

40 colleges and universities



825 miles of blue-blazed trails



The talent you need

The lifestyle they want

amazon

We look forward to welcoming you!®

Connecticut
still revolutionary

CONNECTICUT

CONFIDENTIAL



Dannel P. Malloy

GOVERNOR
STATE OF CONNECTICUT

October 19, 2017

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

Dear Mr. Bezos & Team,

Thank you for the opportunity to recommend Connecticut as a home for Amazon's future second headquarters. I believe Connecticut is an excellent fit for Amazon's needs and, more significantly, Amazon's values.

In Connecticut, we believe in an open, inclusive and equitable community that values curiosity, Yankee ingenuity, compassion for each other and our environment. We take pride in the accessibility, convenience and interconnectedness that our small state offers. Our revolutionary roots run deep, with a centuries-old passion for innovation that extends to everything from world-leading manufacturing to game-changing technology, and to our commitment to justice and equality.

Like Amazon, we continuously strive to make Connecticut a better place for the people and businesses we serve – *our* customers. Our focus is on providing the right conditions – from exceptional public education to increased commuter transit options – to enable the innovators, manufacturers, entrepreneurs, and creatives to thrive.

"Spirit...has fifty times the strength and staying-power of brawn and muscle," wrote Connecticut transplant Mark Twain. As a state, Connecticut is full of spirit and potential. We have prepared for an opportunity like siting HQ2 all while being true to who we are as a state and community. Over the last seven years, Connecticut has made significant progress to provide our businesses and families with the fiscal certainty they need to flourish. We continue to work to make progress, and your presence in Connecticut would accelerate our efforts and energize our state like no other.

In the pages that follow, we recommend two locations – Greater Stamford and Greater Hartford. Both meet the outlined requirements. We believe each will offer Amazon a vibrant urban setting nestled among progressive New England towns with convenient access to Boston and New York, yet without the high price of living there.

Thank you again for your consideration of our great state and the information enclosed for why Amazon should make Connecticut your HQ2 home.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Malloy".

Dannel P. Malloy

Why make Connecticut your new home

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University presidents' support letter

CLICK TO PLAY SHORT VIDEOS

Overview of Why Connecticut



Highlights of Greater Stamford, Connecticut



Highlights of Greater Hartford, Connecticut



Please refer to the supporting website **CTisPrime.com** for additional details: data, videos, interactive maps and materials.

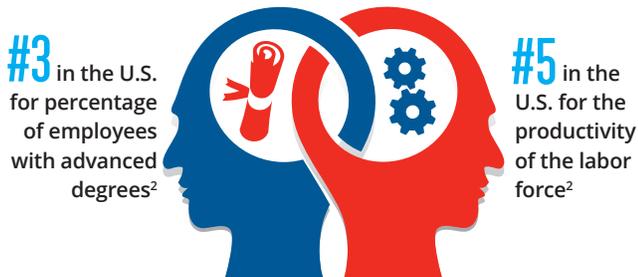


WHY CONNECTICUT

Connecticut[®]

Your highly educated *and* highly productive workforce

Smart, resourceful employees who think big *and* work hard. Those are the characteristics of the talent pool Connecticut can offer you. Whether they're raised here or drawn here to attend one of our 40 colleges and universities, you'll find our workforce well-educated *and* highly industrious. In fact, if Connecticut were a country, we'd be the sixth most productive in the world—ahead of Germany, Japan and Hong Kong.¹



How we can meet your immediate needs

Connecticut has experienced employees and recent grads ready to meet your needs now—and as they evolve. Compared to the national average, we have nearly 50% more adults with bachelor's degrees or above. We also rank:

- **#3 in the U.S. for master's degrees** (adults 25+)²
- **#6 in the U.S. for science and engineering doctorates³** in the workforce (30% higher than the national average).

The Stamford and Hartford regions are also able to tap into the broader talent pools of neighboring NY and MA.

# of Workers per Field	CT	MA	NY
Business, Management	116,730	36,750	350,960
Engineering	33,150	8,120	65,040
Computer Sciences/Math	49,220	11,340	177,680
Legal	13,600	2,500	86,910
Business/Financial	92,470	26,760	407,610
Administration	262,860	90,720	1,053,800

*Note: MA reflects the Springfield and Worcester areas. NY reflects Hudson Valley, Long Island and New York City.

How we can meet your ongoing needs

Priming your talent pipeline is our exceptional K-12 school system—ranked #4 in the country.⁴ In a recent Grade 12 National Assessment of Educational Progress (NAEP), Connecticut outperformed all states in reading and was among the top-performing states in mathematics.

We also have the nation's only unified technical high school system—with 20 schools across the state.

And as early as kindergarten, we're already preparing your future programmers. We're integrating coding into all our K-12 classrooms, including for special needs students. In fact, our legislators and educators came together to make coding and computer science a statutory requirement for all K-12 curricula—and to provide teachers the support they need to integrate coding into everyday student life.

Beyond our own well-prepared high school grads, our highly ranked colleges and universities also attract more than 12,000 international students from across the country and around the globe.



What further differentiates our universities, though, is how collaboratively they work with our employers to tailor curricula that are responsive to their specific workforce needs.

COLLABORATION OPPORTUNITY: Amazon Chair at UCONN

The University of Connecticut—recently ranked by *Tech Insider* as one of the top computer science and engineering schools in the Northeast—is ready to support Amazon's need for talent.

- The UCONN School of Business could create an **Amazon Chair for Business and Data Analytics** to lead an expanded department—with classrooms and professors located in the immediate vicinity of the Amazon campus.
- The UCONN Engineering School will also work with Amazon engineers and technology experts to facilitate research and development in digital media, cybersecurity and other areas.
- UCONN could also tailor other naming opportunities for Amazon, including naming our School of Engineering, our new hockey arena or our new Innovation Partnership Center.

Of course, our employers also recruit from the many leading institutions in neighboring New York, Massachusetts and Rhode Island. There are more than 300 colleges within a two-hour drive of Connecticut, including Harvard, MIT, Brown, Worcester Polytechnic Institute, Columbia and Northeastern.

¹U.S. Census Bureau, 2015, *The World Bank*, 2015; ²U.S. Census Bureau; ³National Science Foundation, 2016; ⁴U.S. News & World Report, 2017

Your higher quality of life *and* lower cost of living

Connecticut is the kind of place your employees will want to work—because it's the kind of place they'll love to live.

Our quality of life is consistently ranked among the top states in the country. For example, *Forbes* recently ranked us #5—thanks to our low crime and poverty rates, our healthy population and the quality of our public schools.

More value for your money

Better still, your employees will find this exceptional quality of life simply costs less in Connecticut compared to other Northeast cities. Whether they prefer an urban or suburban lifestyle, your employees will get more house/apartment for their money—and pay less for their daily expenses.



Cost of housing:
65% lower than Manhattan

Cost of living:
11-42% lower than Boston/NYC¹

Great place to raise a family

Connecticut ranks among the nation's top 10 best places to raise a family—thanks to its combination of exceptional public schools, among the nation's lowest crime rates, lower costs of child care, quality healthcare and housing affordability.²

Top-ranked educational system

Connecticut has a legacy of excellent public schools and offers a wide array of top public and private school choices. Last year's NEA Teacher of the Year was from Connecticut—just one example of the many dedicated educators that are so characteristic of our exceptional school systems.



#4 for top high schools in the nation (48 CT public high schools recognized for excellence)³

#3 for college readiness; for educational attainment; for highest AP exam scores; and for highest average ACT scores⁴

Among the nation's healthiest states

Given that we have the nation's 6th most doctors and the 5th most dentists per capita, it's no surprise that Connecticut residents are in good health. Connecticut also has one of the lowest obesity rates in America.⁵

Easy access to a diverse array of activities

Wherever your employees live in Connecticut, they will never be far from the coast or the country. At CTvisit.com, you'll find more on the state's dynamic blend of natural and cultural activities, historic and contemporary attractions, and relaxing and active options.

Our spectacular foliage attracts visitors from around the world. But each of our four seasons offers an array of distinctive experiences—on the water as well as on land.

#1 longest river in New England
2,000 miles of hiking and bike paths, including 51 miles of the Appalachian Trail



#1 largest maritime museum in the U.S. (Mystic Seaport, Mystic, CT)

5 Tony Award-winning regional producing theaters



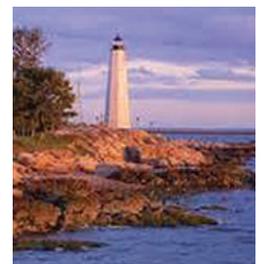
101 state parks and pristine lakes and ponds of all sizes

#1 trout fishing in New England, attracting fly fishing enthusiasts from around the world



18 world-class museums on the Connecticut Art Trail, including the nation's oldest art museum

36 craft breweries (and growing daily!) on the CT Beer Trail and 25 wineries on the CT Wine Trail



250 miles of scenic coastline, with easy access to swimming, boating, kayaking, paddleboarding

Just a few hours away are the rest of New England's and New York's many assets—from world-class ski resorts in New Hampshire or Vermont and the historic communities of Boston and Cape Cod to the never-sleep activities of New York City.

