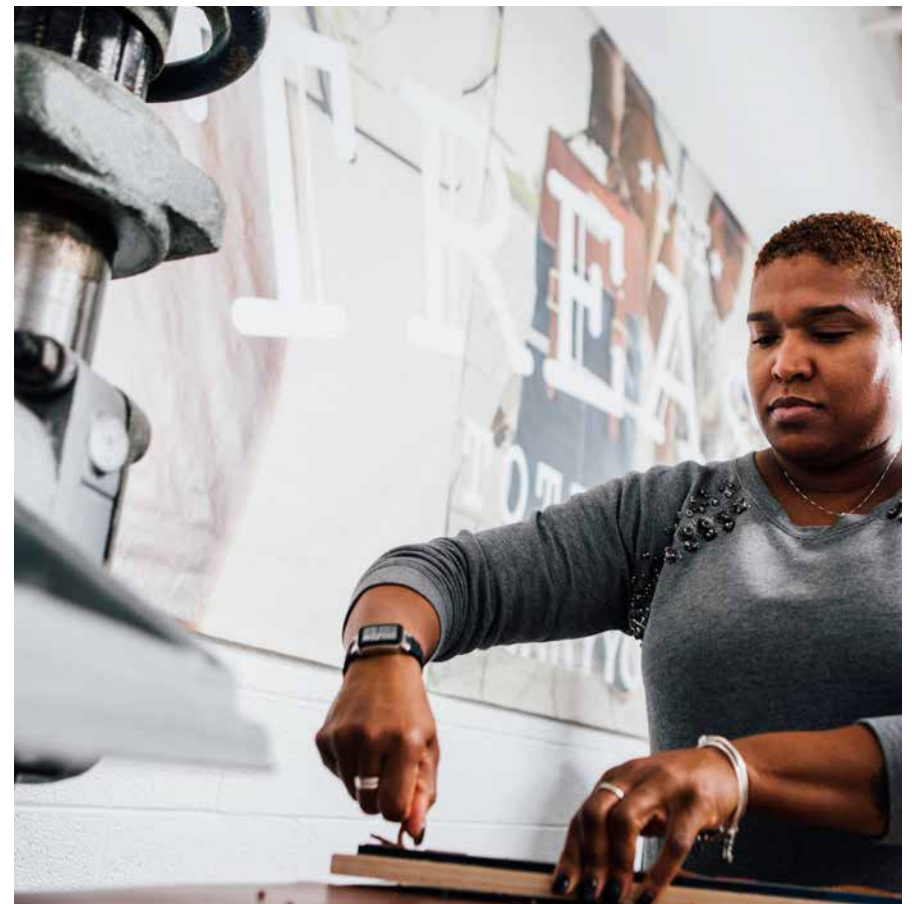
- Baltimore City Community College
- Bowie State University
- Coppin State University
- Frostburg State University
- Morgan State University
- Salisbury University
- St. Mary's College of Maryland
- Towson University
- University of Baltimore
- University of Maryland, Baltimore
- University of Maryland, Baltimore County
- University of Maryland, College Park
- University of Maryland, Eastern Shore
- University of Maryland, University College

**MARYLAND
PRIVATE COLLEGES**

- Baltimore Hebrew Institute [formerly Baltimore Hebrew University]
- Brightwood College [formerly TESST College of Technology] (2-year)
- Capitol Technology University
- Hood College
- Goucher College
- Johns Hopkins University
- Lancaster Bible College | Capital Seminary & Graduate School [formerly Washington Bible College]
- Lincoln College of Technology
- Loyola University Maryland
- Maryland Institute College of Art
- Maryland University of Integrative Health
- McDaniel College
- Mount St. Mary's University
- Ner Israel Rabbinical College
- Notre Dame of Maryland University
- SANS Technology Institute
- Seafarers Harry Lundeberg School of Seamanship (2-year)
- St. John's College
- St. Mary's Seminary & University
- Stevenson University
- Washington Adventist University
- Washington College
- Women's Institute of Torah Seminary/ Maalot Baltimore
- Yeshiva College of the Nation's Capital

**MAJOR D.C.
COLLEGES**

- Howard University
- Gallaudet University
- George Washington University
- Georgetown University
- American University
- Catholic University of America
- University of the District of Columbia



UMD AND MORGAN STATE UNIVERSITY are among the
TOP 10
producers of
AFRICAN AMERICAN ENGINEERING GRADUATES⁴

UMBC IS RANKED as the nation's
7th
MOST INNOVATIVE
university¹

Maryland equals major mobility

Maryland's world-class, multi-modal transportation infrastructure easily connects people, products, and ideas. As a result of its proximity to the Chesapeake Bay and the Atlantic Ocean, the nation's capital and the major distribution routes along the East Coast, Maryland's transportation infrastructure has long been key to the region's economic vitality and quality of life.

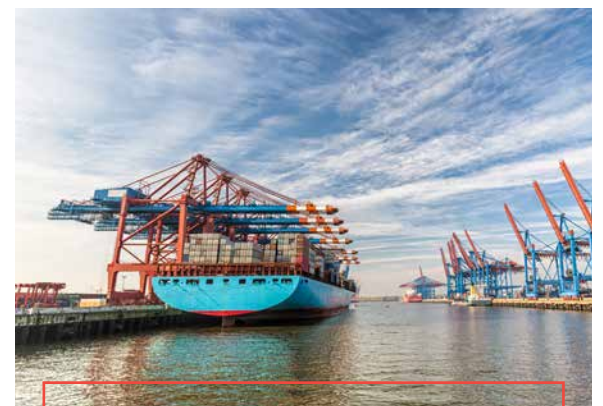
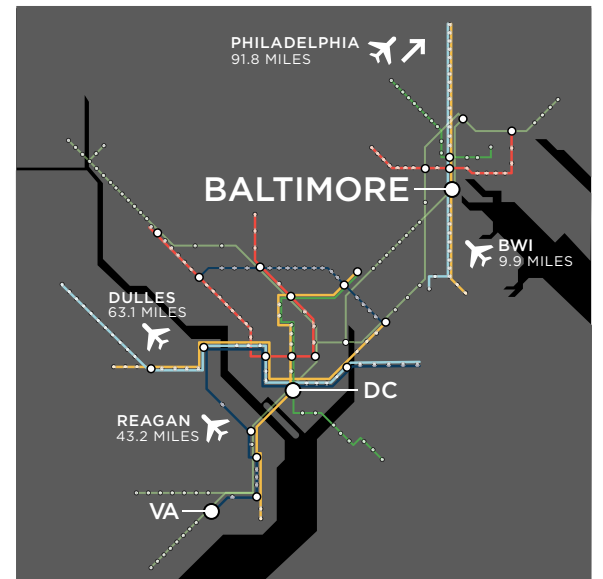
Our transit system is one of the largest multi-modal systems in the country. It operates buses, light rail, subway, commuter rail, and a comprehensive paratransit system. Maryland Area Regional Commuter train (MARC), Central Light Rail Line, and Baltimore Metro trains connect travelers across Maryland. Amtrak operates approximately 90 trains daily, and Baltimore's Penn Station was the 8th busiest in the nation last year.⁵

Within Baltimore and the surrounding region, there are a multitude of mass transit options. The MTA

BaltimoreLink Bus Service is a newly redesigned local and express bus system, and the Charm City Circulator provides free bus service seven days a week on four routes that connect downtown Baltimore with Amtrak, MARC, light rail, Metro Subway, and less expensive parking. The MTA Light RailLink connects 33 station stops in metropolitan Baltimore while the MTA Metro SubwayLink provides underground subway service spanning 15.5 miles and serving 14 stations.

Nearby, Baltimore/Washington International (BWI) Airport continues to set all-time records for passenger traffic, and is the busiest airport in the region, handling more than 25 million passengers last year—more than Washington Reagan and Washington Dulles—and over one million international passengers. The airport is located about ten miles from downtown Baltimore and 30 miles north of Washington, D.C. Easy access at BWI offers travelers connections via Amtrak to other business centers along the U.S. East Coast. Southwest/AirTran currently handles nearly 70% of the passengers traveling in and out of BWI while Delta handles almost two million passengers annually. Nonstop service is offered to 69 U.S. destinations and 15 international destinations. Major capital improvements continue with a \$60 million planned expansion and renovation of the airport's international terminal, to include the addition of six gates.

Source: Maryland Department of Commerce



One of the most **productive ports in the nation**



The opportunity for **1,000 branded bikes**

Baltimore is also hugely bike-friendly, with the Baltimore Bike Share launched in October 2016 with 20 stations and 200 bicycles—growing to 1,000 bikes in the next 3-5 years—around the city.

Amazon has the opportunity to sponsor naming rights of the system as an introduction to HQ2, including Amazon branding on every bike. The system can grow to 1,000 bikes in the next 3-5 years. Bikes are highly visible and you could make a significant impact on the culture and community by positioning bike share as part of Amazon's entrance into the market. This program provides environmentally friendly, equitable transportation to all residents.



Freight transport is anchored by the Port of Baltimore, the closest port to the Midwest than any other Atlantic seaport. The port ranked as 4th fastest-growing port in North America in 2016 by the Journal of Commerce. Just this past May, the port surpassed one million tons of general cargo in a single month for the first time. The Port of Baltimore is one of the most productive ports in the nation with an outstanding operations system that includes quality control programs, connectivity to landside transportation, and a productive labor force. It consistently leads the nation in roll-on, roll-off cargo, and averages 71 container moves per hour per berth, the fastest among any major American ports.

BUSINESS AT THE PORT OF BALTIMORE generates about **13,650** DIRECT JOBS and more than 127,000 jobs in Maryland are linked to port activities.⁶

THE PORT OF BALTIMORE is responsible for nearly **\$3B** IN INDIVIDUAL WAGES and salary, and more than \$310M in state and local tax revenue.⁶

Outside the port's gates, Maryland's efficient roadways allow trucks to move 88% of the manufactured freight in and out of Maryland each year, as well as most of the goods through the Port of Baltimore. Maryland railroads carried nearly 90 million tons and \$5.4B of freight in 2012, which is expected to increase to nearly 141 million tons and \$10B of freight by 2040.

Sources: Maryland Department of Commerce, Maryland Department of Transportation

1. U.S. News and World Report College Rankings (2018)
 2. Johns Hopkins University
 3. Times Higher Education World University Rankings (2018)
 4. American Society for Engineering Education
 5. Amtrak
 6. Maryland Port Administration

Distribution

A healthy economy is predicated on being able to move goods quickly and efficiently through the state and toward their destination, bringing down costs and helping businesses grow and reach new markets. By 2040, Maryland's transportation infrastructure will be carrying more than 1 billion tons of freight worth close to \$1.6 trillion within and through the state.

You witnessed Maryland's commitment to efficiency when Prime Air worked with the Maryland Aviation Administration to establish itself in just 45 days. That dedication to speed and efficiency covers roads, rail, one of the most productive ports in the nation, and the busiest

international airport in the region, making Baltimore a strategic hub for transit and distribution routes along the East Coast.

More than 1,600 truck transportation companies are located in Maryland, with trucks moving 88% of the manufactured freight that comes in and out of Maryland each year. With Maryland's growing economy and population, more than 850 million tons of freight worth \$1.5 trillion is expected to travel on state roads and highways by 2040.

With Amazon headquartered at Port Covington, it will be easier than ever to collect, analyze and develop the most sophisticated logistics and distribution data ever produced.

■ Maryland's goods movement transportation network is comprised of:

32,372
public road miles

758
rail miles

530
inland waterway miles

50,000+
feet of air cargo runways

Together, these modes moved nearly 631 million tons of freight worth \$835 billion, in 2012, the most recent year of available data. By 2040, more than 1 billion tons of freight worth close to \$1.6 trillion is expected to move within and through Maryland.

MAJOR ROADWAYS

Interstate 95
East Coast's primary north-south route that cuts through Maryland and runs close to the Port of Baltimore, BWI Marshall Airport, and many of the region's commercial centers

Interstate 81
Intersects Interstate 70 in Western Maryland, providing an alternate route for north-south drivers

U.S. Route 50
Links Maryland's Eastern Shore to the Baltimore-Washington metropolitan area

U.S. Routes 13 and 113
Extend from Philadelphia to Norfolk, through Maryland's Eastern Shore

Interstate 83
Starts at the Inner Harbor, heads due north to Pennsylvania and is a significant route for those traveling to upstate New York: this key road is 26 miles and carries 87,000 vehicles every day

Interstate 695
A full beltway surrounding Baltimore, I-695 offers easy access to Baltimore County suburbs including Glen Burnie and Towson, as well as BWI

U.S. Route 295
Runs southwest from Baltimore City to southeast Washington, D.C. and connects to routes that lead to BWI, Ft. Meade, and College Park

Baltimore/Washington International (BWI) Airport

■ **635** daily scheduled domestic passenger flights

■ **24** daily scheduled international non-stop flights

■ **27** commercial air carriers

■ **BWI to SEA: 6 hours**
—
BWI to New York: 1 hour, 15 minutes
—
BWI to SFO, OAK: 6 hours

■ Accommodates more than **one-third** of the passenger traffic in the Washington-Baltimore metro area

■ Handled **260.3 million** pounds of air freight and mail in 2016

■ Offers **24-hour** air-cargo services with 415,000 s.f. of cargo warehouse space

CARGO SERVICES:

■ Foreign-Trade Zone
— convenient customs clearance
— international banking
— 100+ freight forwarding and handling firms
— 4 scheduled cargo airlines

AIRLINES THAT SERVICE BWI

■ Alaska
■ American
■ Delta
■ Southwest
■ Spirit
■ United
■ Virgin America

DAILY FLIGHTS TO KEY LOCATIONS

■ Seattle **3** direct flights
—
■ Bay Area **6** direct flights
—
■ New York Area **13** direct flights

3 MAJOR AIRLINES

OFFER DIRECT FLIGHTS from BWI to Seattle

QUICK TRIP FROM PORT COVINGTON TO BWI:

10 miles which takes only about 15 minutes

INTERNATIONAL passenger traffic increased

This was the second year in a row with more than one million international passengers.

