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MAYOR

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Baltimore, Maryland 21202*

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

Re: Port Covington-Amazon HQ2 Proposal 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 soul, 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
Mayor
City of Baltimore