¹Council for Community and Economic Research, 2016. ²WalletHub, 2017. ³U.S. News & World Report, 2017, ⁴U.S. Chamber of Commerce Foundation, 2015, ⁵United Health Foundation, 2016.

Sharing your passion for invention and focus on community

Our focus on the community

Just one of the many social issues Connecticut has made a concerted effort to tackle is homelessness. In fact, we've been able to reduce the number of homeless who haven't been offered support to less than 100 individuals.

Connecticut is also leading the nation in criminal justice reform, which in turn is driving safer communities and better lifelong outcomes for ex-offenders. We have successfully transitioned from a penal system to a correctional one, while fostering a second-chance society.

We look forward to working closely with Amazon to align your passions with our community's needs so that together we can leverage big ideas to make an even bigger difference in our communities—and in the world.

Our passion for invention

We think Amazon will feel right at home in *still revolutionary* Connecticut. Fueled by Yankee ingenuity and stick-to-itiveness, Connecticut residents and businesses have long been at the forefront of innovation on land, sea and air—from the invention of the world's first submarine and helicopter to the fuel cell that powered NASA's first space suit.



#4 in the U.S. for private R&D investment per capita—twice the national average¹

#7 in the U.S. for patents per capita—39% more than the national average²

Supporting these inventors is a unique collaboration across funders. State-funded programs like our \$60 million Manufacturing Innovation Fund are complemented by public/private ventures like Connecticut Innovations—offering financing and support for growing, innovative companies.

Just a few of the things invented here in Connecticut...



Boys & Girls Club founded in Hartford (1860)



First sewing machine (1864)



Invention of the hamburger (1895)



First helicopter flight (1939)



First nuclear-powered submarine (1954)



ESPN launch of new era in sports media (1974)



Pratt & Whitney invention of energy-efficient Geared Turbofan Engine (2016)

Our commitment to equity and inclusivity

Connecticut is an inclusive, welcoming environment. Nearly 16% of our population is Latino, 14% are immigrants and 12% African-American. More than 20% of our residents speak a language other than English. And when other states shut their doors to refugees, Connecticut welcomed these families with open arms and supported them so they could thrive.

Connecticut has always been a champion of civil rights. In 1991, it passed a comprehensive anti-discrimination law concerning sexual orientation, then expanded that law to cover gender identity or expression in 2011.

In 2005, while many states were using constitutional amendments to prohibit marriage equality, Connecticut stepped forward as the second state to create civil unions. Then in 2010, we transitioned to full marriage equality.

#2 state to recognize civil unions for same-sex couples; early adopter of full marriage equality

#2 for gender equality



Our leadership in sustainability

Connecticut has been ranked #6 in the nation for energy efficiency³ and was named the 5th greenest state by *WalletHub*. Here are just a few of the reasons why:

- Connecticut was a founding member of the **Regional Greenhouse Gas Initiative (RGGI)**—the nation's first multi-state cap-and-trade system for greenhouse gas emissions.
- We created the nation's first **green bank** to leverage private capital to finance energy upgrades—resulting in \$1+ billion invested in our clean energy economy in the past five years.
- The State of Connecticut passed legislation to create **Energy Improvement Districts** that allow for innovative energy production from the construction of microgrids and fuel cells to solar and wind energy.

¹Bloomberg, 2016; U.S. Patent and Trademark Office, 2015; ²U.S. Census Bureau, 2015, CERC calculations; ³American Council for an Energy-Efficient Economy, 2017

Close to your customers *and* connected to the world

Your new headquarters in Connecticut can serve as your strategic, cost-effective Northeast hub. Here you'll be closer to millions more of your customers—given that Connecticut is within 500 miles of one-third of the total U.S. population and two-thirds of the total Canadian population.

That proximity is being optimized by the state's bold multi-modal, multi-billion-dollar transportation infrastructure investment strategy—Let's Go CT! This 30-year, \$100 billion plan will improve highways, bridges, airports, rail and bus systems, freight and ports. Work is already underway on 34 projects around the state. We would welcome your partnership in shaping those plans.

Strong current transportation system

Connecting a regional talent pool to Connecticut is a robust network of major highways, commuter rail, Amtrak services and Bus Rapid Transit (BRT) routes.



A choice of convenient airports

Not only are Connecticut's site options within 45 minutes of an international airport, there are six airports in close proximity.

- Bradley International (CT)
- LaGuardia International (NY)
- JFK International (NY)
- Logan International (MA)
- Newark Liberty International (NJ)
- Westchester County (NY)



Corporate travel is also easy with more than 60 airstrips for private planes and helipads.

Within 500 miles of Connecticut is...

1/3 of the U.S.

- Population
- Gross Domestic Product
- Total Jobs
- Businesses

2/3 of the Canadian

- Population
- Total Jobs
- Businesses¹



Ranked #2 in broadband connections

Connecticut is one of the top two most well-connected states in the country. Our Connecticut Education Network offers broadband connectivity at a very competitive cost. Virtually all businesses/residents have access to high-speed networking.

With more than 400 locations and 19 resilient core locations, access to the 400+ Gbps network is always nearby and always on. It exceeds the most intensive education research and industry demands for networking.

Interconnected shipping by highway, rail and deepwater ports

Connecticut's interconnected ports, railways and highways expedite the transportation of goods as well as people. The state has three deepwater ports—and a commitment from the Connecticut Port Authority to continue investing in those ports—making it ideal for national and international exports.

Bradley International **#5** best airport in the U.S.
Airport ranked **#5** by *Conde Nast*, 2017.

COLLABORATION OPPORTUNITY: **Connecticut Airport Authority**

The Connecticut Airport Authority is eager to work with you and the 15 airlines that fly out of Bradley International to explore options for adding direct service to your other major cities. We're prepared to invest in developing facilities at Bradley to support your air delivery and logistics operations.

¹U.S. Bureau of Economic Analysis, 2017; CERC calculations.
Statistics Canada; Innovation, Science and Economic Development Canada; CERC calculations

Two headquarters sites for your consideration

Greater Stamford

Stamford is a AAA-rated, innovative city that is more than 10 years into a master-planned redevelopment centered around transit and replete with amenities. Leveraging our proximity to New York City, we are able to draw from a rich pool of talent while providing our businesses and residents with a high quality of life and lower cost of living. Greater Stamford stands ready to offer Amazon prime real estate with the supporting infrastructure in place to create the walkable, sustainable, Live / Work / Play / Learn urban campus it wants.



Greater Hartford

Greater Hartford, named by the Brookings Institution as one of only 19 “Knowledge Capitals” in the world, offers Amazon a unique riverfront HQ2. Bridging the banks of the beautiful Connecticut River, this site offers a move-in-ready, two-tower Class A office building PLUS an adjacent smaller office building that can be developed to provide whatever amenities are most important to Amazon’s employees—daycare, cafes, gyms, dog parks and more. Help us reinvent green living in an urban environment.



Site Requirements	Quantity/Unit	Greater Stamford	Greater Hartford
Proximity to population center	Within 30 miles	9 million	1.9 million
Proximity to international airport	45 minutes	LGA (45 min), JFK (55 min), EWR (75 min)	BDL (18 min)
Proximity to major highways	1-2 miles	I-95 bisects proposed campus	I-84 (East/West); I-91 (North/South) Route 2 toward coast
Access to mass transit	At site	Stamford Transportation Center within campus	CTfastrak bus at site 15-minute walk to rail
Building Requirements	Quantity/Unit	Greater Stamford	Greater Hartford
Initial square foot requirement	500K SF	Three fully vacant buildings totaling more than 1.3 MM SF available immediately	560K SF Class A riverfront office tower + 135K SF employee amenity space to suit Amazon’s specs
Total square foot requirement	Up to 8MM SF	14 parcels, including existing buildings and development sites, centered within 1/2 mile of Stamford Transportation Center	Available sites on both sides of the river owned by a small number of experienced and committed developers

Connecticut[®]



Greater Stamford: Primed and Ready



The City of Stamford can fulfill both your immediate and long-term campus needs—with a vibrant and still-growing neighborhood. This Live / Work / Play / Learn area has been transformed by our decision more than ten years ago to redevelop the Stamford Downtown and South End as part of a planned multiyear effort to address the evolving needs of businesses and the ever-changing workforce. This neighborhood, located in our eclectic South End and transit-rich community, includes the infrastructure and amenities demanded by businesses and workers alike and required by Amazon for its second headquarters. Our availability of prime, ready-to-use and approved-to-build real estate—controlled by a small cadre of experienced owners—allows us to fulfill your needs in an expedited yet high-quality manner.

Stamford is well-positioned to meet your every need. Our city offers proximity to the New York labor market and world-class Northeast universities; convenient access to local, regional, national and international transportation; a thriving yet relatively inexpensive place to do business and, above all, a high quality of life for our residents and workers. We are excited to explore what is possible and to add you to our community.

Your 24/7 urban campus opportunity

Your walkable urban campus

Stamford is uniquely positioned to offer you the Live / Work / Play / Learn urban campus that is so important to today's workforce. We have identified 14 closely connected sites stretching from the Stamford Central Business District to Long Island Sound, all with tremendous access to transportation, supporting amenities and surrounding municipalities.