IN 2016, 25.1M PASSENGERS

flew through BWI Marshall Airport

This was more than either Washington Dulles or Washington National and a new all-time annual record.

PASSENGER RAIL

Baltimore Penn Station
The historic Baltimore Penn Station, built in 1911, is a major multi-modal transportation hub serving the greater Baltimore region and the 8th busiest station in Amtrak's national system.

Amtrak
Amtrak operates approximately 90 trains daily in Maryland.

Passengers can reach Philadelphia in one hour, New York in just over two hours, or the Boston area in six hours. Headed to D.C.? Amtrak's Acela Express can get you there in 37 minutes.

MARC
Maryland Area Regional Commuter (MARC) train is a 187-mile commuter rail system providing service on three lines. It provides residents in central Maryland with weekday commuter rail options.

Baltimore Metro
The Baltimore Metro rapid rail transit line, opened in 1983, operates along a 15.5-mile route between downtown Baltimore and Owings Mills in the northwest suburbs.

Metro trains are available every 8 minutes during morning and afternoon rush hours and every 10-20 minutes at other times.

MTA Light RailLink (MTA)
Thirty route miles of light rail serve 33 station stops in metropolitan Baltimore.

MTA Metro SubwayLink (MTA)
This underground subway service in the Baltimore area spans 15.5 miles. The subway fleet consists of 100 heavy-rail cars in 50 married pairs.

Water Taxi stops, platforms, and routes could be planned to accommodate Amazon's workforce and executive needs.

The newly redesigned Baltimore Water Taxi, owned by an affiliate of the Port Covington master developer team, features new boats, additional stops, longer hours, and the planned integration of a digital technology platform to track and schedule service.

For more than 40 years, these vessels have been an integral part of Baltimore's culture and a unique way to see and get around the city. With four routes and 17 stops located adjacent to the city's premier landmarks, the Baltimore Water Taxi provides a convenient transportation to explore the City.

The Water Taxi offers an alternate mode of transportation to Port Covington for visitors, tourists, residents and commuters with two convenient stops planned in the Project.

An additional \$10 million has been committed to upgrading the existing water taxi service with new boats, routes, additional stops (including Port Covington, Westport and Cherry Hill), longer hours, and connectivity between Port Covington and the Inner Harbor.

A digital technology platform will launch soon allowing users to track boats, make payments, and eventually schedule service on-demand. This platform will be integrated into the larger Port Covington digital master plan.



■ **10 new boats launching soon will feature:**

■ State-of-the-art technology

— GPS

— WiFi

— Climate controlled cabins

— Reservation and payment platform/technology for on-demand taxi service



Sources: Economic Alliance of Greater Baltimore, Maryland Department of Commerce, Maryland Department of Transportation, and Amtrak.



Make a life in Maryland

Maryland has great schools, walkable and wireless neighborhoods with thriving businesses, and a distinct international influence from nearby embassies, foreign students, and immigrant communities. Fill your weekends with white sandy beaches, Chesapeake Bay sailing, mountain climbing, skiing, and whitewater rafting. Or stay in town for professional games, premier collegiate athletics, the Preakness Stakes for racing lovers, or a round at one of nearly 200 golf courses.



These cultural amenities and diverse lifestyles come with a low pricetag. Baltimore has a substantially lower cost of living than San Diego, Seattle, Boston, San Francisco, and New York City. The Greater Baltimore housing market offers one of the best values among all major U.S. coastal metros. Amazon employees can find dozens of residential settings that include both recently-built homes and established neighborhoods. A number of areas feature waterfront properties. All types of housing—detached single family houses, townhouses, duplexes, condominiums—are available in wide price ranges.

Marylanders are just as likely to see U2 or Beyoncé at a downtown venue as they are the highly-acclaimed Baltimore Symphony Orchestra at the Meyerhoff Symphony Hall. Baltimore has a historic tradition in the visual arts and theatre, including the Arena Players, the nation's oldest continuously operating African American community theatre.

“

Baltimore has a substantially lower cost of living than San Diego, Seattle, Boston, San Francisco, and New York City.

”

The (low) cost of living in Baltimore

Greater Baltimore has a **MEDIAN HOME PRICE** of **\$264,000²**

single person ESTIMATED MONTHLY COSTS: **\$945** without rent³

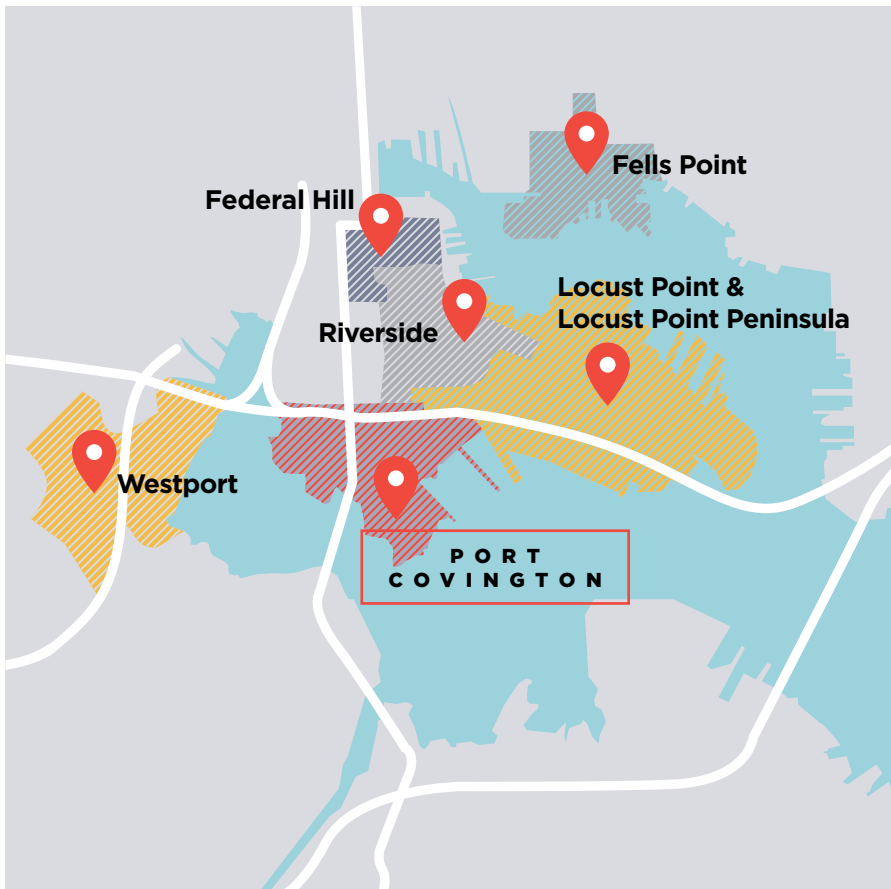
FOUR-PERSON family ESTIMATED MONTHLY COSTS: **\$3,413** without rent³

This is significantly lower than most other coastal markets, including neighboring D.C. at \$394,000.



COST OF LIVING INDEX COMPARISON⁴

New York (Manhattan), NY	228.2	Alexandria, VA	141.3
San Francisco, CA	177.4	Portland, OR	128.5
Washington, D.C.	153.4	Philadelphia, PA	118.6
Boston, MA	148.1	Chicago, IL	118.5
Stamford, CT	145.9	Middlesex-Monmouth, NJ	116.3
Seattle, WA	145.1	Baltimore, MD	115.6
San Diego, CA	144.4		—
Arlington, VA	143.1	Average for all urban areas	100.0



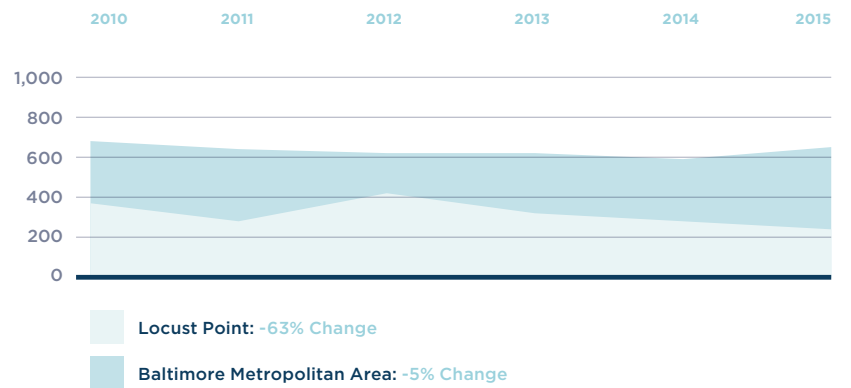
The Port Covington peninsula, located in South Baltimore, has very low crime rates,

as do the surrounding neighborhoods of Locust Point, Westport, Fells Point, Federal Hill, and Riverside.

How's the weather in Maryland?

Average precipitation:
40 to 45 inches of rain
15 to 25 inches of snowfall
Temperature:
Mid 70s in the summer
Mid 30s in the winter

VIOLENT CRIME PER 100,000 RESIDENTS⁵



11th in USA's Most Walkable Cities¹

1. Walkscore
2. Economic Alliance of Greater Baltimore
3. Numbeo.com
4. Maryland Department of Commerce
5. Baltimore City Police public data and Maryland Department of Planning

It takes real grit to truly shine.

We're known for our candor, our determination, and our pull-yourself-up-by-the-bootstraps mentality. And while this character has resulted in some of the most innovative American people and inventions, it also has an amazing effect on our cultural life.

Baltimore has something for everyone

FOR THE FAMILY:

- The Maryland Zoo in Baltimore
- National Aquarium
- B&O Railroad Museum
- Maryland Science Center
- Walking tours
- Seven wine trails, as well as mead, cider, and ice cream trails

TAKE IN A SHOW:

- Royal Farms Arena
- 8x10
- Pier Six Pavilion
- Soundstage
- Ram's Head Live!
- Metro Gallery
- Mobtown Ballroom
- Cat's Eye Pub
- Ottobar

CULTURAL INSTITUTIONS INCLUDE:

- Baltimore Symphony Orchestra
- Eubie Blake National Jazz Institute and Cultural Center
- The Hippodrome Theater at the France-Merrick Performing Arts Center
- Howard Peters Rawlings Conservatory and Botanic Gardens of Baltimore
- James E. Lewis Museum of Art
- American Visionary Art Museum
- The George Peabody Library

3 STATE-DESIGNATED ARTS AND ENTERTAINMENT DISTRICTS

- Station North
- Highlandtown
- Bromo Tower Arts & Entertainment

FESTIVALS:

LightCity, the first large-scale, international light festival



Artscape, America's largest free arts festival



HonFest, the only festival that crowns "Miss Hon"



Kinetic Sculpture Race, a competition among custom-built, amphibious, human-powered works of art



Baltimore Pride Festival



And dozens of other music, film, food, cultural, and neighborhood festivals



Inner Harbor

find rides on vessels, visits on historic ships and a submarine, plus concerts, shopping, and dining.

2 world-class free art museums

Walters Art Museum:

Founded and opened in 1934, and home to more than 30,000 art artifacts from around the world and throughout the ages

Baltimore Museum of Art:

Home to the largest collection of works by Matisse in the world

Baltimore Mural Program

has produced more than 250 murals across the city, creating an outdoor public museum for the enjoyment of the people of Baltimore.

Baltimore's Maryland Institute College of Art (MICA)

is ranked as one of the top 15 art schools in the U.S.¹



BALTIMORE PROFESSIONAL SPORTS

- Baltimore Orioles (MLB)
- Baltimore Ravens (NFL)
- Baltimore Blast (MASL)
- Baltimore Brigade (AFL)
- Chesapeake Bayhawks (MLL)
- Nearby in Washington, D.C., catch Wizards (NBA) and Mystics (WNBA) basketball, Capitals (NHL) hockey, and D.C. United (MLS) soccer.



Baltimore has been named one of the:

- Top 10 Art Deco U.S. Cities to Visit in 2017²
- Most Exciting U.S. Cities Right Now³
- Most Inspiring Art Cities in America⁵



SOME OF OUR HOMETOWN HEROES

- Tori Amos
- Cab Calloway
- Tom Clancy
- Frederick Douglass
- Eli Lilly
- Thurgood Marshall
- Ogden Nash
- Edgar Allan Poe
- Babe Ruth

U.S. firsts from Baltimore⁶:

- First post office
- First gas street lights
- First investment bank
- First ice cream factory
- First electric streetcar
- First flour mill
- First dental college
- First Democratic National Convention
- First medical school
- First Department of Public Health
- First shopping center
- First Sunday newspaper

1. Artsy.net
 2. Zagat.com
 3. U.S. Travel and Yahoo.com
 4. Architectural Digest
 5. Departures magazine
 6. Baltimore magazine



When it comes to favorable business conditions, Maryland ranks.

Baltimore's business-friendly environment and growing economy creates a setting in which Amazon can thrive, expand, and collaborate. Maryland leads the country in technology, STEM fields, start-up growth, economic performance, and equality. Maryland doesn't just benefit from a local tech industry—it actively invests in its success.