This unique campus footprint provides you with a walkable, bike-friendly urban headquarters of over 8 million SF. Our state-of-the-art urban office space comes at a significant discount when compared to other Northeast urban options. Estimated rents would range from \$45 to \$65 PSF gross with new construction hard costs estimated from \$200 to \$400 PSF. Amazon can determine its optimal lease-versus-own mix.

Ready to meet all phases of your needs

Phase 1: available immediately. At present, **1.3 million SF** of existing office space is available for your use in three fully vacant Class A buildings within close proximity to the Stamford Transportation Center. You would be the sole tenant in each building—enhancing the security profile and privacy of your initial space.

Phase 2: available soon. Within two years, an additional **885,000 SF** would be made available in buildings within walking distance of your Phase 1 space. This includes:

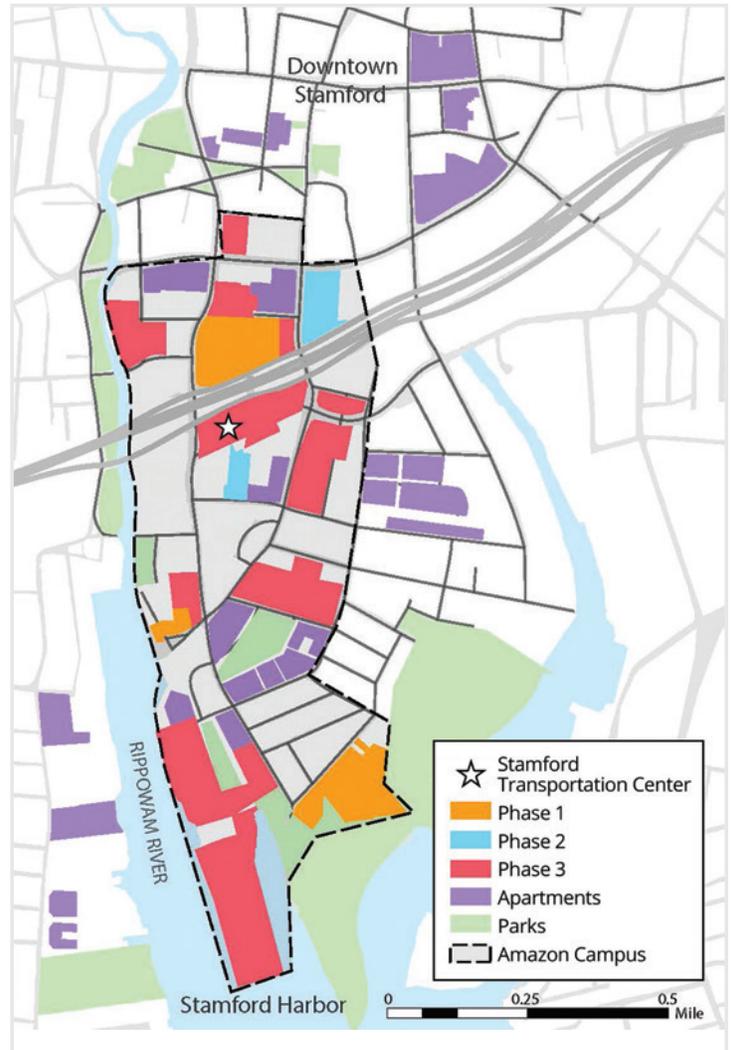
- a brand-new 385,000 SF office built adjacent to the Stamford Transportation Center, for which full approvals are in place, that could break ground immediately
- another 500,000 SF from an existing Class A multi-tenant building that will become fully vacant in the near-term

Phase 3: ready for expansion. As you grow to 50,000 employees, the city and private sector stand ready to provide the space you need to expand.

Within your campus footprint, nine development parcels have been identified on which nearly **6 million SF** of office space can be built and would include the amenities required to support your growth.



Please refer to the supporting website for additional information on Stamford's HQ2 submission, including an interactive map of your campus and supporting amenities.



14 parcels, including existing buildings and development sites, centered around a major regional train station, with highway access

Streamlined negotiation process

With just a handful of private real estate developers and the State controlling the entirety of the sites identified for your use, we have arranged for a single negotiator to represent the developers. This arrangement will greatly simplify the logistics of planning and constructing your master-planned campus, the benefits of which cannot be overstated.

Your solid foundation: more than 10 years in the making

A head start for your development

Since 2002, the revitalization of Stamford's Downtown and South End has transformed the city into a real alternative to New York City for residential and corporate relocation. The new residential construction in the Stamford Downtown area has brought a stability and rebirth to downtown and allowed for a master plan that supported the construction of the former industrial South End.

Once an abandoned industrial site, the 100-acre LEED Gold-ND master-planned development is now a thriving Live / Work / Play / Learn community. Recent development includes more than 3,000 residential units and more than 1 million SF of commercial space. Redevelopment efforts include rehabilitation of 500,000 SF of historic structures, and the addition of a new charter school serving children regardless of income or circumstance. This neighborhood contains over 65 acres of public park space and boasts a new waterfront boardwalk, four marinas and a new Hinckley boatyard.

This massive redevelopment, the product of a collaborative partnership between the local government and the private sector, included significant investment in infrastructure across

the entire site. As such, the remaining undeveloped parcels for your campus come already equipped with underground utilities and fiber connectivity, thus limiting the cost and time required to deliver your custom office space.

Zoning needs: covered

The Stamford Master Plan and Zoning provide for high floor area ratio densities and flexibility in building form in the core areas of the city. Zoning approvals, even for large-scale development projects, are generally secured within two to four months and, since 2010, more than 97% of applications have been approved. City zoning staff have expertise in working with complex development projects and developing customized land-use solutions.

Connectivity needs: covered

Internet: World-class high-speed dark fiber connectivity (10G) was installed to facilitate Stamford's financial and tech industries, including digital media, cybersecurity and quantitative hedge funds. Of the initial 1.3 million SF available for your use, dark fiber capacity exists for nearly 90%. Extensive empty conduit pathways were planned for and installed throughout the region to support the addition of fiber and the expansion of present capacity. Because of this, your entire 8MM square-foot campus could be lit up for minimal cost.

Wireless: Our city is covered by all major carriers and is committed to 5G coverage throughout by year end 2018. Moreover, much of your campus is already covered by free WiFi, and we are in the process of installing wireless POPs with 1GB speed throughout all of our parks. This initiative would be extended to cover your entire campus.

Critical business continuity

All power and utilities for your campus are located underground, thus minimizing the risk of power loss. When Superstorm Sandy struck the area, your campus district, unlike most other metropolitan areas, did not experience any power loss.

Your campus is located within Stamford's Energy Improvement District, which allows for microgrids, fuel cells and solar and wind energy generation. This allows for a multi-faceted approach for your business continuity planning and energy reduction goals.



Your educated workforce and vibrant business community

How we'll meet your immediate needs

Stamford lies on the border of Fairfield and Westchester counties and is part of the NY-NJ-CT-PA Combined Statistical Area ("CSA"), which is home to 23.7 million people. There are over 9 million people living within a 30-mile radius of our city, including the nearby thriving communities of Norwalk, Greenwich, Rye, New Rochelle and White Plains.

Stamford draws from a world-class talent pool given its proximity to New York City, which offers us unparalleled access to a wealth of professionals in your key fields.

Relevant professionals by city

	Managers	Software Engineers	Data Scientists	Total '000s
New York City				507
Washington, DC				285
Boston				221
Seattle				157
San Francisco				143
Denver				106
Austin				74

Source: Bureau of Labor Statistics

How we'll meet your ongoing needs

Our prime location between New York and New Haven allows our employers to attract graduates from prestigious universities such as Yale, Columbia, NYU, Cornell Tech and the University of Connecticut. Further, our nine Fortune 1000 companies (including four Fortune 500) provide a rich pool of local executive talent.

COLLABORATION OPPORTUNITY: Amazon Educational Partnership

Stamford and Connecticut are dedicated to partnering with a top regional university to invest in local software engineering programs to bolster the city's pool of technical resources. Specific opportunities include investing in the existing downtown UCONN campus, creating an Innovation Center, expanding NYU's nearby Westchester campus or bringing a top technical satellite campus (Yale, Caltech, Carnegie Mellon or Technion) to the local area.

Part of a diverse community

One of Stamford's biggest strengths is the diversity of our community as well as our neighbors (e.g., Port Chester, Bridgeport). Our strong progressive education system, variable neighborhoods and mixture of housing resources contribute to our diversity. The heterogeneous backgrounds of our workforce serve as the catalyst for creating the innovation and creativity so important to businesses.

According to a 2017 *WalletHub* study that looked at diversity factors within 501 cities across the U.S., Stamford ranked among the most culturally and economically diverse at #11.

Business-friendly environment

From large corporations to technology startups, companies are flocking to Stamford for its diverse and highly educated regional workforce. Our city has painstakingly built an ecosystem that supports business, includes an abundance of incubator spaces and ensures a multitude of capital providers. This business-friendly focus led to these recent *Financial Times* ratings:

#2 Most Connected City

#7 Small Cities of the Future

#9 Economic Potential

Along with regional branches, Stamford is home to many prominent headquarters, including Charter Communications, which plans to build a new 500K SF space adjacent to the Stamford Transportation Center.