KEY MARYLAND RANKINGS IN TECH



KEY MARYLAND RANKINGS IN ECONOMY



1 Bloomberg
2 2017 WalletHub study
3 Governing magazine
4 Federal Funds Information for States
5 Kauffman Foundation
6 Maryland Department of Labor, Licensing & Regulation
7 U.S. Department of Labor, Bureau of Labor Statistics

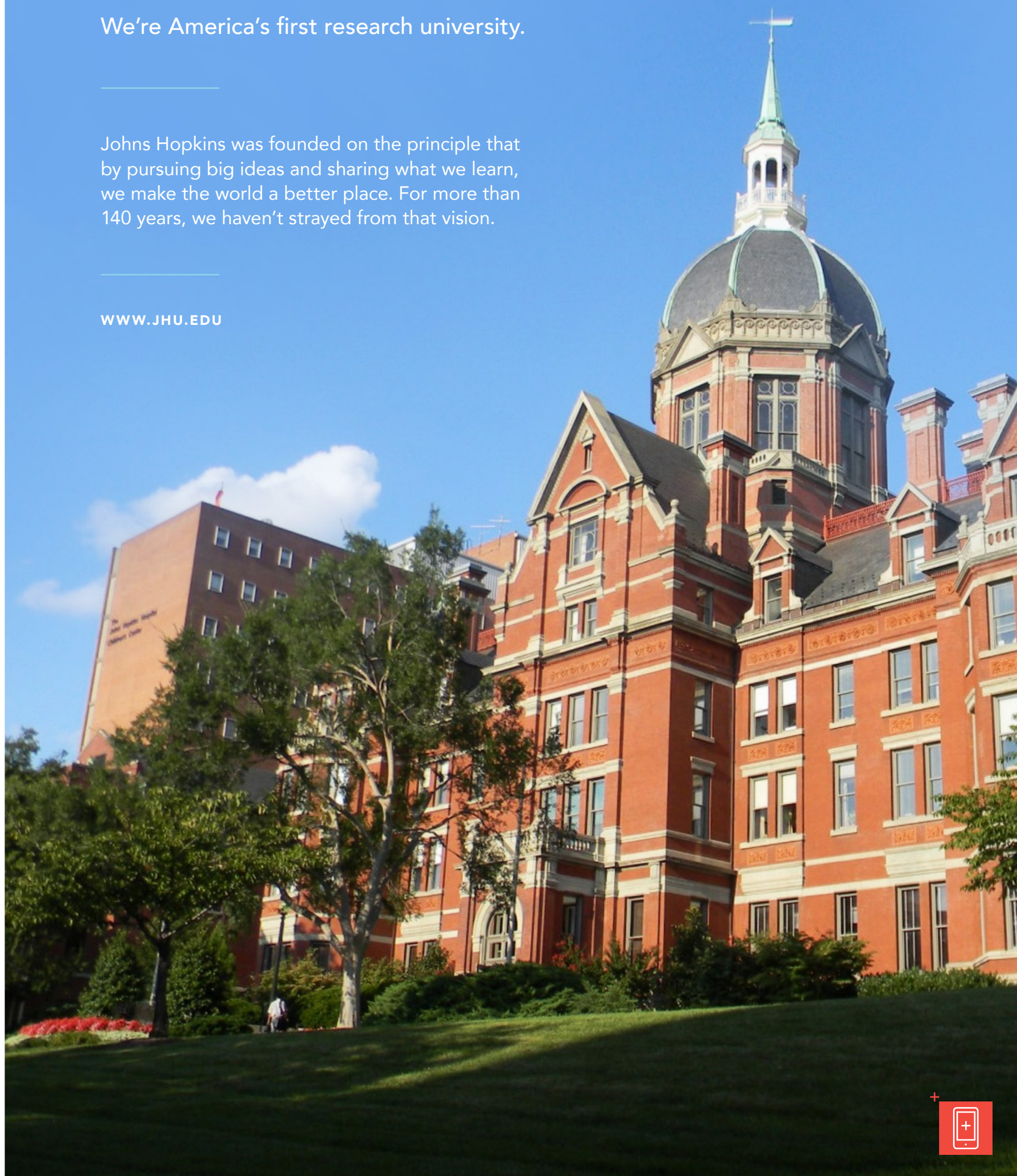


JOHNS HOPKINS UNIVERSITY

We're America's first research university.

Johns Hopkins was founded on the principle that by pursuing big ideas and sharing what we learn, we make the world a better place. For more than 140 years, we haven't strayed from that vision.

WWW.JHU.EDU





“

Innovation. Shovel-ready. Urban flexible acreage, surrounded by water. Contained corporate campus in the heart of a great American city. Multi-modal transit. Millions of available square footage on a walkable, bikeable waterfront peninsula. Tech-forward infrastructure. Billions in government incentives. Opportunity for genuine, impactful change. Look around. Where else can Amazon find all these things? Only one place. Baltimore City's Port Covington.

In Port Covington, like in South Lake Union, previously under-utilized industrial land is being transformed into state-of-the-art makerspaces, tech incubators, workforce development programs, high-performance office space for 550 Under Armour employees, running and biking trails, premier restaurants, educational opportunities, and the rebirth of locally made rye whiskey. The momentum is here. Innovative technology, environmental protection, flexible design and matter of right zoning will allow Amazon to build a 21st century corporate campus from the ground up. Designed to be a model for an urban live, work, play community, Port Covington can be the next chapter in Amazon's growth as we create jobs and opportunity together. Join us.

TOM GEDDES
CEO, Plank Industries

”

“

If Amazon can imagine it, the Port Covington development team can deliver it.

It's been called one of the largest urban renewal projects in the country and is a once in a lifetime opportunity to design Amazon's future from the ground up, on the waterfront shores of Baltimore City.

Only at Port Covington, will Amazon have true flexibility to plan, design, and execute its vision, and integrate HQ2 with the future-forward district already under construction. Port Covington has an approved 18 million square foot Master Plan and matter-of-right zoning to accommodate a myriad of land uses, with 177 acres available to Amazon for mixed-use development.

Port Covington is the rare chance to build a walkable, sustainable, livable community from the ground-up, where Baltimore residents and Amazon employees can live, work, and play in an effortlessly modern, tech-forward space that reflects Amazon's values, culture, and employee needs. Let's build this together.

MARC WELLER
President, Sagamore Development Company

”

OPPORTUNITY

A site that's shovel ready and Amazon Primed

**Amazon + Port Covington:
The opportunity to shape
a new urban experience**

Only at Port Covington can Amazon impact a major U.S. city, enact generational change, and do it on your own terms.

With previously-approved Tax Increment Financing, a flexible master plan, matter-of-right zoning, an established Enterprise Zone, community benefits agreement, and city, state and community support, Port Covington is the largest shovel-ready, build to suit, technology-focused, environmentally friendly, mixed-use redevelopment project in the U.S. It could easily and readily accommodate Amazon's current needs and grow with the company as it expands.

A virtual blank slate, Port Covington is the only site in the country where Amazon can create an innovative live/work/play experience from the ground up. Port Covington's design is based on and supported by state-of-the-art technology and a data-driven effort to create a smart, connected, and sustainable community that can predict consumer and employee needs.

AT COMPLETION, THE PORT COVINGTON REDEVELOPMENT WILL INCLUDE:

18 million
square feet
of
**NEW, MIXED-USE
DEVELOPMENT**

2.5 miles
of
**RESTORED
WATERFRONT**

40 acres
of
**PARKS AND
GREEN SPACE**

Port Covington offers the opportunity to materially expand the size of a major U.S. city from the ground up. And it comes with a previously-approved \$660M Tax Increment Financing (TIF) package, one of the largest ever in the United States. A city-wide community benefits agreement has already been negotiated for the entirety of Port Covington, as well as the establishment of an enterprise zone.

Significant momentum is already behind Port Covington, with a recent \$233M investment infusion from Goldman Sachs' Urban Investment Group and

an aggressive timeline to build, market, and open innovative spaces to the public. It's the planned location for the future global headquarters of Under Armour. Under Armour owns 58 acres of Port Covington land with a 170,000-square-foot high-performance workplace already in operation on-site with approximately 550 employees, and is developing its new global headquarters campus based on the pace of the company's growth. **Having both Under Armour and Amazon headquarters in one location will attract the nation's best talent.**

**Port Covington is the
right fit for Amazon HQ2**



We [Baltimore] already paved the way for a mega-development in an urban area with the requisite access to highways, rail, an international airport; proximity to major institutions of higher education; a redundant fiber optic loop in the works for Internet access, and capacity to handle the 8 million square feet of office space the company [Amazon] will eventually need. It's got parks, pro sports stadiums around the corner and waterfront views to boot. It's already in an enterprise zone, meaning property tax and income tax benefits for new hires are automatic. And all the potentially messy fights about public subsidies for the requisite infrastructure have already been resolved in a way that proved satisfactory to some of the city's toughest critics. We're talking, of course, about Port Covington.

From the Baltimore Sun, September 8, 2017

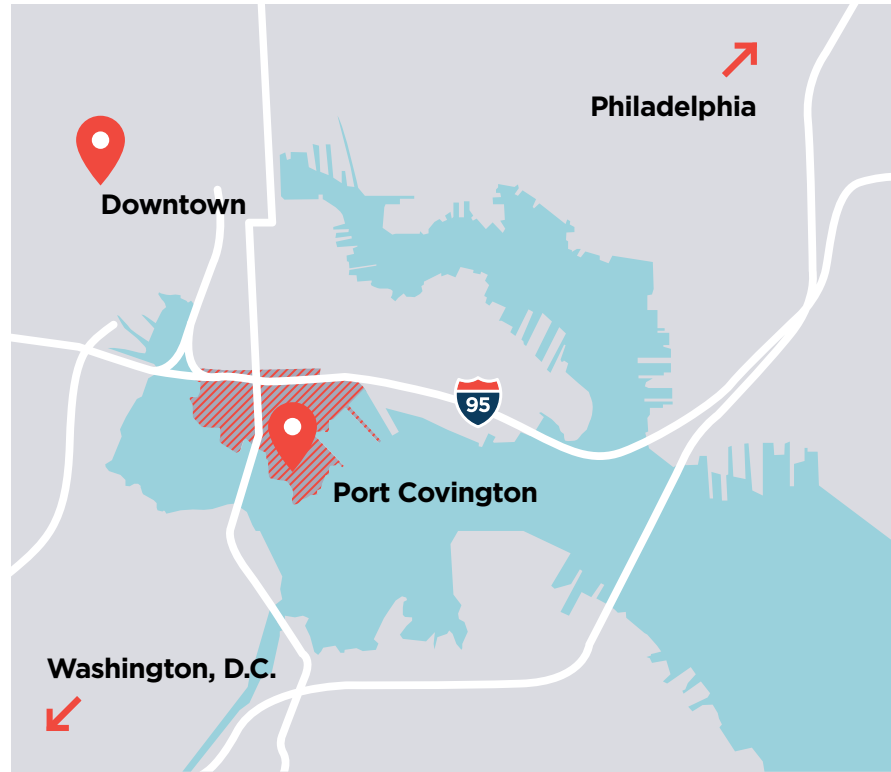


The right location

Port Covington isn't outside a big city. It's not an up-and-coming exurb or an empty bedroom community. Port Covington is located in the heart of Baltimore, with direct access to the most-traveled roads, busiest airports, most essential distribution centers, most innovative research institutions, and some of the country's leading universities.



Port Covington is located immediately adjacent to Interstate-95, the East Coast's most traveled highway, providing convenient and efficient commuting and travel times for the area's workforce, residents, tourists, and other visitors. In addition, Port Covington's proximity to I-95 offers visibility and accessibility to 42 million cars passing by the site each year. Just south of downtown Baltimore, Port Covington is 40 miles from Washington, D.C., 103 miles from Philadelphia, PA, and minutes from Amtrak Rail/MARC service and BWI Airport. With 2.5 miles of waterfront along the Middle Branch of the Patapsco River, Port Covington will be a one-of-a-kind destination and engine for economic growth.



A ready team

With unlimited height and density on the majority of the site, Port Covington has the available flexible acreage, desirable location, and a willing and able big-thinking master development team that can build out both traditional and innovative options for Amazon and its workforce.

The best possible scenario for building

Port Covington is a shovel-ready site that can be built or molded to accommodate Amazon's needs and growth.

Port Covington has an approved 18 million-square-foot Master Plan and matter-of-right zoning that can accommodate a myriad of land uses, as well as a previously-approved \$660M Tax Increment Financing (TIF) package for the public infrastructure. Additionally, approximately 100 of the 177 acres in the mixed-use development area have unlimited height and density rights.

A walkable commute

The Port Covington Master Plan includes over 8,000 planned residential units and will be full of pedestrian walkways and bicycle paths, where workers can live, work, and play all within the same community.

\$660M tax increment financing already approved

In the fall of 2016, legislation for Tax Increment Financing (TIF) for Port Covington was approved by the Baltimore City Council with overwhelming support from city officials and community leaders. The TIF legislation was signed into law by Baltimore City's Mayor on September 28, 2016. These funds can be used to build public infrastructure which can be shaped and tailored to meet Amazon's needs.



WHAT'S A TIF?

Tax Increment Financing is a municipal financing solution commonly used by cities and counties all across the country, including Baltimore, since the 1960s.

TIFs are used to encourage economic growth, spur job creation and finance public infrastructure improvements, without tapping into general city funds or raising property taxes. To put it simply, it's a way for cities to use the future tax revenue from new development to stimulate much-needed economic growth today.

You'll even have the opportunity to shape education

Maryland's higher ed institutions are excited to partner with you to create programs to support your people and your business. [Here are some highlights of what they've talked about so far:](#)



JOHNS HOPKINS UNIVERSITY

Partnership with Amazon to create a new consortium dedicated to the research and advancement of novel, or "moonshot" ideas; Continue building and contributing to Amazon's Alexa technology, through Johns Hopkins' Center for Language and Speech Processing (CLSP); Offer professional degree programs in relevant fields on site in Port Covington to employees of all Port Covington companies.