What attracts such an impressive list of companies—many of which have both a New York and Stamford presence—is Stamford's ease of doing business and low costs. Legg Mason, with offices in Times Square, chose Stamford as the place for its top developers. NBC Sports and YES Network chose Stamford for our media/entertainment services.

Just some of your new neighbors:

Bridgewater	Henkel	Nestle Waters
Charter Communications	Gartner	Pitney Bowes
Conair	Harman	RBS
Deloitte	Indeed	Synchrony Financial
E&Y	Legg Mason	United Rentals
Elizabeth Arden	Kayak	YES Network
	NBC Sports	

A transportation hub for your highly mobile workforce

Your central transit station

The abundance of transportation options makes the Northeast region’s rich pool of talent easily accessible to Stamford. The Stamford Transportation Center, which lies within your campus, is the most active station after Grand Central Terminal and services the busiest commuter rail line in America (Metro-North New Haven Line).

This station houses Amtrak, Metro-North and both local and Greyhound bus lines. Amtrak serves key Northeast and Mid-Atlantic cities, including Washington, D.C., Philadelphia and Boston. Metro-North provides commuters access from New York, Westchester County, Fairfield County and New Haven with through access to points beyond, including New Jersey.



Your accessibility to major highways

Your campus is adjacent to Interstate 95, the East Coast’s major freeway. I-95 provides ample access to those who would choose to make their homes in the beautiful surrounding suburbs or nearby municipalities. The Merritt Parkway, parallel to I-95, spans from the New York state line into Stratford, CT, and acts as an alternative highway. It is located just four miles from downtown Stamford.

OPPORTUNITY:

Regional Transportation Enhancements

Investments supported by the state’s transportation strategy and incentive package will increase Stamford’s ability to connect talent from New York City to New Haven and beyond.

First, improvements to the existing Metro-North line have a goal of reducing transit time to Grand Central and New Haven.

Second, a new rail link to Penn Station has a goal of shortening commute times from Manhattan’s west side and parts of the Bronx and Westchester.

Finally, a high-speed water shuttle could be a unique and inexpensive way to decrease commute times to airports and ferry terminals in and around the New York metro area.

Autonomous Vehicle zone

In partnership with the State, Stamford is working to create the State’s first Autonomous Vehicle zone to allow for testing of cars and delivery vehicles within the city’s boundaries.

Your choice of nearby airports

International airports: Stamford is near three major international airports (JFK, LaGuardia and Newark), all of which offer daily domestic service to D.C., San Francisco and Seattle.

JFK, which ranked fifth in domestic traffic in 2016, services more international passengers than any other U.S. airport. LaGuardia is presently undergoing an \$8 billion renovation to increase its service capacity. Together, the two airports serviced roughly 90 million passengers in 2016.

Regional/private airports: Stamford is 20 minutes from Westchester Airport (HPN), which features flights to Boston, Chicago, Atlanta and D.C., among others. Multiple nearby private airports, along with Airjet and Netjet services, may also be leveraged, in addition to a minutes-away helipad.

Your talent-attracting, talent-retaining quality of life

Our campus can help you attract and retain a diverse and evolving workforce. It will provide millennials with the walkable downtown amenities they expect—while still offering the affordable housing options and top schools that families value. Our robust downtown with its many waterfront amenities is surrounded by some of the nation's most attractive suburbs, offering something for every taste and budget.

Walkable, bike-friendly campus

Pedestrian walkways: Stamford was named one of *The Best NYC Commuter Towns for Car-Free Living in 2017* by *Curbed*. We've invested millions in creating a walkable city with plans to expand/link our current walkways, create new routes along the river and add pedestrian boulevards.

Bike lanes: Our city is part of the East Coast Greenway, a 3,000-mile bike and walking trail that connects 15 states and 450 cities. Partnering with Zagster and local corporations, we have a bike-sharing program for biking to work from the train station and other areas of the city. The majority of your campus is equipped with marked and designated bike lanes. An approved expansion initiative will adapt designated streets downtown to include bike lanes and connect them to riverfront bike paths, through the parks and to other waterfront areas.

Trolley and bus: Your entire campus is serviced by the free Harbor Point Trolley. Through the Innovation District, an approved State initiative, the trolley will be autonomous by 2020. Local bus routes will also be optimized for your campus.

Wide array of housing options

In the region: Fairfield and Westchester counties offer diverse housing options within 30 minutes of your campus—from luxury homes on the water, to properties in the woods of Darien, New Canaan and Greenwich, to apartment living in White Plains, New Rochelle, Norwalk and Westport. With easy train access to your campus, commuting from New York City is also an attractive and viable option.

In Stamford: More than 5,000 units of multifamily housing have been developed in our city since 2002, with a robust pipeline of nearly 4,000 units either under construction or approved. Apartment offerings include historic converted lofts to high-rise waterfront towers to micro apartments, providing options for every demographic and price point. Our city is also home to a wide range of single-family homes, stretching from the South End's waterfront to wooded subdivisions.

Exceptional school systems

In the region: Fairfield and Westchester are two of the most educated counties in the country.

- In Westchester County, 47% of residents age 25+ have a bachelor's degree or higher—the most of any U.S. county.
- Three of the nation's top 16 public school districts are within 12 miles of Stamford (New Canaan, Rye and Westport).
- Private school options are abundant—with over 125 private schools in Fairfield County alone.
- Seven out of the top ten school districts in the state are located in Fairfield County.

In Stamford: Our public schools consistently rank among the best in the state. Recently, the city incorporated more STEM programs into the core curriculum to help better prepare students for the changing world around them, including the desire to cultivate more technical talent for local businesses.

Safe city, healthy communities

Stamford is the safest city in Connecticut, receiving an A- rating from *AreaVibes*. Our violent crime rate of 220 per 100,000 people is far below the national average of 373.

You also have access to some of the country's best hospitals, including Yale New Haven, Mt. Sinai, Greenwich, New York-Presbyterian, Hospital for Special Surgery and Sloan Kettering. Downtown's Stamford Hospital also recently underwent a \$450 million renovation.





Coastal recreation in abundance

Stamford boasts miles of beautiful coastline, inlets and coves along Long Island Sound. Dotted with beaches, parks and marinas, the water is a major draw for families. Water activities include boating, fishing, swimming, kayaking and paddleboarding. Over 15 marina, boat and yacht clubs are tucked away in the numerous coves and inlets along the Stamford coastline, offering hundreds of seasonal and year-round boat slips and access to waterfront dining. In Harbor Point, residents enjoy summer programming, including yoga on the boardwalk, movies in the park and much more. Finally, Chelsea Piers Stamford is one of the most well-known sports complexes in the country—with swimming, baseball, hockey, squash, gymnastics, waterslides and more.



Vibrant downtown

Moving inland, downtown Stamford is a vibrant, clean and inviting city with year-round activities. Boasting over 90 restaurants in the central downtown area alone, cuisines range from Italian, Mexican, French and Spanish to Indian, Jamaican, Peruvian, Thai, Korean, Vietnamese and vegan. From steak houses to food trucks, from rooftop to waterfront dining, there is something for every palate and every budget.

Seasonal events include the Alive@5 outdoor concert series featuring national headlining acts; the annual Stamford Downtown Thanksgiving Parade; Arts & Crafts on Bedford Street; and outdoor activities at the Mill River Park, including

fitness classes, education classes, a playground, a carousel and a splash park that converts to a skating rink in the wintertime. Year-round, residents can enjoy multiple art galleries, the Stamford Symphony Orchestra and the Stamford Museum and Nature Center, which includes a full working farm and observatory, as well as bountiful shopping, movies, nightlife and more.



Outdoor activities galore

Only a few miles north from downtown, you are greeted with rolling hills, lakes and ponds, and spacious wooded property lots. This marks the beginning of a wooded wilderness that expands over the border into nearby Westchester County, offering miles of trails for riding, hiking, mountain biking and exploring. These woods are home to numerous activities for those who enjoy the outdoors—festivals, concerts and runs. For golf lovers, more than 60 private and public golf courses can be found within a 15-mile radius of downtown Stamford, including the prestigious Rockrimmon Country Club, host to the 2017 U.S. Open Sectional Qualifier.



New York City in your backyard

Families looking for a weekend getaway can take advantage of the central location of Stamford and its network of highways and rail services to experience the cultural amenities of New York City (30 miles), Providence (140 miles), Boston (175 miles) or Philadelphia (130 miles), or venture north to the numerous ski resorts throughout New England.

DAVID R. MARTIN
MAYOR
CITY OF STAMFORD, CONNECTICUT



TEL: 203 977 4150
FAX: 203 977 5845
E-MAIL: DMARTIN@STAMFORDCT.GOV

October 16, 2017

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

Dear Mr. Bezos & Team:

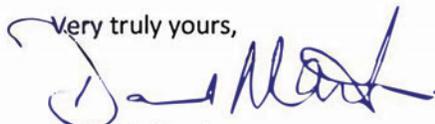
I would like to take this opportunity to introduce the City of Stamford to you. There are many reasons why major corporations call Stamford home. Stamford's uniqueness and diversity has flourished and expanded continuously for decades. More recently, a dramatic influx of young, educated, and talented people seeking a better lifestyle than that of our larger neighbors, New York and Boston, have relocated here. These young residents have caused a shift in the way Stamford is being presented to the world: Stamford is a technology- and digital media-focused city that understands the value of innovation and free-thinking individuals. These creative minds are driving the future of our city, and our world, and we openly embrace them.