UNIVERSITY OF BALTIMORE

Willing to explore academic programming to meet Amazon's needs, such as a branch campus in Amazon's new complex and tailored academic offerings to meet key corporate goals



UNIVERSITY SYSTEM OF MARYLAND

Immediate in-state tuition rates for Amazon employees and families (Approved)



COMMUNITY COLLEGE OF BALTIMORE COUNTY

Will support Amazon's recruitment and training needs



GOUCHER COLLEGE

Will create an internship program with ongoing mentoring and training



MORGAN STATE UNIVERSITY

Will support Amazon's recruitment needs with an emphasis on diverse STEM graduates



UNIVERSITY OF MARYLAND, BALTIMORE

Willing to serve as the anchor institution and team with other Maryland academic institutions to create the Universities at Port Covington, a school that will provide flexible programs tailored to the learning needs of Amazon employees



UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE

Will support talent development and recruiting strategies, from discounts that enhance tuition reimbursement to tailored programs focused on closing skills gaps



UNIVERSITY OF MARYLAND, BALTIMORE COUNTY

Will launch a technology incubator aligned with the most critical technological needs of Amazon and its associated business interests, and launch an academic minor in data science for non-computing majors



MOUNT SAINT MARY'S UNIVERSITY

Commitment to partner with Amazon on internship program, and offer support with adult and continuing educational services in business, cybersecurity, entrepreneurship and other needs



University of Baltimore

A letter from each institution with full details can be found at: thismustbetheplace.city/letters-of-support/

How you'll get around

Port Covington will be efficiently and conveniently served by multiple modes of transit, including innovative, environmentally-friendly ways to explore Baltimore and the Middle Branch of the Patapsco River. Whether by water taxi, rail, bus, bike, trails, pedestrian pathways, car or other creative options, Port Covington will accommodate all who want to work, live or play in or around Baltimore City and Amazon HQ2. And with expanded transit routes, additional stops, and integrated digital technology, Port Covington will connect neighbors and neighborhoods in new and exciting ways.



BWI

Port Covington is located less than 10 miles from Baltimore/Washington International Thurgood Marshall Airport (BWI), the busiest airport in the Washington-Baltimore metropolitan area with a total of 25.1 million passengers per year. BWI serves over 280 non-stop, domestic destinations, including Seattle, as well as non-stop flights to London, Paris, Hong Kong and Singapore. According to U.S. Department of Transportation data, BWI enjoys the lowest average fares in the region and the 12th lowest in the country. BWI has an on-airport Amtrak station along the Northeast Corridor with high frequency service to Union Station in Washington, D.C. and New York Penn Station. A light rail station is located adjacent to Concourse E and provides frequent service to Baltimore. BWI also has capacity for business jets and private aircraft, and a 20-year master plan calling for additional terminal, airfield, parking and roadway expansion to meet projected demand.

Light Rail

Planning has begun to construct an extension to provide two new Light RailLink stations to Port Covington, providing fast and convenient travel to BWI Airport, Ravens Stadium, Oriole Park at Camden Yards, downtown Baltimore and northern points to Hunt Valley, MD. (A private bus service

could be operated to supplement public bus routes into Port Covington until the Light Rail extension to Port Covington is completed.) As with the existing line, trains would be powered by an overhead catenary system with no pollution emissions or noise. Station platforms would be centered between the tracks to facilitate access, and include site-specific architecture for canopies, furniture, railings, and lighting. State-of-the-art passenger information systems would inform riders about arriving trains.

Car

Port Covington is immediately adjacent to I-95 and accessible via three direct and adjacent exits, offering convenient and efficient commuting and travel times for office and retail workers, residents, tourists and other visitors. In addition, Port Covington's visibility from I-95 offers significant signage and advertising opportunities for the 42 million cars passing by the site each year.

BWI enjoys the **lowest average fares** in the region.



Bicycle/Pedestrian

Port Covington currently has a 1.5-mile bike path throughout, with bikeshare stations and additional bike paths planned. Separate bike paths will accommodate and protect young or new riders, with on-street options for more experienced cyclists. These key connections will allow people to commute, dine, and play in Port Covington, increasing foot traffic and revenues for local businesses.

The Gwynns Falls Trail is a 15-mile shared-use path that connects the Inner Harbor to west Baltimore neighborhoods and south to Middle Branch Park and Cherry Hill Park. Bicyclists will be able to access Port Covington via the Gwynns Falls trail from the west when the existing CSX Middle Branch Bridge is converted into a bicycle and pedestrian bridge.

At the Inner Harbor, the Gwynns Falls Trail connects to the Jones Falls Trail. The Jones Falls Trail connects north Baltimore to Druid Hill Park and the Inner Harbor, connecting with the Gwynns Falls Trail at the intersection of Light and Lee Streets. Bicyclists can access Port Covington via the Inner Harbor, the Waterfront Promenade and quiet neighborhood streets.

The Baltimore Waterfront Promenade runs for 7 miles along Baltimore's waterline from Canton to Harborview. Expansion of shared-use paths on Key Highway and on McComas Street would provide a low-traffic stress route for bicyclists accessing Port Covington from the north.

Bicyclists will be able to access Port Covington from the south via a proposed shared use path on the Hanover Street Bridge. The bridge is currently undergoing a corridor study funded by a federal TIGER grant.

Within Port Covington, high-quality bicycle access was among the first infrastructure improvements created. A shared-use path was created parallel to Hanover Street for cyclists to avoid dangerous traffic conditions entering Port Covington from the north. A two-way protected bike lane along Cromwell Street connects Nick's Fish House and West Covington Park to the Sagamore Spirit Distillery.

Baltimore Bike Share launched in October 2016 with 20 stations and 200 bicycles. With nearly 1,800 active users and 40,000 trips, **Baltimore Bike Share has experienced high ridership since it was initially launched.** The system is anticipated to expand to 50 stations and 500 bicycles.¹

All local MTA buses are equipped with a bike rack that holds up to two full-sized bicycles. Bicycles may be brought aboard the MTA's Light Rail and Metro Subway trains. Folding bicycles are permitted on all MARC trains while all weekend MARC trains run with a designated "bike car" that can accommodate up to 26 full-sized bicycles.

BALTIMORE BIKE SHARE
has nearly
1,800
ACTIVE USERS¹

1. Maryland Department of Transportation



To Washington, D.C. from Baltimore
in 15 minutes by Maglev

Super transit potential: Helistop

Port Covington’s natural geography and adjacency to a major interstate positions it perfectly for on-site helistop operations. Maryland Aviation Administration officials have conducted multiple site visits and confirmed that approaches by water and by following the interstate allow for the construction of a private or public helistop with preferred clearances and visibility. The preliminary design has been completed with test landings to confirm the optimal siting.

Super transit potential: Maglev

The Northeast Maglev is a U.S.-owned company based in Washington, D.C. that is committed to bringing the revolutionary Superconducting Maglev to the Northeast Corridor. Northeast Maglev is working closely with the Central Japan Railway Company, which has led development of the Superconducting Maglev system since its formation in 1987 and currently operates the world’s premier high-speed rail line between Tokyo and Osaka. The Maglev train would enable passengers to travel between Baltimore and Washington in 15 minutes, and would include a stop at BWI Airport. The federal government

provided \$28 million of seed funding in 2015, followed shortly thereafter by a \$2 million contribution from Japan to fund feasibility studies. The approximately \$10 billion project would be financed with a combination of public/private partnerships and a \$5 billion loan from the Bank of Japan. **Northeast Maglev has identified Port Covington as an area of interest for a Maglev stop.** The incorporation of high-speed rail service to Washington, D.C. and beyond would totally transform the regional landscape and would enable a seamless integration of the region’s talented workforce. The Federal Railroad Administration and Maryland Department of Transportation are currently engaged in the second year of the Environmental Impact Statement process to study the feasibility and potential impacts of a new high-speed rail system.

“
The incorporation of high-speed rail service to Washington, D.C. and beyond would totally transform the regional landscape and would enable a seamless integration of the region’s talented workforce.
 ”

A development already in motion

Port Covington, by design, is already being built to be a large mixed-use redevelopment with more than enough room to accommodate other innovative companies’ headquarters on its waterfront.

In addition to being the future home of Under Armour’s Global Headquarters, Port Covington is already home to thriving businesses.



Opened in October 2015, City Garage is an innovation hub for entrepreneurs to develop products, collaborate with other creative minds, and build a community focused on the creation, development, and manufacturing of new and innovative products. City Garage currently houses 16 tenants and continues to grow. Inside City Garage is a 20,000-square-foot maker-space called The Foundry that provides community access to state-of-the-art industrial-grade tools and education and workforce development opportunities, giving entrepreneurs a place to develop their first prototype. The Foundry is currently piloting a workforce development program aimed at cultivating and training Baltimore City residents for the many job and career opportunities coming to Port Covington.



Inspired by Maryland’s rich rye whiskey history and heritage, Sagamore Spirit Distillery, completed in January 2017, is a 50,000-square-foot distillery with the capacity to produce 1.5 million bottles per year. This will be the first distillery to distill, barrel, age, bottle, and distribute rye whiskey since prohibition in Maryland. Sagamore Spirit Distillery is excited to welcome more than 100,000 visitors annually at its retail and visitor center for daily tours and tastings. A restaurant adjacent to the Distillery, Rye Street Tavern, opened in September 2017, featuring food and drink from a James Beard Award-winning chef serving American cuisine with Mid-Atlantic seasonal influences.



Already community- minded

Port Covington is a once-in-a-lifetime urban redevelopment project poised to provide Amazon with an unprecedented opportunity to deliver lasting community benefits to residents, families and communities in an authentic and community-driven way. With a historic Community Benefits Agreement (CBA) already in place between the developers and neighborhood representatives, the Port Covington Community Affairs team has been able to lay the groundwork for meaningful engagement to ensure that community benefits stemming from the project flow in a manner that allows for those communities to thrive while being self-determinative and self-reliant.



While there are countless transformational benefits that will organically be realized when the Port Covington redevelopment is built, the Port Covington Community Affairs team has been intentional in working with community leaders and residents to ensure that certain benefits come to fruition. In the areas of workforce development, inclusionary housing, supplier diversity, education, recreation, environmental sustainability, the Port Covington Community Affairs team made commitments to ensure that local residents will share in the success of Port Covington for years to come.

Since the passage of the TIF legislation, the Port Covington Community Affairs Team has remained actively engaged with community leaders on a weekly, if not daily, basis with a focus on delivering on immediate needs and preparing to deliver on long-term programming. [The engagement of Baltimore residents by the Port Covington Community Affairs team is unprecedented for a private developer.](#)

Green and wide

Port Covington is on-track to be the premier multi-modal development in North America, with more than 40 acres of dedicated, open green space interwoven throughout the peninsula, including beautiful parks, comprehensive running and biking trails, and other waterfront and lifestyle amenities.

Some of the innovative design features to be incorporated include a state-of-the-art ribbon path running through East Waterfront Park with a green tint that changes blue as it runs along the water, as well as a ramped concrete edge along the sides for skateboards. A natural peninsula on the western end of the park will be used as a walkway and outdoor classroom, and an existing archaeological pier will include trees and gardens; kayak storage and landing; a water taxi landing; and boat slips for visitors, as well as nurseries, fish hives and bio-huts. But while beautiful and fun to use, these aren't just amenities. The Port Covington team believes that respecting and revitalizing open spaces works to connect people to the environment around them.



Just as Amazon invests in sustainable building design, frustration-free packaging, and a commitment to 100% renewable energy use, nearly everything designed in Port Covington has been addressed with the same care and commitment.



In addition, the redevelopment will connect Port Covington and Westport through a series of expanded trail networks around the Middle Branch-Patapsco River, linking the Gwynns Falls Trail, Waterfront Promenade, and Jones Falls Trail. This will improve access for the Cherry Hill neighborhood to the south, providing a critical connection for this isolated and underserved part of Baltimore, as well as align Port Covington with the East Coast Greenway, a 3,000-mile-long trail from Calais, Maine to Key West, Florida.

The East Coast Greenway passes through Maryland along trails where possible, including sections of the Jones Falls, Gwynns Falls, BWI and B&A Trails, all in proximity to Port Covington and Westport. In the end, trail users will benefit from good planning and smart investments that not only provide citizens with increased travel options and improved personal health and fitness, but deliver quantifiable economic benefits at the personal, local and regional levels. Competitive, cool, and connected, these safe regional trail systems will make Port Covington an attractive place for young professionals and the businesses that hire them.

Honoring the earth

Port Covington, like Amazon, is committed to using its scale and inventive culture to find innovative ways to promote environmental protection. That's why Port Covington is being built from the ground up on the Middle Branch of the Patapsco River with a dedication to sustainability and ecology.

Development on the Port Covington peninsula is being designed to increase environmental awareness, be a catalyst for ecological uplift, and restore the estuary as an urban wilderness and recreational resource for all City residents. The master plan for Port Covington calls for a substantial increase in the quantity and quality of parkland, as well as to create local stakeholders that are willing to help in preserving these resources. As one of the largest urban redevelopment projects in the country, Port Covington also has the opportunity to correct past environmental oversights by investing in the local environment at the beginning and ensuring it will become a more authentic and resilient living place.



Port Covington is being developed upon the following ecological principles:

LOCALLY ATTUNED

An inspiring, innovative and ecologically sustainable community shaped by the natural landscape and cultural context of the Chesapeake Bay.

HIGH PERFORMANCE LANDSCAPE

An ecologically adaptive, resilient and high performance urban community.

CELEBRATES WATER

Holds water as a precious resource to be conserved, restored and celebrated.

COMMUNITY CATALYST

Serves as a catalyst for community actions that promote ecological rejuvenation, health, and stewardship throughout the Middle Branch and Gwynns Falls watershed.

AUTHENTIC

A reflection of the gritty and tenacious character that defines the City of Baltimore and the rich and inspiring history and ecology of the Chesapeake Bay.

Resilient infrastructure

Green or resilient infrastructure is a significant component of Port Covington's sustainable approach to environmental site design, flood resilience, Dark Sky compliance, smart lighting systems and district-based utilities. The proposed resilient infrastructure will be in addition to traditional utility systems, including public utilities (stormwater management, sanitary sewer, and water) and private utilities (gas, electric and communications), which will be used in concert with, or as a redundant system to, the proposed district-based utilities.



Opened in 1888, the historical Rawlings Conservatory is one of Baltimore's most beautiful structures. It features five distinct greenhouse rooms, one 1/2-acre garden with many flower beds and a kaleidoscope of colors all year round.

RAWLINGSCONSERVATORY.ORG



The connectivity that enables customer obsession.

Because technology and data have been a critical component of our design from the beginning, Port Covington will be the place that truly personalizes the experience of being there, with a one to one versus one to many model. Our vision is a smart, connected, sustainable community that predicts consumer and employee needs.

As Amazon predicted and set the course for the future of online retail, Port Covington will be a living laboratory to perfect the integrated retail experience.

Individual recognition

Through the comprehensive use and integration of Customer Relationship Management and Content Management Systems, Port Covington will be able to recognize individual visitors, tenants and users, whether they are office workers, residents, or shoppers, and leverage that recognition to respond and adapt to their needs and preferences. We have the potential to offer unique data to tenants and partners, helping them understand the connection with customers both online and offline.

Smart movement

Geolocation and routing allows visitors to access context-aware, location-based information and encourages informed and efficient decisions on where to go. As more services and applications use location awareness, the economic and social payoff increases.

Easy transactions

Coordinated point of sale systems, RSVP management, and concierge tools will create secure and convenient methods to pay for goods and services across Port Covington, removing friction and hassle from the commercial activities across the district. Opportunities exist for integration with payment systems and digital wallets to bring online transaction systems into the retail environment.

Sensing

Port Covington will embrace the power of distributed and ubiquitous sensing technology. From the movement of people to the quality of our environment, sensors will be leveraged to observe, understand, and anticipate the evolving needs of Port Covington's users.

Total integration

No technology operates in isolation, and physical systems must cooperate. By integrating connectivity, recognition, location, transaction, and sensing capabilities and the systems that support those capabilities, disparate information sources and data types will work together to enable unique, personalized experiences. These systems will be vendor-agnostic and extensible, using open standards to bring innovation from a wide variety of sources.

Intelligent infrastructure

Port Covington's infrastructure elements—from the traffic signals to the light poles—are being designed to allow communication with the tenants, visitors, and residents, and between modes of transportation. Smart traffic solutions planned in the first build of the new infrastructure will enable comprehensive, predictive and reactive transportation systems. Real-time information on personal mobile devices makes smart consumers of the transportation network and will enable new volumes, smarter real-time choices, and an enhanced and seamless transportation experience on the peninsula.

“

We have the potential to offer unique data to tenants and partners, helping them understand the connection with customers both online and offline.

”

A retail incubator

Port Covington offers Amazon the opportunity to celebrate its many retail brands and ambitions in the heart of a retail incubator right in the center of its new headquarters location. Given the location and access to the East Coast's most heavily traveled interstate highway and the world's most advanced digital infrastructure, Port Covington will be the country's single most impressive opportunity to provide a new, 21st-century retail experience that will stimulate the mind, body, and imagination of residents and visitors alike.

Flexible, individually designed retail neighborhoods

The plan has been flexibly conceived to offer from 750,000 to 1.5 million-square-feet of retail over the life of the project. From the outset, Port Covington will deliver all of the modern-day amenities demanded by users in an urban mixed-used environment, along with the one-of-a-kind dining, entertainment, and attraction options customers expect. The 42-city-block scope of Port Covington allows for a limitless combination of retail

neighborhoods—from demonstration retail and makerspaces, to waterfront cultural attractions connecting visitors to the rich Chesapeake Bay tradition. With newsstands, drug stores, cobblers and opticians, users' daily needs will be fully accommodated.

The future of digitally-connected retail

While Port Covington's street level experience has been designed to be authentic and textured at multiple levels, it is also designed to offer enhancements through a seamless and integrated connection to the digital world. Visitors, residents, employers and employees will experience the best of tomorrow's specialty retail designed to accommodate today's digital imperatives while planning for tomorrow's digital possibilities. Port Covington will have the ability to engage visitors before they arrive or immediately upon entering. Visitors to Port Covington will engage the CRM infrastructure to park and retrieve cars (or order and access driverless vehicles in the future), access and purchase tickets for the many public transportation options, order and retrieve goods from Amazon and on-site retail outlets, make restaurant reservations, access and engage Port Covington's daily events and activities, and just about anything else imaginable.

Powering the infrastructure

Fiber optic broadband internet

The backbone of Port Covington's technology platform is a redundant fiber optic loop, providing a reliable and state-of-the-art, gigabit internet connection with direct connections into two of the most secure data-centers in the metropolitan area. Port Covington is also directly adjacent to the TE Subsea Communications headquarters and fleet, an industry-leading pioneer specializing in undersea fiber-optic communications, who has deployed over 490,000 kilometers of undersea cable across the globe.

Amazon's proximity to the TE Subsea Communications headquarters would give it the ability to establish a direct fiber-optic connection to anywhere in the world. Currently, a 144-pair single-mode fiber enters Port Covington with significant dark fiber via the Inter-County Broadband Network (ICBN), a statewide initiative providing backbone fiber and backhaul connectivity to major colocation sites and connecting Port Covington to Baltimore City and other Maryland counties. Internal to Port Covington will be a single-mode fiber mesh backbone providing interconnectivity between buildings allowing for dark fiber connectivity. The robust fiber network will also provide for a site-wide, gigabit speed public WiFi connection. This fiber connectivity strategy will ensure that Port Covington can meet the bandwidth and connectivity needs of businesses and residents, including Amazon HQ2.

Cell towers and reception map

Port Covington, and the Baltimore/Washington region in general, is favorably located proximate to several cell towers which provide excellent service to the five largest wireless communications providers, including Verizon Wireless, AT&T, T-Mobile, Sprint, and U.S. Cellular. There are currently no gaps in coverage within a 40 mile radius of Port Covington.



If you can imagine it, we can build it.

Port Covington is shovel-ready with a big-thinking master development team and the experience, creativity, and determination to execute complex projects. With an approved master plan, matter-of-right zoning and infrastructure funding, Amazon can start customizing HQ2 from day one, with multiple options for 500,000 square feet of initial construction.



Approved in the fall of 2016, a \$660 million Tax Increment Financing package, supported by city officials and community leaders, allows for funding of public infrastructure without tapping into the City's general fund or raising property taxes.

Flexible acreage on the water

Port Covington has the available flexible acreage, desirable location, and a willing and able big-thinking master development team that can build out both traditional and innovative options for Amazon and its workforce.

SAGAMORE
DEVELOPMENT

A PRIVATELY-OWNED,
FULL-SERVICE REAL
ESTATE COMPANY

LEADERSHIP

Marc Weller,
Real Estate Developer

Steven Siegel,
Executive Vice
President

SENIOR
MANAGEMENT
TEAM

has 100 years of
collective experience
in large-scale
development projects

\$200 MILLION

of complex
ground-up development
or redevelopment
projects completed
since 2013

An approved Master Plan and Subdivision Scheme

The Port Covington Master Plan was approved in June 2016. Following the approval, the Baltimore City Planning Commission adopted the Master Plan, which served as the basis for the creation of a new zoning district, allowing a robust list of uses as a matter-of-right. These approvals were all part of a public process which benefited from the unwavering support of city officials, community leaders, and the local communities.

Aspirational and bold, the plan lays out a vision for a vibrant, urban community that prioritizes pedestrians and bicycles. The Port Covington development team has worked hard to maintain as much flexibility in the design, uses, and block planning as possible to accommodate the most aggressive and innovative development scenarios.

A knowledgeable and experienced team of professionals manages and coordinates the master planning effort so that the transition from planning to development, to construction, and on to operations is efficient.

Quick time to operations and permitting

An approved master plan, matter-of-right zoning, and infrastructure funding means everything is ready to go on Amazon's timetable. You only need to decide how you want to shape and customize the infrastructure.

Our team is highly proficient and able to complete complex subdivisions in four to six months. This work can proceed concurrently with infrastructure and building designs. The team's composition and close coordination enables compressed

and simultaneous scheduling rather than linear processes, which will save both time and money.

Design approval processes in Baltimore include a simple application for development and a meeting at the Planning Department, followed by site plan and design reviews.

- The **Site Plan Review Committee** meets weekly and typically requires two meetings for final approval.
- Design review is determined by the **Planning Department** to require either the public panel review (which is advisory in nature) or staff level, and our team is well-versed in both processes.
- Design required is consistent with schematic design with certain features, colors, or materials identified, though not rising to the level of a design development phase.

The preliminary design and site plan phase can be achieved in three months.

\$660M tax increment financing already approved

allows for funding of public infrastructure without tapping into the City's general fund or raising property taxes.

In the fall of 2016, legislation Tax Increment Financing (TIF) for Port Covington was approved by the Baltimore City Council with overwhelming support from city officials and community leaders. The TIF legislation was signed into law by Baltimore City's Mayor on September 28, 2016.



Over 8,000
planned residential units

Build to suit

Port Covington has an approved 18 million-square-foot Master Plan and matter-of-right zoning that can accommodate a myriad of land uses, as well as a previously-approved \$660M Tax Increment Financing package for the public infrastructure. Additionally, 100 of the 177 acres in the mixed-use development area have unlimited height and density rights.

This is a rare chance to build a walkable, livable community from the ground up. The Port Covington master plan includes over 8,000 planned residential units and will be a walkable community, where workers can live, work and play—all within the same area.

Existing utilities

Port Covington’s existing utility infrastructure includes substantial capacity and can absorb four million square feet of new development. Existing fiber, electrical and communications conduit, sanitary, water, stormwater and gas are available in a full loop through the site. Additional capacity and new, extended utilities are currently in planning and design.

In Baltimore City, water, sanitary and stormwater are public utilities. Gas, electric, fiber and communications are private. The City’s public streets carry Verizon and Comcast as well as BGE gas and electric service. Private utilities will run in a private right of way on each block parallel to the public right of way and will provide additional communications and utility opportunities.

Baltimore City’s public utilities and BGE have been proactively engaged in the planning and design of new infrastructure and a new electric substation to serve Port Covington and South Baltimore. These partners have been at the table for more than two years and the design and planning teams have scheduled the additional infrastructure capacity to be in place, ready for each development lot, prior to lot development.

Zoning and land entitlements

At Port Covington, you’ll find a site that meets all your criteria and is able to deliver what you need on the timetable you demand.

- Of our 235-acre, master-planned waterfront Peninsula, 177 acres are available to Amazon for mixed-use development
- 18 million-square-feet of approved, but flexible, mixed-use development; 14.1 million-square-feet available to Amazon
- Adjacent to the 50-acre site on Port Covington, owned by Under Armour for their future Global Headquarters
- Approved matter-of-right zoning entitlements which allow for a myriad of uses
- Four newly-adopted zones in Port Covington provide exceptional flexibility and versatility with respect to use, density, and height
- Unlimited height and density on 100 of the 177 acres in the mixed-use development area of Port Covington (areas north of Cromwell and east of Hanover Streets)
- Parking requirements to be calculated on a site-wide basis versus a typical parcel basis
- New zoning legislation which became effective June 5, 2017

To see detailed site plans, visit: thismustbetheplace.city/hq2-studies

177
ACRES
available for
mixed-use
development

3
MONTHS
Time to complete
the preliminary design
and site plan phase

Construction + accommodation timeline for Phase 1: 500k square feet of office space

Schuster Concrete building

Built in 1920, the former Schuster Concrete building stands 70 feet tall and is one of Port Covington's most visible structures from Interstate 95. The brick tower, masonry, and metal warehouse structure is complemented by loft-style windows and its well-known red roof. Currently, the facility is 97,000 square feet but can easily be expanded to 500,000 square feet with the introduction of four floors behind the original façade. The property's location, adjacent to Port Covington's bike path and proposed waterfront park system, allows the project to spread horizontally to include annexes or additions to the original structure. Full utilities, including a segment of Port Covington's fiber loop, are already onsite and available. This location, an easy walk or

bike ride from Federal Hill and other parts of South Baltimore, is proximate to City Garage and West Covington Park and very close to the planned light rail spur serving Port Covington. The western shore of Port Covington's waterfront park system, with the historic Spring Garden Swing Bridge as a centerpiece, engages visitors with recreation, connectivity, and community. Sport, ecology, civic engagement, entertainment, and education all come together in this district and mix seamlessly within this extensive waterfront park system. The design is uncluttered and materials are organic, authentic, and enduring.

New construction

As an access point to Port Covington, McComas Street is ideally suited for large-scale, brightly lit facades and structures. Parking structures on this collector street will have podiums for tall buildings with 360-degree views of downtown and the Inner Harbor. Illuminated facades with engaging and coordinated imagery will make walking in this district dynamic and engaging. These blocks can easily accommodate 500,000 square feet of new office construction.

To the east of Founders Park, energy and activation come alive in Light Square and the surrounding district anchoring the edge of

Port Covington. As patrons move between the waterfront park, shops, and restaurants, and day transitions into evening, so will the public spaces. Lighting will begin to transition to more ecologically attuned lighting schemes in proximity to the waterfront. Along the eastern districts of Port Covington, Sagamore Spirit Distillery anchors the waterfront with its Texas Looter stone buildings, limestone accents, landscaped acreage, and floor-to-ceiling glass walls displaying a one-of-a-kind 40-foot column copper still.

Maintaining space between buildings enables views and access to the waterfront through a series of walkways and the pedestrian Rye Street. The fine craftsmanship of the distillery will extend north to Makers Lane where specialty retail, inventors, restaurants, and craftspeople will all come together in meandering pathways connecting a series of small, mixed-use buildings. The look, feel and context of this district is human-scaled, tactile, authentic, and inviting, with refined craftsmanship. It is a district that delights visitors as they turn each corner and make unexpected discoveries. Utilities and the streets can support millions of square feet of office, commercial, and residential uses currently exist in this areas. Additional public and private infrastructure is under design with a process that allows and encourages innovative and private utility schemes.