Our continued growth is sustainable thanks to our convenient location, only 30 miles north of Manhattan, and relatively lower cost of living when compared to New York or Boston. It is only a quick 45 minute train ride to the center of Manhattan or New Haven. While millennials can access all the modern luxuries they crave, Stamford boasts the beauty of a 30 mile coastline, nearby hiking trails, and quaint towns with classic New England charm.

Stamford would be the perfect home to Amazon's second headquarters because it allows it to tap into the robust technology focused workforce of New York City without having to pay the premium of being located in the city. And those employees can opt to live in Manhattan, Stamford, or any of our local areas with easy commutes by train, car, bike, or bus. This combined with our "water to woods" New England lifestyle will provide a unique opportunity for all Amazon employees.

Additionally, Stamford has over 1.3 million square feet of office space available for Amazon to move into tomorrow. And with 7 million square feet that is developable, Amazon would be able to continue to grow and expand their campus throughout the downtown area, and design their own building footprints. We give Amazon a leg up over the competition by having shovel-ready development sites, and a simple permitting process that the city is ready to provide assistance with.

I invite Amazon to visit Stamford and allow me to show you around your future home.

Very truly yours,

David R. Martin
Mayor

GREATER HARTFORD

Connecticut[®]



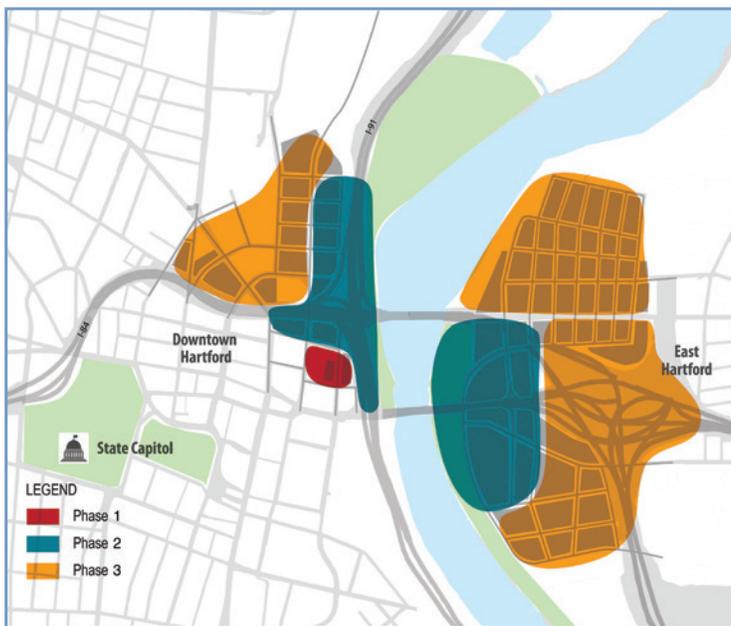
Greater Hartford: Be Part of Our Reinvention



Welcome to Amazon's riverfront HQ2, bridging the banks of the beautiful Connecticut River. Greater Hartford, named by the *Brookings Institution* as one of only 19 "Knowledge Capitals" worldwide, offers a larger labor force than many other metro areas, one of the highest academic concentrations in the nation, and a cost of living 15%-50% below other Northeast cities. Surrounding our capital hub is an eclectic blend of urban neighborhoods, charming New England suburbs and small towns.

From your campus at the heart of this beautiful and vibrant region, you can join us in reinventing what was once America's most prosperous city—where 19th century industrialists revolutionized manufacturing and where America's insurance industry revolutionized risk.

Here in Hartford we're "trying to do hard things well"—facing longstanding fiscal challenges head-on and boldly. As we stretch toward our new vision of inclusive growth in one of America's most diverse cities, we invite you to reinvent with us.



Move-in ready on the river

Welcome home to the Amazon River Plaza—a 560,000 square foot Class A office building in two beautiful towers connected by an atrium, overlooking the “National Blueway” Connecticut River and served by structured parking.

Owned and occupied by the State of Connecticut, these buildings were re-opened in 2017 after a three-year, multi-million-dollar refurbishment. The State is prepared to make them available to Amazon for Phase I of HQ2.

We’re already thinking big—with detailed plans in place to relocate a highway interchange and deck over riverside drive lanes. In doing so, we’ll reclaim New England’s longest stone arch bridge as a grand boulevard that celebrates cyclists, pedestrians, premiere public transit service, and the community—evocative of the great European cities that embrace their rivers as vital sources of connection.

Development Phase	Year	Existing/Potential SF	Site Info	Zoning
1 CT River Plaza	2019	695,000	Office space 100% State-owned asset (560K) + amenity space (135K) owned by one committed/experienced developer.	As-of-right
2 Between the Bridges	2020-2027	8 million	No site assembly required. Owned by small number of committed and experienced developers.	As-of-right
3 Rolling on the River	2027+	Additional acreage	Largely vacant/underdeveloped land available if your needs increase; also provides additional flexibility	As-of-right

Go with the (work)flow at Amazon River Plaza



Reinventing green in an urban context

As you've seen, your Phase 1 site in Greater Hartford is move-in ready in recently remodeled Class A space. But we can offer so much more than attractive buildings. Greater Hartford already has the tools in place to partner with Amazon as we reinvent what "green" can mean in an urban context—from energy districts and net-zero buildings to people-movers. Plus Greater Hartford has the #1 land remediation program in the nation and an award-winning zoning code that favors multi-story, mixed-use sustainable development.



Your own nearby playground

We'll also retrofit a 200,000 square foot office building near your new home to provide whatever amenities Amazon desires—from indoor rock climbing to daycare, cafes, gyms and nearby dog parks. And all around, there's even more to do.

Linked to your HQ2 will be the Community Boathouse, offering all kinds of riverfront activities. Along the river, you can run the loop through our park system. And soon, you'll even be able to cross the river by zipline!



After work, catch a show at Hartford Stage, Theaterworks or the Bushnell, watch UCONN basketball or head to our award-winning minor league ballpark.



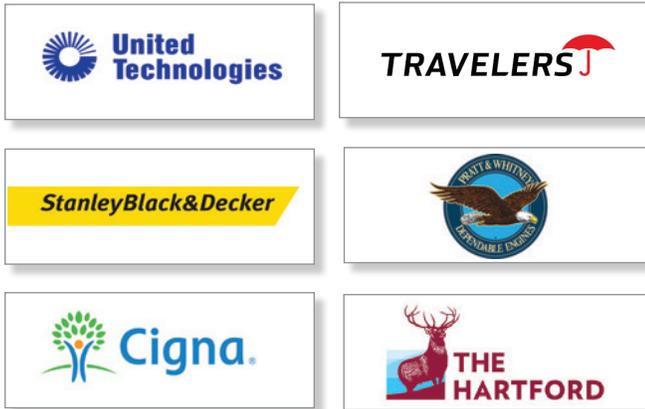
A short bike or Uber ride will take you to West Hartford's vibrant BlueBack Square for drinks and dinner. A 15-minute busway ride will take you to the New Britain Museum of American Art, and 45 minutes by train will take you to New Haven and Yale University.



The workforce you need now and into the future

How we'll meet your immediate needs

Greater Hartford offers a hub of highly educated, highly innovative workers—attracted by both our high-growth tech startups as well as our Fortune 100 institutional employers.



Thanks to these companies—and the expansive labor force that makes up Greater Hartford and the surrounding areas—our region boasts a significant population of well-trained financial services professionals, engineers and technology experts.

# of Workers Per Field	CT	MA*
Business, Management	116,730	36,750
Engineering	33,150	8,120
Computer Sciences/Math	49,220	11,340
Legal	13,600	2,500
Business/Financial	92,470	26,760
Administration	262,860	90,720

*MA reflects the Springfield and Worcester areas, both easily accessible from Hartford.

How we'll meet your ongoing needs

Our local public and private colleges and universities are well-equipped to deliver the talent pool Amazon is going to need. For example:

- Trinity College offers a combined liberal arts/engineering program at its downtown location.
- Goodwin College, on the East Hartford side of the river, has grown its manufacturing and technology offerings dramatically to cater to this cornerstone of our economy.

- UCONN recently opened a downtown Hartford campus, just minutes from the new Amazon HQ2.



Thanks to CT's public-private partnership facilitating downtown revival, thousands of new residents, students and faculty are finding a home in greater Hartford. And all our educational institutions are preparing thousands for careers in in-demand fields.

Fields	Graduates (2013-2016)
Business, Management , Marketing	42,737
Computer and Information Science	6,270
Engineering	15,269
Legal Professions and Studies	5,232
Mathematics and Statistics	3,613

*Includes institutions within 50 miles of Hartford.



Easy connections across town and around the world

At the intersection of major highways

Amazon’s Greater Hartford HQ2 sits at the intersection of two major highways: I-91 heading North-South and I-84 going East-West. Access to the site is easy from either route. We’d love to work with Amazon to shape the plans for converting I-84/Bulkeley Bridge into a grand boulevard.

Expanding rail routes

With the launch of the Hartford Line in June 2018, The Knowledge Corridor is served by daily commuter rail service connecting New Haven, Hartford and Springfield—with synchronized connections to New York City. And Union Station is within walking distance from the Amazon HQ2 campus.

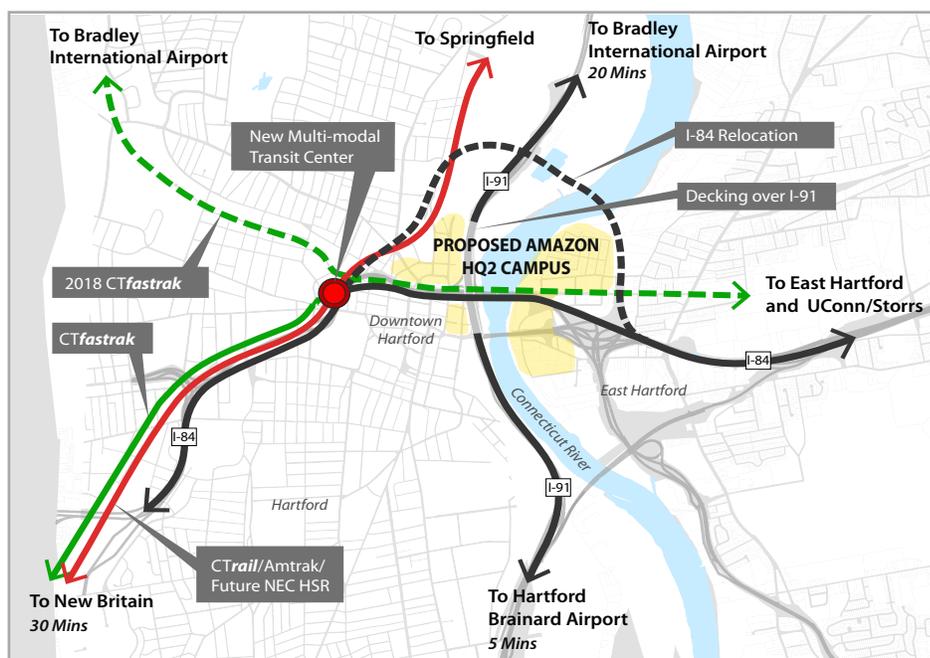
Well-utilized Bus Rapid Transit system

Connecticut offers a well-utilized bus rapid transit system known as CTfastrak. It moves 10,000+ riders daily and is readily expandable and customizable to meet future demand. Recently, a route to the UCONN campus in Storrs was added and a Bradley Airport route is under construction.



Easy access to an international airport

Just 20 minutes from Amazon’s new headquarters is Bradley International Airport—one of the Northeast’s most manageable airports. From here, you can catch frequent, affordable connections to Seattle, San Francisco, Chicago and Washington D.C.—just to name a few. There are also hassle-free flights out of Bradley to London, Luxembourg



and many other European hubs—including direct flights to Dublin and Edinburgh. And just 2.5 miles from your headquarters is Brainard Airport, which accommodates small aircraft and helicopters.

Walkable, bike-friendly neighborhoods

Hartford is dedicated to promoting multi-modal transit, and we’re putting bike and pedestrian needs and a commitment to Complete Streets at the forefront of our planning. In addition to rail and bus, the Amazon HQ2 campus will be directly linked to the national East-Coast Greenway project—connecting the campus to suburbs around the region by scenic bike trails.

We’re also proud to boast **one of the first free bicycle roadside assistance programs** in the nation.



A vibrant, inclusive community

38 towns/cities, one cohesive ecosystem

At just 18 square miles, the City of Hartford is smaller than a single neighborhood in some sprawling cities. But the Greater Hartford region encompasses 38 small towns and cities that work as one cohesive regional ecosystem.

For example, next-door West Hartford earned the **#15 spot on Money Magazine’s ranking of the “Best Places to Live” in the entire US.** And *Family Circle Magazine* and *Kiplinger’s Personal Finance Magazine* rate West Hartford as top 10 in the nation for raising a family.

But West Hartford is just one of dozens of great communities within easy biking distance to HQ2—each with their own special character and unique history.

So whether you are drawn to downtown living, the colonial charm of Wethersfield, the urban-suburban vibe of West Hartford, the country feel of the Farmington Valley, the many communities “East of the River,” or the bustle of nearby New Britain, it will all be easily accessible from your new HQ2.

Living options: reverse sticker shock

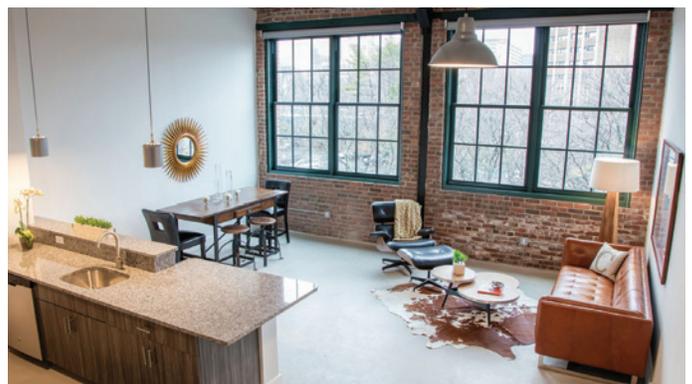
Living options in Greater Hartford are both diverse and affordable—with local real estate costs a fraction of those in nearby New York and Boston.

Greater Hartford has something to suit every taste. Living choices range from a luxury high-rise with a river view to a single family home in a nearby town where agriculture remains integral to the local economy.

For downtown dwellers, investments by the Capital Region Development Authority (CRDA) have spurred a dynamic revival in downtown rental housing—converting formerly vacant commercial buildings into luxury rentals attracting residents of every age. In fact, available apartments have increased 1,115% in the last 15 years.

There is significant infill development opportunity available to ensure that the rental market near HQ2 can keep up with the demand that Amazon would bring— and CRDA stands ready to partner.

\$231,700 Median sale price of single-family home in Greater Hartford



Inclusivity: the flavor of Greater Hartford

The Hartford region has a cultural richness that rivals cities many times our size— with the food, music, art and dance that go with it. Whether you want to feel at home or experience something new, you'll find it in the diversity of Greater Hartford – from New Britain's "Little Poland," to South Hartford's Italian traditions, to our strong West Indian, African American and Latino communities and our large and vibrant LGBTQ community.

Fun: four seasons of distinctive experiences

In Greater Hartford, you're never far from things to do— every season of the year.

Enjoy arts and culture? Greater Hartford is internationally acclaimed for its producing theatre, arts museums (including the Wadsworth Atheneum, the oldest art museum in the country) and musical heritage.

See Hartford Symphony perform downtown or head out to Talcott Mountain for their summer performances. Catch the Northeast's largest free Jazz Festival in Bushnell Park. Watch Tony-award-winning theater at The Hartford Stage and Theaterworks, or see Broadway shows at The Bushnell.

Like sports? Watch golf greats in the Travelers Championship. Support Team USA at East Hartford's Pratt & Whitney Stadium. See the UCONN Women's Basketball team win (again) at the XL Center. Go ice skating for free in Bushnell Park or head out to watch a Yard Goats AA baseball game at Dunkin' Donuts Park—recently named the nation's #1 new baseball stadium by *Baseball Digest*.

We're also working hard to bring professional soccer to Dillon Stadium in historic Coltsville, home of America's newest National Historical Park.

Any day of the week, make a pilgrimage to the house where Mark Twain wrote Tom Sawyer and Huckleberry Finn, or stop in for a brew at one of many craft beer pubs.

Want to venture a little farther? In less than an hour, you could be sitting on the beach, sailing on the Sound, fishing the Farmington River, or hiking in the Berkshires.





Luke A. Bronin
Mayor, City of Hartford
550 Main Street
Hartford, CT 06103



Marcia A. Leclerc
Mayor, Town of East Hartford
740 Main Street
East Hartford, CT 06108

October 19, 2017

Jeff Bezos
Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, WA 98109

Re: *Amazon HQ2*

Dear Mr. Bezos,

We are proud to introduce you to Amazon's Greater Hartford HQ2 on the banks of the beautiful Connecticut River, at the heart of New England's "Knowledge Corridor," less than 30 minutes from Bradley International Airport, and a short walk to world-class theaters, museums, restaurants, and parks.

Greater Hartford is a vibrant region of more than 1.2 million people, recently named one of 19 "Global Knowledge Capitals" by the Brookings Institution. We offer a unique blend of eclectic urban neighborhoods and charming New England towns – with easy commutes, affordable and diverse housing opportunities, and some of the best schools in America.

We're already doing the exciting work of reinventing what was once America's most prosperous city – tackling fiscal challenges head-on, reaching for a new vision of inclusive growth, and nurturing the revival of our historic downtown.

Reinvent with us here in Greater Hartford, where 19th Century innovators revolutionized manufacturing, where America's insurance industry revolutionized risk management, and where we're ready to join you in revolutionizing commerce for the 21st Century.