Ownership Structure

The Port Covington project is owned and controlled by a joint venture between Sagamore Development Company and Goldman Sachs Urban Investment Group. Sagamore Development is a privately-held, full-service real estate firm founded in 2013 by real estate developer Marc Weller and Under Armour Founder, Chairman, and CEO Kevin Plank. The senior management team at Sagamore Development has over 100 years of collective experience acquiring, entitling, developing, and financing large-scale development projects. Since 2013, Sagamore has completed nearly \$200 million of ground-up development or redevelopment projects.

Sagamore Development Company either owns fee simple or controls the majority of the 177 acres of mixed-use land with the balance owned by the City, State and CSX (freight rail). We have the full cooperation of the municipalities with respect to completing the assemblage. In addition, Sagamore Development sold 58 acres to Under Armour in July 2016, which the company plans to develop into its future Global Headquarters based on the company's growth.





A Letter from our Governor

LARRY HOGAN
GOVERNOR OF MARYLAND

In Maryland, our pride for our businesses and entrepreneurs is as strong as the pride we share for our iconic flag. As Governor, I have the great privilege of leading a state known for its incredibly talented workforce, groundbreaking discoveries and innovation, and continuous growth in high-tech sectors like cybersecurity and biotechnology. Along with our strategic Mid-Atlantic location, unparalleled assets, and unrivaled quality of life, I am confident that there is no better home of Amazon HQ2 than Maryland.

At the heart of any location decision is access to top talent. Home to the nation's highest concentration of professional and technical workers, Maryland delivers a diverse, well-trained pool of engineers and IT professionals from world-class universities like Johns Hopkins, the University of Maryland System, and Morgan State University. Smart, resourceful and determined, Marylanders go the extra mile to produce value for some of the world's top brands headquartered here, like Under Armour, T. Rowe Price, McCormick, and Marriott. With an economy firing on all cylinders, it's no wonder that Maryland is leading the Northeast and the Mid-Atlantic states in job growth in 2017. In fact, since January 2015 Maryland has created more than 127,000 new jobs and our unemployment rate is at its lowest point in nearly a decade at 3.9%.

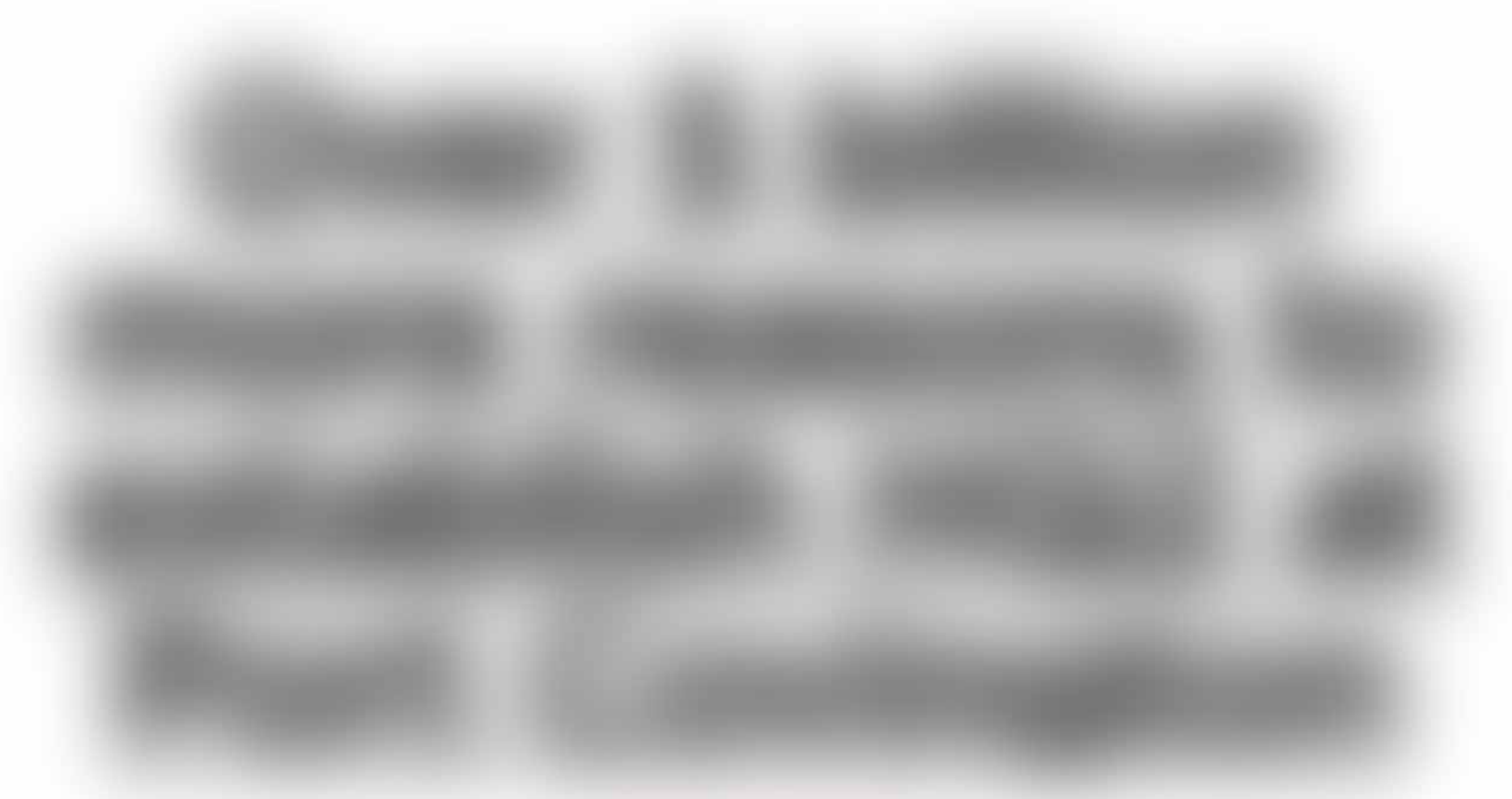
In addition to our nationally-recognized workforce, Maryland offers an ideal base of operations on the East Coast between Atlanta and Boston. Amazon already operates two major distribution facilities in the greater Baltimore region, taking advantage of the area's connectivity to more than a third of the nation's population within an overnight drive, and utilizes BWI airport as another shipping hub. **With our efficient highways, the Port of Baltimore, access to three major airports, and the one of the largest multi-modal transit networks in the country, Maryland could not be better positioned as the perfect location for a high-velocity company like Amazon.**

Baltimore is one of the great cities in America—vibrant and diverse—and is experiencing a renaissance fueled by billions of dollars of new development, the removal of more than 1,000 blighted buildings through an innovative state-city partnership called Project C.O.R.E., and a strong influx of millennials and entrepreneurs. **The state of Maryland is pleased to strongly support Baltimore City's proposal to locate Amazon HQ2 at Port Covington, one of the nation's largest urban renewal efforts set on 235 acres of waterfront property.** The revitalization of this formerly industrial site closely mirrors Amazon's own redevelopment of South Lake Union, which would connect both headquarters campuses through a similar history, vibe and culture. The attached proposal includes the state's comprehensive incentive package to assist Amazon's HQ2 operations at Port Covington, complementing the significant TIF already in place. We welcome the opportunity to further discuss Amazon's specific needs and how the state of Maryland can support this project.

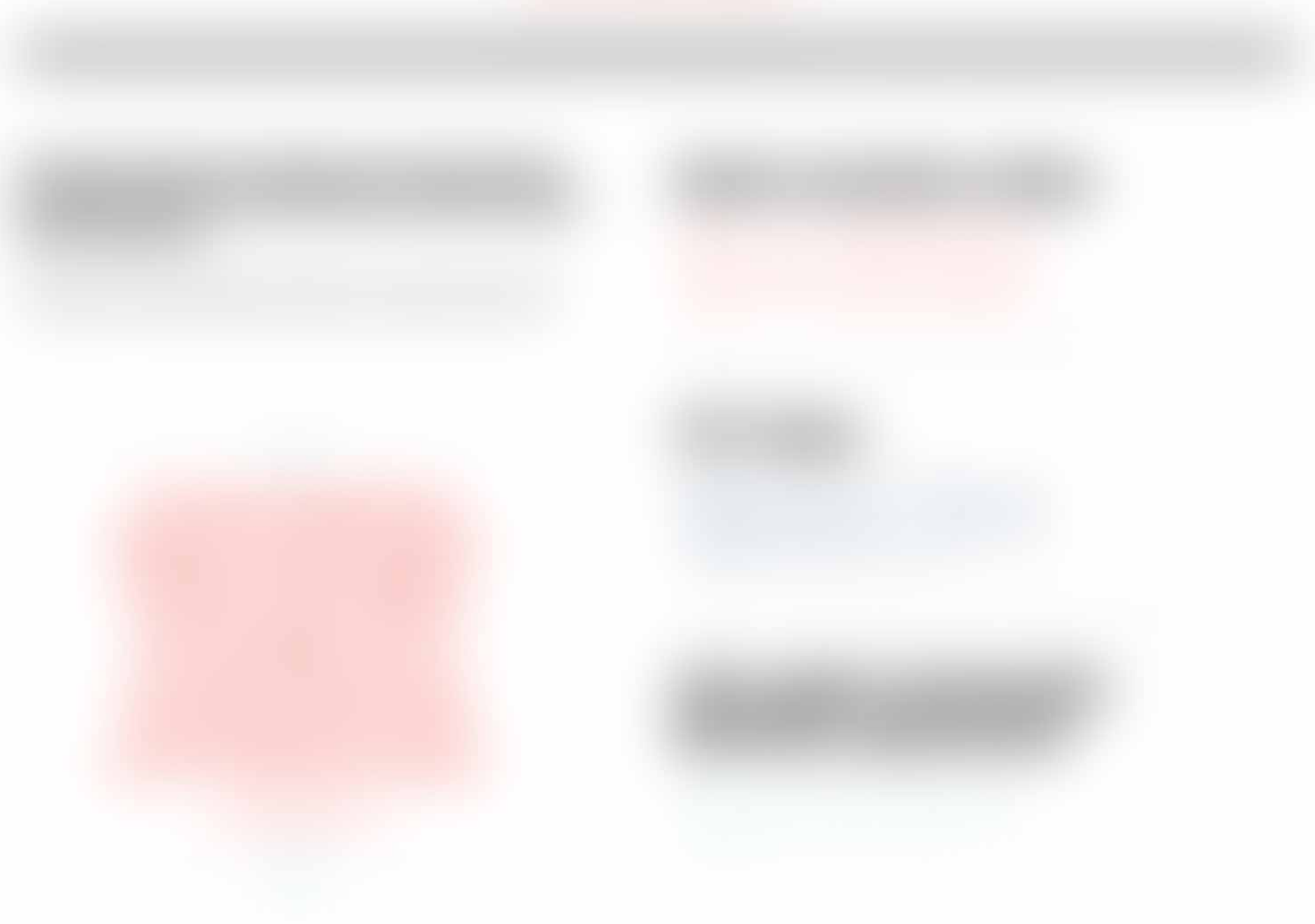
Lastly, a cornerstone of our administration has been a steadfast commitment to first-class customer service, and providing businesses and individual citizens alike with accountable, timely, and reliable service. In Maryland, you will have a partner that is completely dedicated to engaging with you through every stage of your operation, from breaking ground to full build out, and you have my full commitment that our administration will work across agencies to assist Amazon on this project. I look forward to personally welcoming your selection team to Maryland very soon.

Larry Hogan
Governor of Maryland

I N C E N T I V E



The Maryland Department of Commerce has requested that the state incentives portion of this RFP remain confidential at this time. For any questions related to this, please contact Allison Mayer at the MD Department of Commerce.



The Maryland Department of Commerce has requested that the state incentives portion of this RFP remain confidential at this time. For any questions related to this, please contact Allison Mayer at the MD Department of Commerce.

Additional incentives

In addition to the **\$660M already approved TIF for Port Covington**, we've already negotiated a **\$100 million city-wide benefits agreement**. That means we've already developed a strong bond with the community, and you'll be welcomed with open arms. In addition, other possible local incentives for Amazon exist, including:

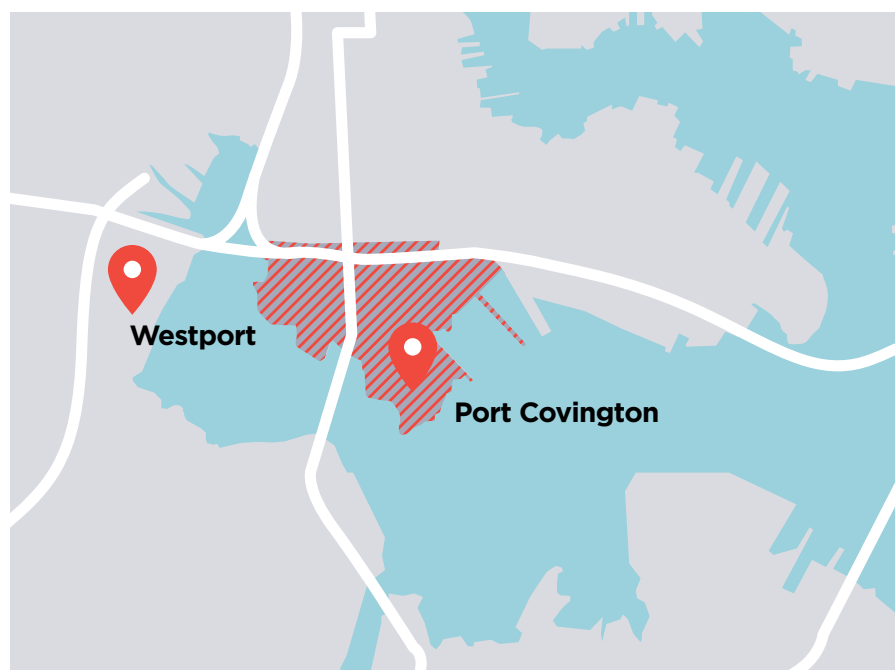


Brownfield property tax credits

Most of Port Covington will be eligible for brownfield property tax credits because of the land's historical industrial use. Upon completion of any remediation requirements by the Maryland State Department of the Environment (MDE), and assuming the combined remediation and acquisition costs exceed \$250,000, each property parcel will be eligible for brownfield credits for 10 years beginning after the MDE-approved remediation is completed. The amount of the credit is 70% of any remaining taxes payable after application of any other credits throughout the ten-year period. For example, a property eligible for both enterprise zone credits of 80% and brownfield credits of 70% will have a combined credit equal to 94% during the first 5 years. In addition, the brownfield credit is available for application to state property taxes as well.