Very truly yours,

Handwritten signature of Luke A. Bronin.

Luke A. Bronin
Mayor, City of Hartford

Handwritten signature of Marcia A. Leclerc.

Marcia A. Leclerc
Mayor, Town of East Hartford

Handwritten signature of Shari Cantor.

Shari Cantor
Mayor, Town of West Hartford

Handwritten signature of Stewart Beckett III.

Stewart Beckett III
Chair, Capitol Region Council of Governments

Connecticut[®]

Congress of the United States
Washington, DC 20510

October 17, 2017

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

RE: Connecticut and Amazon HQ2

Dear Site Manager Golden,

We write in full support of Connecticut as the home of your second headquarters, "Amazon HQ2." As proud representatives of Connecticut's residents, communities, and businesses, we stand ready to work with Amazon to make Connecticut the home of Amazon's next phase of growth and innovation. As Amazon weighs the many offers from states across the country, we can confidently say that Connecticut's talented workforce, location, and quality of life set us ahead of other locations the company will consider.

Connecticut's residents are productive and innovative. We have a long history of ingenuity, creativity, and a passion for learning. We rank among the highest advanced degree holders in the country. The state's colleges and universities, including Yale University, University of Connecticut, and Wesleyan University, are strategic partners in producing students who are well-trained in all disciplines, from engineering and advanced technologies to the liberal arts. These well-rounded college graduates become residents who contribute to our state's vibrant cities and quintessential New England small towns.

Our strategic location and connectivity to the country's major business and population hubs provide quick access to major marketplaces and financial centers. With access to three rail lines and several interstate highways connecting to New York City and New England, we are uniquely positioned to help Amazon's employees play an active role in the East Coast's vibrant economy. With five general aviation airports and Hartford's Bradley International Airport providing flights to major U.S. cities as well as Ireland, Canada, Scotland, and Mexico, Connecticut is a gateway to the world. Building on Amazon's existing logistics and distribution sites in two Connecticut towns, Amazon's HQ2 would represent a continuation of an already beneficial relationship between our state and the company.

Our accessibility to places outside of the state is complemented by a unique sense of home, community, and quality of life that sets Connecticut apart. Amazon employees could choose to live in rejuvenated, urban downtowns or quiet tree-lined streets in historic small towns, while maintaining access to Amazon's new headquarters. The virtue of our small state is the ability for employees to choose a community to fit their lifestyle and their needs. Whether it is millennials who want to enjoy city living or a growing family that's looking for a backyard and great schools, Connecticut offers something for everyone.

We are excited about the opportunity to share Connecticut's unique charms with Amazon. We are ready and supportive of the federal workforce development and infrastructure programs necessary to make Connecticut a place where Amazon can grow. As federal representatives, we work hand in hand with state and local leaders to advocate for the policies and funding that make Connecticut a better place to do business, live, and play. We are excited and ready to welcome Amazon to our state.

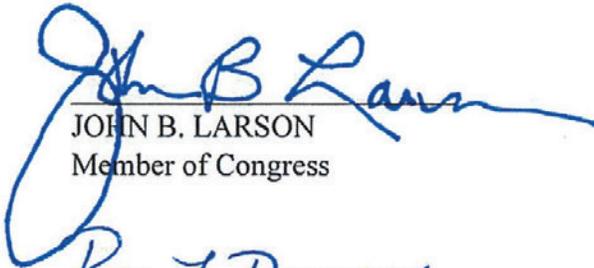
Sincerely,



CHRISTOPHER S. MURPHY
United States Senate



RICHARD BLUMENTHAL
United States Senate



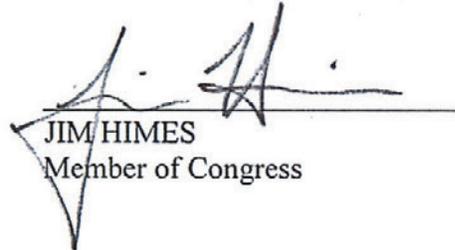
JOHN B. LARSON
Member of Congress



JOE COURTNEY
Member of Congress



ROSA DeLAURO
Member of Congress



JIM HIMES
Member of Congress



ELIZABETH H. ESTY
Member of Congress



State of Connecticut
GENERAL ASSEMBLY
STATE CAPITOL
HARTFORD, CONNECTICUT 06106-1591

October 13, 2017

Dear Mr. Bezos and the Amazon team,

Connecticut is right for you. On behalf of the Connecticut General Assembly, and our state's Commission on Economic Competitiveness, we are writing to let you know, in the clearest possible terms, that Connecticut is ready and united, on a bipartisan basis, to do what it takes to make our great state your second home.

With due respect to our sister states, you can't beat Connecticut. Amazon can tap immediately into our pipeline of highly-educated, diverse, and talented employees from some of the nation's best public and private higher education institutions. Among the 50 states, Connecticut is top 5 in (A) the skill and education of our workforce and (B) our productivity. We rank 3rd in the nation for master's degrees and 6th in the nation for science and engineering doctorates.

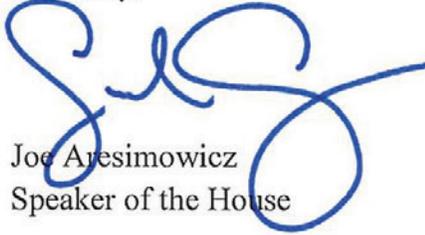
Our schools are top 10 in the country, and they feed into a college and university system that includes not only Connecticut's great institutions, but the hundreds of other colleges and universities in the region that are a short car ride away. Which leads us to perhaps our most critical asset – location, location, location. No other state is located right in the middle of two of the most important financial markets in the world – New York City and Boston – but without the high cost of those two cities. Not to mention that we are not far from Washington, D.C., Philadelphia, PA, Providence, RI, and other important communities; Connecticut is a short drive or train ride away from 1/3 of the U.S. economy.

With great schools, safe and vibrant communities, and world-class arts and cultural assets, Connecticut has a quality of life that is unparalleled. Connecticut is the place to raise a family. Your workers and their loved ones will be healthy, happy, and can grow and thrive in our cities, hike our backwoods and ski our mountains, and enjoy our rivers, lakes and the ocean.

We welcome the opportunity to work with Amazon on any legislative initiatives necessary to ensure its new headquarters will thrive here in our state. Like many of our sister states, we are committed to tackling our fiscal challenges effectively and on a bipartisan basis, and supporting the kind of innovation ecosystem that Amazon needs to grow. If you would like to speak with any of us, or if you would like us to come to you, please let us know.

Connecticut is ready for Amazon. Connecticut has already made a major commitment to Amazon, with facilities in Windsor and Wallingford and another planned for North Haven. You know what we can do. Let us do more.

Sincerely,



Joe Aresimowicz
Speaker of the House



Matt Ritter
House Majority Leader



Themis Klarides
House Republican Leader



Martin Looney
President Pro Tempore



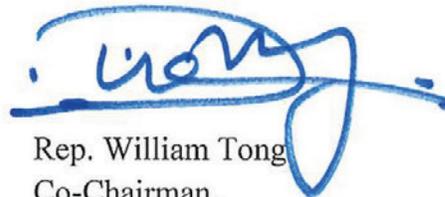
Bob Duff
Senate Majority Leader



Len Fasano
Senate Republican President Pro Tempore



Kevin Witkos
Senate Republican
Deputy President Pro Tempore



Rep. William Tong
Co-Chairman,
Commission on Economic Competitiveness



Joseph McGee
Co-Chairman,
Commission on Economic Competitiveness



October 19, 2017

Dear Amazon Team:

As leaders of Connecticut businesses, both large and small, we enthusiastically encourage Amazon to locate its second headquarters in our great state. HQ2's entry into either the Hartford or Stamford regions will be truly transformative--reshaping what Connecticut will look like in 10 years, 20 years and beyond.

For a small state Connecticut boasts a long list of competitive advantages that will fuel Amazon's growth and long-term success.

Our state empowers the forward-thinkers who forge disruptive markets. Although Connecticut has a rich history of firsts and invention, we do not rest on our laurels. It's no wonder that many of our companies house their R&D units here in Connecticut.

Connecticut's high quality workforce and future pipeline of talent help make our businesses competitive on a global basis. Our internationally-recognized scientists, engineers and patent holders drive creative product development as well as efficient production. And, given state and university investments in labor force education we believe Connecticut will have forward-looking workers for generations to come.

It's no wonder that the workforce performs well: the quality of life here is exceptional so our employees and their families truly enjoy living in the state. The amazing array of cultural assets (five producing theatres, world recognized museums, and the historic downtowns in our smaller towns and villages) are resources we treasure.

Finally, the location of the state cannot be beat. Connecticut sits in a prime location in the Northeast corridor, one of the most wealthy, densely populated centers in the world. This provides Amazon and all private sector employers with a broad and deep pool of customers and employees – and access to markets across the Atlantic.

These are just a few of the reasons Amazon would benefit greatly from establishing HQ2 in Connecticut. We fully support the project and welcome Amazon's increased presence in our state. Feel free to reach out to any of us for more information.