Pre-existing Westport TIF

Port Covington's developer owns approximately 43 acres of waterfront land located directly across the Middle Branch of the Patapsco River in the Westport neighborhood. The property has direct access to I-95 and is adjacent to a light rail station that will eventually be home to an additional light rail spur to Port Covington. A bike and pedestrian connection between Port Covington and Westport will be constructed, to be financed through public and private contributions. Westport is approved for approximately \$160M of Tax Increment Financing for the construction of infrastructure associated with an approved \$6.5M SF mixed-use plan. This could be a potential nearby expansion opportunity for Amazon if needed in the future.



Doing business in Maryland

- **8.25%** corporate tax rate¹

- **No corporate franchise tax** or gross receipts tax on manufacturers¹

- **6% sales and use tax** statewide, with numerous exemptions for businesses¹

- Maryland has the **13th lowest workers' compensation premiums** in the country²

- Maryland is 1 of only 11 states with a **Triple-A bond rating**¹

- Maryland has the **14th lowest state sales tax** in the country²

1. Maryland Department of Commerce
2. Economic Alliance of Greater Baltimore

We can't wait to see you.

From our government to our biggest brands, pretty much everyone in Maryland is thrilled at the idea of Amazon setting up shop here.



Strategic east coast location. Epicenter of Talent, Education and Innovation. Shovel-ready. Urban flexible acreage, surrounded by water. Contained corporate campus in the heart of a great American city. Multi-modal transit. Millions of available square footage on a walkable, bikeable waterfront peninsula. Tech-forward infrastructure. Billions in government incentives. Opportunity for genuine, impactful change. Look around. Where else can Amazon find all these things? Only one place. Baltimore City's Port Covington.

In Port Covington, like in South Lake Union, previously under-utilized industrial land is being transformed into state-of-the-art makerspaces, tech incubators, workforce development programs, high-performance office space for 550 Under Armour employees, running and biking trails, premier restaurants, educational opportunities, and the rebirth of locally made rye whiskey. The momentum is here. Innovative technology, environmental protection, flexible design and matter of right zoning will allow Amazon to build a 21st century corporate campus from the ground up. Designed to be a model for an urban live, work, play community, Port Covington can be the next chapter in Amazon's growth as we create jobs and opportunity together. Join us.

TOM GEDDES
CEO, Plank Industries



If Amazon can imagine it, the Port Covington development team can deliver it.

It's been called one of the largest urban renewal projects in the country and is a once in a lifetime opportunity to design Amazon's future from the ground up, on the waterfront shores of Baltimore City.

Only at Port Covington, will Amazon have true flexibility to plan, design, and execute its vision, and integrate HQ2 with the future-forward district already under construction. Port Covington has an approved 18 million square foot Master Plan and matter-of-right zoning to accommodate a myriad of land uses, with 177 acres available to Amazon for mixed-use development.

Port Covington is the rare chance to build a walkable, sustainable, livable community from the ground-up, where Baltimore residents and Amazon employees can live, work, and play in an effortlessly modern, tech-forward space that reflects Amazon's values, culture, and employee needs. Let's build this together.

MARC WELLER
President, Sagamore Development Company



On behalf of the Baltimore City Council, I would like to extend a heartfelt invitation to consider Baltimore City for the location of Amazon's second corporate headquarters (HQ2).

We have laid the groundwork for you already. We have 235 acres of waterfront property that is perfect for your needs.

As a life-long Baltimorean, I can tell you there has never been a better time to live and work here, and there is nothing more exciting than being part of the solution in Baltimore City. The City Council is willing and eager to work with you to make Baltimore City your new home.

BERNARD C. "JACK" YOUNG
President, Baltimore City Council



Because everything is already in place, Baltimore and Port Covington are uniquely positioned to hit the ground running as soon as Amazon is ready. You will find a ready and willing partner in the entire leadership team of the City of Baltimore, who will carry the same collaborative spirit we have had in this effort to bringing your project from conception to completion. We're all-in for the long-haul, and we're all-in together. That is our nature in Baltimore.

WILLIAM H. COLE
President and CEO, Baltimore Development Corporation



As the councilperson for the district that Port Covington calls home, I am proud of the many success stories I've been able to witness firsthand. From a booming market in multi-family and mixed-use development to thriving retail districts, the South Baltimore peninsula is a premier destination for millennials and families alike who are seeking an exceptional place to live, work, and play.

Port Covington is a shovel-ready, transformative development opportunity—one that would be a perfect fit for Amazon.

Just as valuable as the site and our region's logistical benefits are the people Amazon and its employees will call neighbors. There's a reason we are known as "Charm City"; behind all our great assets, there are incredibly hard-working, creative, and friendly people that make Baltimore the truly unique gem that it is.

ERIC T. COSTELLO (11TH DISTRICT)
Baltimore City Council, 11th District



As the Baltimore City Council representative for the neighborhoods immediately south of the site for more than two decades, I can assure you that Amazon choosing Port Covington would be the single most important economic development event for those neighborhoods in more than 50 years. It would, in a very direct way, be transformative.

EDWARD L. REISINGER (10TH DISTRICT)
Baltimore City Council, 10th District



We would like to take this opportunity to join Maryland Governor Larry Hogan and Baltimore Mayor Catherine Pugh in enthusiastically recommending the Port Covington site in the City of Baltimore as an ideal location for Amazon's second national headquarters, HQ2.

Beyond the site of Port Covington itself, Baltimore City is a great fit for Amazon. Within a metropolitan region of 2.7 million people you will find a highly-trained and diverse workforce which can provide the high-tech workers required to staff HQ2. Baltimore's education system boasts a deep roster of nationally celebrated universities, from premier research institutions such as Johns Hopkins University to the diverse campuses of the University of Maryland, as well as many Historic Black Colleges and Universities, such as Morgan State and Coppin State Universities. Johns Hopkins Hospital and the Maryland Medical Center of Baltimore lead the city's excellent health care services. Transportation, as provided by easy access to BWI Airport and major highways such as I-95, is convenient throughout the East Coast region. Housing is affordable, cost of living low, the business culture is friendly, and the quality of life, with access to the attractions and landmarks of the entire Baltimore-Washington region, beats any similar metropolitan region in the country.

On behalf of the City of Baltimore and the State of Maryland, we hope you will agree with us that the Port Covington site is your best option for HQ2.

SENATOR BENJAMIN L. CARDIN AND SENATOR CHRIS VAN HOLLEN
U.S. Senate



I am writing in strong support for the selection of the Port Covington site in Baltimore, Maryland, as the locations for Headquarters2 (HQ2). The location of HQ2 in Baltimore would benefit Amazon, the people of Baltimore City, and the State of Maryland. Baltimore is on the rise and the location of Amazon would greatly enhance job opportunities, provide economic advancement for our residents, strengthen our city and state, increase our tax base, and promote Baltimore as an important, progressive place to live and work.

CONGRESSMAN ELIJAH E. CUMMINGS (MD-7)
U.S. House of Representatives



Projects of this scale require significant collaboration and coordination, and I'm proud to say that at all levels of government, you will find dependable partners in Maryland. Our local, state, and federal officials have thrown our support behind Port Covington and we have already seen great results. Amazon would be a perfect fit to continue the momentum, and we stand ready to assist however we can.

CONGRESSMAN DUTCH RUPPERSBERGER (MD-2)
U.S. House of Representatives



Baltimore City has long been a dynamic hub of economic activity in the United States. In recent decades, the city and its greater metropolitan region has transformed itself into a leader in tech, cybersecurity, and health care. Buoyed by an award-winning public school system and a network of world-renowned institutions of higher education, the greater Baltimore metropolitan region enjoys one of the most highly educated workforces in the Nation—an asset that would serve Amazon HQ2 well.

CONGRESSMAN JOHN SARBANES (MD-3)
U.S. House of Representatives

”

We strongly believe that this region has it all—quality of life, a well educated workforce, public infrastructure, and transportation resources in a strategic location. Perhaps most importantly, though, this has the potential to be a truly transformative project in an established, hard-working, diverse State. Amazon has the opportunity to be part of—and a leader of—the renaissance of this region. This is true urban reinvestment, in a place that is ready for it, and welcoming of it. We look forward to the opportunity to be your partners in locating your second headquarters here.

A JOINT LETTER FROM THOMAS V. MIKE MILLER, JR., PRESIDENT OF THE MARYLAND SENATE, AND MICHAEL E. BUSCH, SPEAKER OF THE MARYLAND HOUSE OF DELEGATES

”

The Baltimore City delegation to the General Assembly of Maryland strongly supports Maryland's bid for Amazon to locate its second headquarters (“HQ2”) at the Port Covington site in Baltimore City, Maryland.

This property has unlimited potential to foster economic development and job creation, and to greatly enhance the City of Baltimore. The site is perfect for HQ2 for many reasons: among them, it has already received significant public financing support (including a \$660 million tax increment finance package for infrastructure); it is supported by the adjacent communities; and it is “shovel-ready.” In addition, Amazon already has several nearby facilities, including the six Amazon locations in Maryland, Delaware and Northern Virginia. These current locations include fulfillment and warehousing facilities in Baltimore, Maryland; North East, Maryland; Middletown, Delaware; and New Castle, Delaware. There is also a software development center in Herndon, Virginia.

Baltimore has a business-friendly culture that is supported by local and state wide policymakers.

A JOINT LETTER FROM ALL 22 MEMBERS OF THE BALTIMORE CITY DELEGATION TO THE GENERAL ASSEMBLY OF MARYLAND

”

I am excited and encouraged by the plan to develop approximately eight million square feet of office space in Port Covington that will support the creation of 50,000 well-paying jobs here in Baltimore. Your new home here will certainly enhance the renaissance of one of the largest redevelopment efforts underway on the east coast. Our network of colleges and universities e.g. the University of Maryland System, Johns Hopkins University, Loyola University, and Morgan State University will provide a pool of highly trained graduates who will be ready to meet your employment needs. Your employees can take advantage of our first-time homeownership incentives of up to \$20,000 to purchase their home in Baltimore City. Finally, I invite Amazon to join Baltimore's continuing renaissance. As a partner in creating opportunities and growth for our citizens, you will experience a community that is ready to work and ready to help Amazon further its goals as the leader in the retail and product distribution marketplaces. Welcome to your new home.”

JOAN M. PRATT, CPA
Comptroller, City of Baltimore

”

The City of Baltimore, Department of Planning is charged with fostering sustainable development and promoting policies that ensure that Baltimore is a place where our residents, employees and visitors can thrive. As such, we are excited about the opportunities of the Port Covington Redevelopment and how it fits into a broader growth and development strategy benefiting all residents. Aside from the obvious and numerous benefits to Baltimore, siting the new Amazon HQ2 in Port Covington would be a great investment for Amazon as a company, its employees and their families, and will build on the success of the recently opened Amazon Distribution Center.

Baltimore is a city rich in history, culture, and innovation, with strong economic anchors and a diverse community of neighborhoods. The city is poised and prepared to harness the momentum of HQ2 by facilitating new economic investment throughout the City, as well as the surrounding region. The City has the resources and the commitment to help Amazon take full advantage of the many opportunities in this proud harbor city.

SEAN DAVIS
Chairman, Baltimore City Planning Commission

”

Port Covington is a once-in-a-lifetime urban redevelopment project poised to provide Amazon with an unprecedented opportunity to deliver lasting community benefits to residents, families and communities in an innovative, authentic and community-driven way.

MICHAEL MIDDLETON
Chair, South Baltimore 7 (SB7)

”

Together with Sagamore Development, we worked to negotiate the largest community benefits agreement in Baltimore's history, acting together to align shared interest so that all of Baltimore can celebrate the Port Covington project.

Should Amazon wish to consider the site, BUILD would welcome the opportunity to walk you through Baltimore to get a clear understanding of the challenges and opportunities that our city affords.

Baltimore is unique not only because of its central location on the eastern seaboard, proximity to the banking and political capitals of world, superior medical and educational institutions, and cultural diversity, but also because of the very real impact that your company and its employees can choose to have on the future of this historic city.

REV. ANDREW FOSTER CONNORS AND BISHOP DOUGLAS I. MILES
Clergy Co-Chairs, Baltimoreans United in Leadership Development (BUILD)

”

When you think about Baltimore you should factor in the tremendous asset of the faith community toward improving the quality of life for its residents. Baltimore is the birthplace of the Roman Catholic movement in America. Baltimore is the birthplace of the Methodist movement in America. It has the second largest Jewish community in America. Some of the oldest churches from other denominations are located in Baltimore. Religious freedom is a value. We urge you to select Port Covington as the location of HQ2 and enjoy the benefits of our access to the amenities that Amazon desires and the resources that will enhance the quality of life for your employees.

REV. DR. ALVIN C. HATHAWAY, SR.
Senior Pastor, Union Baptist Church

”

The GBC is the Greater Baltimore region's premier organization of business and civic leaders and a leading voice for the business community on issues relating to economic growth, job creation, workforce development, transportation, and quality of life.

There is little doubt that choosing to build HQ2 at Port Covington would have a transformative impact on Baltimore City to a far greater degree of magnitude than other locations under consideration. At the same time, greater Baltimore has a lot to offer Amazon: a high-tech workforce, high achieving schools, widely-respected higher education institutions, unrivaled health care access, excellent multi-modal transportation infrastructure, supportive business and elected leaders, and a highly attractive quality of life.

Thank you for considering Baltimore City's Port Covington for the location of Amazon's HQ2. The location, the area's talent pool, its transportation assets and the other attributes listed above, when coupled with the transformational impact that the project would have on Baltimore City and its residents, make it the prime location for Amazon.

DONALD C. FRY
President and CEO, Greater Baltimore Committee

”



Baltimore is a great city. It is even truer today than when I moved to Baltimore in 1985. At that time, I was chief of staff and principal advisor to Dr. Benjamin L. Hooks, Chief Executive Director for the National Association for the Advancement of Colored People, selecting the next home of the national headquarters. Baltimore was chosen for its capability and growing potential as a cultural landscape enriching the lives of its residents and visitors.

J. HOWARD HENDERSON

President and CEO, Greater Baltimore Urban League

”

We are one of the top 20 banks in the nation and our Mid-Atlantic region continues to be a critical driver of M&T Bank's growth and revenue. Since our arrival in Baltimore, our charitable foundation is among the top-five private foundations in the region and our name has become synonymous with the NFL's Baltimore Ravens, who call M&T Bank Stadium their home.

It has been my experience that businesses and government collaborate and cooperate, and that unlike some larger cities, a phone call or a lunch meeting can go a long way toward solving common issues. Our local, state, and regional elected officials are committed to supporting businesses and economic development, including Governor Larry Hogan, Comptroller Peter Franchot, and Baltimore Mayor Catherine Pugh.

In summary, on both a professional and personal level, as a native New Yorker, I am thrilled to call Baltimore home. It is a vibrant, diverse community that is large enough to serve as an economic engine for the State but small enough for us to make a big difference locally. I am confident that Amazon would find Baltimore the perfect location for its second home, much like M&T Bank did in 2003.

AUGUST J. CHIASERA

Regional President, M&T Bank

”

Baltimore is a vibrant city that reflects the best traditions of the past as well as the cutting-edge developments of the present. Emanating from a harbor which serves as a commercial and social hub, Baltimore has bright and growing prospects for the future. It is the perfect location to attract and grow a Headquarters workforce, with a great quality of life, a scenic harbor, diverse residential options, state of the art health care, and convenient transportation by air, train, and a great highway and road system.

We have called Baltimore “home” since our founding by Willoughby McCormick in 1889 and currently have more than 2000 employees in Maryland. We recently recommitted to the area by planning a consolidation into a single Global Headquarters building to be opened in late 2018. As you likely know, other global companies such as Under Armour, T. Rowe Price and Legg Mason call Baltimore home as well. Even Guinness chose to build its first U.S. brewery in Baltimore. Baltimore is the place for Amazon's Second Headquarters to thrive and grow!

LAWRENCE E. KURZIUS

Chairman, President and CEO, McCormick & Company, Inc.

”

Legg Mason has operated in Baltimore continuously since 1899 through much change in our country and through the evolution and significant growth of our company.

This intentional decision to build our business from Baltimore starts with the breadth and depth of human capital available, beginning with the base of nationally recognized public and private educational institutions including Johns Hopkins University, The Naval Academy and several leading historically black colleges, among others.

On a personal note, and speaking as a “non-native Baltimorean” from the Midwest, I have come to deeply appreciate the rich cultural milieu that characterizes this city, which has benefited over the years from many waves of immigrants, resulting in a diverse and vibrant community. I'm proud to say that I've spent much of my professional career in Baltimore and, with my wife, raised our four children here.

JOSEPH A. SULLIVAN

Chairman and CEO, Legg Mason

”

The Port Covington Site supported by Maryland Governor Larry Hogan and Baltimore Mayor Catherine Pugh truly offers a unique development opportunity. It resides in a region rich with an educated, diverse and highly trained workforce, a stellar higher education system, and a low cost of living compared to many other major metropolitan and urban locations. Baltimore is home to world class health care with Johns Hopkins University and the University of Maryland Medical System. I can personally attest that these factors contribute to the strength of our own organization and allow us to compete with major national competitors for business and talent.

CHET BURRELL

President and CEO, CareFirst BlueCross BlueShield

”

It is with great enthusiasm that I am writing to recommend Port Covington in Baltimore, Maryland for Amazon's HQ2 development. Port Covington provides a unique opportunity to not only shape a future home for Amazon, but also to anchor a vibrant, growth area for Maryland. As the state's largest energy company, Baltimore Gas and Electric (BGE) is a dedicated energy partner for businesses in the region, committed to providing reliable, safe and innovative energy services to our customers.

Our ability to be an innovative project partner is demonstrated by our legacy of results with the Baltimore community, the Port Covington Development and Amazon. Our strong partnership with Sagamore Development will ensure future energy needs of the Port Covington project are met on time and on budget. This includes delivering natural gas and electricity through our fully deployed smart grid, as well as ensuring the site's capacity to adopt innovative energy capabilities such as solar, fuel cells, electric vehicle charging and battery storage.

CALVIN G. BUTLER, JR

CEO, BGE

”

The Baltimore Ravens (formerly, the Cleveland Browns) relocated to Baltimore in 1996. The decision to come to Baltimore was probably the best decision this organization has ever made. From a business standpoint, we have been able to forge closing working relationships with City government and the State of Maryland. Those relationships and the general business environment in Baltimore and Maryland have helped us become a financially successful company. The City and the State understand the critical importance of attracting and retaining businesses here in Baltimore and will give companies a receptive ear when issues arise.

We also have the ideal site for Amazon HQ2. Port Covington is in the City, adjacent to a major interstate highway, and is within minutes of a major airport and an Amtrak rail station that connects rail passengers quickly and conveniently to Washington, Philadelphia and New York. There will also be a light rail station that will connect Port Covington with the light rail network that serves our City and surrounding communities. Another great advantage of the Port Covington site is that it is shovel-ready. Amazon could begin construction of its HQ2 in a very short period of time. We love Baltimore as a home and believe Amazon will, too. Let's make Baltimore the home of Amazon HQ2.

RICHARD W. CASS

President, Baltimore Ravens

”

T. Rowe Price Group has been a prominent company in downtown Baltimore since 1937. Today we employ almost 7,000 associates, the majority of which work in the local area. Greater Baltimore is a great place to do business with an outstanding labor force, an excellent quality of life, and a supportive public sector.

Baltimore is a great place for you to grow. The proposed Port Covington location is an outstanding site. We hope you give us a thorough look.

BRIAN C. ROGERS

Chairman, T. Rowe Price

”

As President of PANDORA Jewelry of the Americas, I made the decision to relocate my Americas office from a tree-lined quiet Washington D.C. suburb to the bustling City of Baltimore in 2014. It has been an economic windfall for my business. Our location has now become a part of the dynamic skyline of the city as the building bears our name. Having relocated in the heart of downtown Baltimore, I can now attract more millennials and seasoned professionals who like the option of taking public transportation, walking, or biking to work. The city also offers affordable housing which was a great selling point for attracting employees. Close proximity to major thoroughfares allows prospective talent easy travel from the Washington, D.C., Virginia, Delaware, and Pennsylvania areas. The city is easily accessible to BWI airport (DCA and IAD are additional options, together providing an abundance of flight options), and is even a short train ride to NYC.

SCOTT BURGER

President, PANDORA Jewelry

”

Since launching in Baltimore in 2013, Lyft has found an exceptional market fueled by a rapidly growing millennial population; in fact, weekly Lyft ridership in Baltimore grew 8x from the start of 2016 to the end. This growth would not have been possible without a vibrant civic and community culture, expanding opportunities for workers, and a host of world class universities in the area. Our driver community, tens of thousands strong, is representative of the rising creative class in the city: 28% of Lyft drivers in Baltimore are creative professionals, and 18% are small business owners.

But it is not just economic and cultural factors that have enabled our growth. Through two gubernatorial and two mayoral administrations, we have found a stable political and regulatory environment in Baltimore. Legislators and agency officials here see technology and growing businesses as partners in creating a better future, and we have found no shortage of ready coalition partners at the city and state level.

We are excited to be a part of the future of Baltimore, and this does not make us stand out. Everyone in this city—local government, startups, and incubators, universities, bars and restaurants, the symphony, you name it—exudes a sense of being on the same team in writing Baltimore's next chapter. We look forward to welcoming you and your employees to this great city. The first round of Natty Boh is on us.

JOSEPH OKPAKU VP Public Policy, LYFT
MIKE HESLIN Market Manager, Baltimore, LYFT

”

As the largest private employer in Baltimore and Maryland, we understand the need to attract and retain the talent pool required to advance our ambitions and sustain our excellence over time. In service of our mission, we recruit the best and brightest from around the world as our students, faculty, researchers and staff, building extraordinary communities within and across academic disciplines. From this pool of talent emerges paradigm-shifting discoveries and graduates who represent the future of the innovation workforce.

In Baltimore today, we have the opportunity to paint a new narrative for post-industrial tech growth in the United States. Amazon's RFP arrives at a time when Baltimore is building on its current momentum in innovation-driven economic development, working to share the benefits and opportunities broadly across our city, not just among a select few. As you consider applications from cities across the country, I hope Amazon will choose to be a part of this narrative right here in Baltimore.

RONALD J. DANIELS
President, Johns Hopkins University

”

Should Amazon decide to locate its second headquarters in Maryland, our Board of Regents has approved waiving the twelve-month residency requirement for employees of Amazon, their spouses, and dependent children, making them immediately eligible for in-state admission and tuition benefits. Locating in Maryland would not just provide Amazon with proximity to USM institutions; Amazon and its employees would have access to these institutions and their abundance of educational, research, and cultural resources.

ROBERT L. CARET
Chancellor, University System of Maryland

”

Morgan State University (MSU) is the largest and second oldest Historically Black College/University (HBCU) within the State of Maryland, and is celebrating its sesquicentennial this year.

Based on Maryland's excellent position on the East Coast, Port Covington in Baltimore would be an ideal home for Amazon's second headquarters (HQ2). The Port Covington project will allow Baltimoreans the opportunity to participate in their city's heritage of commercial enterprise by bringing new job opportunities. The need for a multi-cultural workforce in order to develop Port Covington as well as to sustain the project after completion, can be met in part by MSU graduates.

With emphasis on educating the student body in STEM disciplines, MSU is leading the way across our Nation with the most African American graduates within the engineering programs, making the university a desired program to both Maryland and out-of-state residents.

Amazon will be making a bold statement of its commitment to the future of our cities, and to the richness in culture and diversity they represent by locating HQ2 in the City of Baltimore.

DAVID WILSON
President, Morgan State University

”

What does Baltimore have that other cities may lack? I claim no real expertise in your infrastructure requirements, but I can provide insights into another, perhaps greater need concerning your workforce and its growth and development. Baltimore boasts significant intellectual capital—we have some of the greatest minds of any city in the country. Our collective work ethic is strong, and our civic pride is, to be honest, bigger than life. This is a city with a strong heart, a long and rich history, and a deep desire to prove itself to the world. I am confident that every Baltimorean who would join you at HQ2 would be a wonderful asset.

KURT L. SCHMOKE
President, University of Baltimore

”

Much like Amazon, Baltimore is uniquely American. Our strength is in our diversity—social and economic. The quality of life, the rich cultural heritage and the welcoming citizens we have here in Baltimore is unparalleled in America.

We welcome Amazon to be a part of our authentic city of talented makers and doers. Along with other leaders from Baltimore's robust cultural arts community, I extend an enthusiastic invitation to make Amazon's new headquarters part of our vibrant city.

BILL GILMORE
CEO, Baltimore Office of Promotion and the Arts

”

While the City and State's Port Covington Site Proposal surely includes many reasons to call Baltimore home, allow me to speculate on what Amazon's "Why Baltimore?" response might sound like. Baltimore is big enough to matter in the world but small enough that you can matter in it. It's a place where people can put their stamp on a bar, a block, or an entire neighborhood—depending on their appetite. "Being here" means something in Baltimore. It means something to the residents renovating and restoring historic homes and it means something to companies who are literally building our future city. And whether it's a new neighbor or one of the largest corporations in the world, Baltimore is a welcoming town.

ANNIE MILLI
Executive Director, Live Baltimore

”

Consider that we have been described as "the coolest city on the East Coast," "one of the six U.S. Cities to watch in 2017," "[one of] the most inspiring art cities in America," "one of America's five hottest food cities" and "one of the most exciting cities to visit now" in recent months by such national publications as *Travel + Leisure* magazine, *Departures* magazine, *USA Today*, *Condé Nast Traveler* and *Architectural Digest*. That attention is both well-deserved and growing—thanks in part to game changing developments such as Port Covington.

Port Covington offers a blank slate and prime waterfront location for Amazon HQ2 to make its mark—and to join in our ever-evolving Baltimore narrative. A project fueled by big thinkers, Port Covington also epitomizes Baltimore's character: that we are a city of talented people and organizations that respect our history but also are not afraid to take responsibility for our brightest future through hard work, ingenuity, and team spirit.

AL HUTCHINSON
President & CEO, Visit Baltimore

”



RFP Production in Baltimore, MD:

Sagamore Creative
 Plank Industries
 Sagamore Development Company
 FTI Consulting
 Balti Virtual
 HackStone Film Group
 High Rock Studios
 Tray, Inc.

—

RFP Support:

The Office of the Mayor of Baltimore Maryland, Catherine E. Pugh
 The Office of the Governor of Maryland, Larry Hogan
 Baltimore Development Corporation
 Maryland Department of Commerce, Secretary Mike Gill
 Maryland Department of Transportation
 Don Fry, President + CEO, Greater Baltimore Committee
 Live Baltimore
 Visit Baltimore
 Richard Clinch
 The Greatest Universities + Colleges of Maryland

—

Additional RFP Support:

Elkus Manfredi Architects
 Intersection
 Populous

—

Made with ❤️ in Baltimore, MD.

HQ2@Port Covington