Sincerely,

Connecticut Business Leaders

Andy F. Bessette
Executive Vice President & Chief Adm. Officer
Travelers

Margaret Keane
President & CEO
Synchrony Financial

Chris Swift
Chairman & CEO
The Hartford

Greg M. Barats
President & CEO
The Hartford Steam Boiler Inspection and
Insurance Co.

Charles Nelson
CEO, Retirement
Voya Financial

John L. Garrison
President & CEO
Terex Corporation

Fernando Merce
President & CEO
Nestle Waters North America

David H. McCormick - Eileen K. Murray
Co-CEO's
Bridgewater Associates, LP

Dan McCarthy,
President & CEO
Frontier Communications

Kevin J. Kelleher
President & CEO
Cartus

Peter Hoecklin
President & CEO
TRUMPF Inc.

Jill Hummel
President & General Manager
Anthem Blue Cross & Blue Shield of
Connecticut

Michael Galle
Executive Director
UBS, Group Corporate Services, Americas

Brian A. Keane
COO, EVP
Blue Sky Studios

Mike Soltys, Vice President
Corporate Communications
ESPN, Inc



Robert H. Forrester
President & CEO, Newman's Own Foundation
Executive Chairman, Newman's Own, Inc.



Pamela K. Elkow
Partner
Carmody Torrance Sandak & Hennessey, LLP



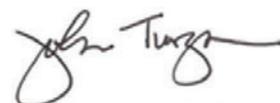
Josh Geballe
CEO
Core Infomatics



Bryan Garcia
President & CEO
Connecticut Green Bank



Thomas Carlos
General Manager
Sheraton Stamford Hotel



John Turgeon, CPA, HCS
Partner & Managing Director
CohnReznick



David A Swerdloff
Attorney at Law
Day Pitney, LLP



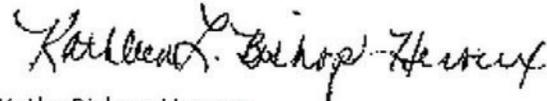
Austin McChord,
Founder & CEO
Datto, Inc.



Alan Lazowski
Chairman & CEO
LAZ Parking



Robert Caruso
Senior Managing Director
CBRE



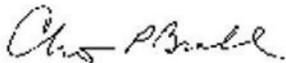
Kathy Bishop-Heroux
VP Financial Operations
UnitedHealthcare



Oz Griebel
President & CEO
MetroHartford Alliance



Mike Stotts
Managing Director
The Hartford Stage



Christopher P. Bruhl
President & CEO
The Business Council of Fairfield County



Curtis C. Battles
Chief Advisor & CEO
New Canaan Advisors



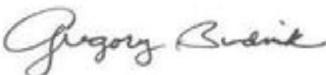
Elliot Ginsberg's
President & CEO
Connecticut Center for Advanced Technology



Bruce Carlson
President & CEO
Connecticut Technology Council



Edmund Kindelan, CPA
Regional Managing Partner NE
CohnReznick LLP



Greg Budnik
Market Managing Partner
Connecticut/Westchester County
RSM US LLP



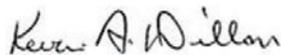
Jessica Correia
Senior Special Events Manager
Junior Achievement of Southwest New
England, Inc



Tom Dubay
CEO
Hartford Flavor Company



Randall S. Koladis
Senior Vice President
CBRE/New England



Kevin Dillon
Executive Director
Bradley International Airport



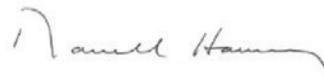
David R. Fay
President & CEO
The Bushnell



Susan Froshauer, Ph D.
President & CEO
Connecticut United for Research Excellence,
Inc.



Charles M. Smith, CPA, CPC, SPHR, SHRM SCP
Director
CohnReznick



Darrell Harvey
Co-CEO
The Ashford Company



Pekah Wallace, Regional Manager
State of Connecticut Commission on Human
Rights & Opportunities



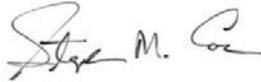
Robert Santy
President & CEO
Connecticut Economic Resource Center



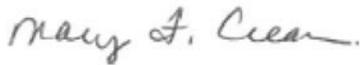
Alice S. Knapp
President
The Ferguson Library



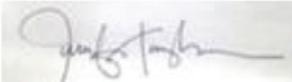
Stephanie Romano
Commercial Real Estate Advisor
Regions Commercial, LLC



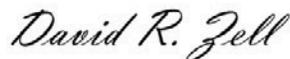
Stephen M. Coan, PhD
President & CEO
Mystic Aquarium



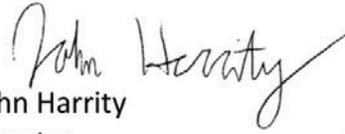
Mary F. Crean
Vice President of Marketing & Development
United Way of Central & Northeastern
Connecticut



Jennifer Tombaugh
President
TAUCK



David R. Zell
Vice President
Specialty Programs
QBE North America



John Harrity
Director
GrowJobsCT



Heather M. Knapp
Partner
Forarty Knapp & Associates Inc.



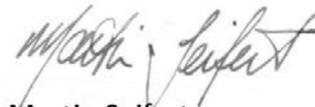
Joseph F. Brennan
President & CEO
Connecticut Business & Industry Association



Michael A. Cantor
Co-Managing Partner
Cantor Colburn LLP



Matt McCooe
CEO
Connecticut Innovations



Martin Seifert
Partner
Greentec Design



October 16, 2017

Dear Amazon Team:

We, the Presidents of public and private higher education institutions in Connecticut, write in support of our state's application to be the home of Amazon's second corporate headquarters.

Connecticut has the 4th most highly educated workforce in the country, with nearly 40% of our citizens holding a bachelor's degree. Our education system is often considered to be among the strongest in the country and in fact was ranked third in CNBC's Top States to get an Education in 2017.

Our state is the home to over forty institutions that are varied and diverse in their size and mission. This includes our flagship institution, the University of Connecticut, 4 state universities, 12 community colleges and 16 private, non-profit institutions including the world-renowned Yale University.

Collectively these institutions enroll over 200,000 students annually and educate a strong, innovative workforce. We represent a critical mass of talent and ideas. We are ranked:

- 7th in R&D expenditures (National Science Foundation, 2016)
- 6th for Science and Engineering doctorates in the workforce (National Science Foundation, 2016)
- 6th on Milken Institute's State Technology and Science Index

Additionally, we are nimble and responsive to the needs of our state's employers. Between 2010-2016 our STEM Degree production has grown 54%, the 8th highest increase in the country. We have nine undergraduate engineering programs in Connecticut, twenty-two schools that award degrees in computer and information sciences, and seven Advanced Manufacturing Technology Centers located at our Community Colleges.

Most recently, this past year the Presidents from nearly all of our public and private institutions of higher education came together through a strategic planning process to cultivate and propel the state's higher education system to be an example of the collective power of ingenuity to the world.

We are inspired and welcome the opportunity to work with Amazon if it chooses Connecticut as its next home to ensure that it has the workforce that it needs, that necessary degree and training programs exist and that our ecosystem is strong to allow the company to thrive.

Sincerely,

President Marc Camille
Albertus Magnus College

President Mark Nemeč
Fairfield University

President James Lombella
Asnuntuck Community College &
Interim President for Tunxis Community
College

President Mark Scheinberg
Goodwin College

President Wilfredo Nieves
Capital Community College

President Paul Broadie
Housatonic Community College
Interim President for Gateway Community
College

President Edward Klonoski
Charter Oak State College

President Gena Glickman
Manchester Community College

President Katherine Bergeron
Connecticut College

Lead Campus Administrator Steven Minkler
Middlesex Community College

President Mark Ojajian
Connecticut State Colleges & Universities

President Janet Steinmayer
Mitchell College

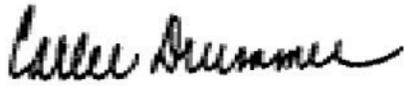
President Zulma Toro
Central CT State University

President Daisy Cocco DeFilippis
Naugatuck Valley Community College

President Michael Rooke
Northwestern CT Community College

President Elsa Nunez
Eastern CT State University

President David Levinson
Norwalk Community College



President Carlee Drummer
Quinebaug Valley Community College



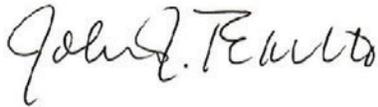
President Susan Herbst
University of Connecticut



President John L. Lahey
Quinnipiac University



President Gregory S. Woodward
University of Hartford



President John J. Petillo
Sacred Heart University



President Steven Kaplan
University of New Haven



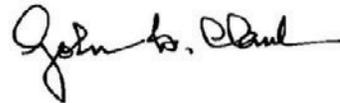
President Joseph Bertolino
Southern CT State University



President Rhona Free
University of Saint Joseph



President Michael Gargano
St. Vincent's College



President John Clark
Western CT State University



President Joanne Berger-Sweeney
Trinity College



President Michael S. Roth
Wesleyan University



President Mary Ellen Jukoski
Three Rivers Community College



President Peter Salovey
Yale University



President Neil A. Salonen
University of Bridgeport



location



lifestyle



support



education



innovation

Any questions, please contact:



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& Community Development*
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Please refer to the supporting website
CTisPrime.com for additional details:
data, videos, interactive maps and materials.

